



## **NOTICE OF COUNCIL MEETING**

**An EXTRAORDINARY MEETING of LISMORE CITY COUNCIL will be held at the COUNCIL CHAMBERS, Oliver Avenue, GOONELLABAH on TUESDAY, OCTOBER 19, 2004, at 6.00pm and members of Council are requested to attend.**

Paul G. O'Sullivan  
**General Manager**

October 14, 2004

# COUNCIL BUSINESS AGENDA

October 19, 2004

## PUBLIC ACCESS SESSION:

PAGE NO.

OPENING OF MEETING AND PRAYER (MAYOR):

APOLOGIES AND LEAVE OF ABSENCE

DISCLOSURE OF INTEREST

MAYORAL MINUTES

## REPORTS

- |  |         |
|--|---------|
| ➤ Memorial Baths Redevelopment – to be issued under separate cover             | 1 - 5   |
| ➤ Keen Street Upgrade  | 6 - 9   |
| ➤ Private Offer to Purchase Council Trucks - to be issued under separate cover | 10 - 11 |
| ➤ Strategic Plan   | 12 - 13 |

*Following the meeting a workshop will be held to discuss Council's committee structure.*

**Subject/File No:** MEMORIAL BATHS REDEVELOPMENT  
(P6768)

**Prepared By:** Manager-Special Projects & Properties

**Reason:** To respond to Council's resolution of October 12, 2004.

**Objective:** To inform Council as to the progress of the Memorial Baths redevelopment.

**Management Plan Activity:** Special Projects & Properties

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**Background:**

In July 2004 Council resolved to approve amendments to the original Memorial Baths proposal. These amendments were explained in:

- a) A report by the Manager-Special Projects & Properties, and
- b) Two planning reports by Council's Project Assessment Planner.

The amendments had the effect of moving the proposed buildings 6m to 8m southerly onto Market Street thereby greatly increasing the available area on the site. The report also stated that it was likely there would be an extension of the construction timetable. Following Council's agreement new designs to accommodate the variations were commissioned and more recently the construction tenderer has been asked to price the variations.

The pricing and timing implications have been subject to negotiation with Seymour Whyte and that information was conveyed in summary form to Councillors on October 6. More explicit detail of the current estimates and projections is contained in the following report.

The project planning presumes that the siteworks variations endorsed by Council in July will proceed, however this report will form the basis for a Council resolution which will commit additional Council resources to the completion of the Memorial Baths redevelopment in accordance with the approved development consent.

**At its meeting of October 12, 2004 Council sought specific clarification of several elements of the Memorial Baths project. In the time available it is not possible to be conclusive about all elements but the report incorporates the most up-to-date information.**

**Variations Not Included in Original Proposal:**

Arising from the variations endorsed by Council in November 2003 and July 2004, the original proposal has been significantly improved and the facilities now being constructed vary from those initially tendered by Seymour Whyte in November. These improvements fall into three categories.

- a) **Extra costs associated with ORIGINAL CONSENT CONDITIONS of November 2003.**
  - i) *Shade Structures* – following considerable debate by Council it was clear that the initially proposed shade structures should be enhanced. The consent conditions which were issued reflected this and the shade structures were redesigned. It should be recognised that the most significant visual element of the site is the shade structures and their effectiveness has to work in concert with their prominence.  
*The cost of these structures is \$150,000 over what was originally proposed.*

**Memorial Baths Redevelopment**

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- ii) *Noise Reduction/Fire/Safety* – the consent that was issued required a redesign of the proposed heat pumps and their noise attenuation barriers. These elements did not form part of the initial tender. In addition to this, additional reports and design work were required to satisfy several safety issues which were raised in the DA process.  
*The combined impact of these elements is \$50,000.*
- iii) *Redesign and Professional Fees/Administration* – The administrative and professional costs involved in providing all of the additional elements noted in this report is *\$100,000.*

TABLE 1 - Summary of extra costs

Item	\$
<i>Shade Structures</i>	<i>150,000</i>
<i>Noise Reduction/Fire/Safety</i>	<i>50,000</i>
<i>Redesign and Professional Fees/Admin.</i>	<i>100,000</i>
	<b><i>\$300,000</i></b>

**b) Extra works associated with July decision to enlarge OPEN SPACE.**

The decision to relocate the building elements of the Memorial Baths 6m to 8m onto Market Street has had a significant impact on the opportunities that Council has to accommodate additional features in the development. The major elements are listed below and are still being negotiated with the site contractor, and are listed for Councillor information.

- i) *Grassed Area/Increased Concourse* – the amendment to the original design created significant increases in open space. Approximately 180 sq.m. of level grassed area, together with disabled ramps have been created. This space will not only be of advantage to recreational swimmers but will also serve group or carnival events as an overflow marshalling area.

In addition to this area the hardstand concourse area has also been significantly increased and now has an area of approximately 1060 sq.m.

- ii) *Increased Pool Storage* – The original design had limited lockable pool storage area. The amended design incorporates a significant increase in the size of the pool storage room.
- iii) *Grandstand Extension* – The initial proposal had a seating capacity of 450 people. Council has been advised that the minimum seating capacity required for regional swimming events was 500. The opportunity was taken to increase the seating capacity of the grandstand to 500 people when the open space was redesigned.

**c) Additional Matters:**

Whilst acknowledging that the original budget of \$7.5 million will be exceeded, but in keeping with the Council's stated intent to deliver a regional competition swimming centre of the highest standard, there are two further matters which the Council should consider.

- i) *Pool Boom* – The tendered proposal incorporated a non-movable blank at one end of the pool. Upgrading this to a fully movable pool boom (\$220,000) will allow the 51m pool to be split into two 25m pools for various programs and usage. The boom will also facilitate pool usage for water polo events.

**Memorial Baths Redevelopment**

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In a recent visit to two pools in Brisbane, staff were advised by their operators that the booms are relocated approximately 4 times a day and this greatly increases the serviceability programmability and performance of the pool.

- ii) *Market /Victoria Street Roadworks* – the original proposal envisaged a minimum of work in Market Street the work being confined to the pavement and kerb which abutted the Memorial Baths site, as this was what would have been required of an external developer. As Council is the developer of the Memorial Baths project it accepted a condition which required the full upgrade and reconstruction of Market Street. There is more than one option to meet this requirement and further investigation is required before this cost can be determined.

**Revised Completion Date:**

Management well appreciates that the ramifications of the redesign on the construction period should be minimised. To this end Seymour Whyte were instructed to continue with the construction of the pool shells as there was to be no impact upon these occasioned by the redesign work. The tender period was 42 weeks, resulting in an initial expectation of completion by January 2005.

The pours for the 3 pools have continued on schedule. The construction of the other elements could not recommence until after the issue of a revised construction certificate. To this end considerable pressure was exerted on the design team and said certificate has been issued.

Following the issue of construction drawings and their examination by both Seymour Whyte and Council staff there has been a constant dialogue designed to reduce both the time to completion and the cost of work. This dialogue continues and has led to the completion date being brought forward by two weeks and additional building teams working on site. Seymour Whyte have been keen to limit the construction period and it is anticipated that this co-operation will lead to further cost savings and reductions in construction time. The current projections are that the project will be completed by the end of April, 2005.

**Project Cost:**

When Council received the tender variation for the increased scope of work from Seymour Whyte staff immediately undertook a thorough evaluation of the variation and:

- a) sought further and better particulars in regard to the variation, and
- b) sought independent advice from Wilde & Woollard, Quantity Surveyors and Construction Consultants.

Wilde & Woollard advised Council that the rates and service charges set out in the variation were “reasonable” and that they were less than would be claimed in capital cities.

Staff have reviewed the additional material provided with Seymour Whyte and have already identified savings of approximately \$130,000. Further intensive negotiations will continue with Seymour Whyte in the following weeks.

Based on the review by Wilde & Woollard as well as the co-operative attitude of Seymour Whyte, it is considered that Council is receiving good value for its money.

# **LISMORE CITY COUNCIL – Extraordinary Meeting held October 19, 2004**

## **Memorial Baths Redevelopment**

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### **2004/05 Summer Season:**

The delay in the pool opening occasioned by the increased work will have an impact on patrons and Council's management is working to mitigate this. Initiatives that have been pursued include:

- Appointing our longstanding Pool Manager, Mr Iain Jones as liaison officer to ensure that users can get information about the pool redevelopment and help with alternative venues.
- Council will help schools, and swimming groups to find alternative venues – by acting in a liaison role with other public pools, and suitable pools in the private sector and private school system.
- Council will assist with the travel to alternative pools for school carnivals.
- Providing a lifeguard between specified hours at the Lismore Lake Pool for the 2004/05 season.
- Assisting schools and user groups so that additional costs of staging events are limited.
- Encouraging former season ticket holders to contact the liaison officer for up-to-date information.

Whilst the planned opening this summer clearly cannot be achieved, every effort will be made to assist our regular patrons who will have a first class facility to look forward to upon its completion. The cost of this special assistance will be met from the 2004/05 funds allocated for operation of the new Memorial Baths and the Lismore Lake Pool.

### **Manager - Finance & Administration Comments**

It is acknowledged that after all known and approved sources of funding are applied (loans, revenue, proceeds from asset sales, section 94 and reserves) there will be a shortfall in available funding for this project.

As this amount is likely to be significant, there are only a limited number of funding options. They include the provision of additional funds, the reallocation of existing funds, or some combination of the two. Realistically, the provision of additional funds via loans is likely to be the preferred option providing the majority of required funds with operational savings or additional revenues achieved during 2004/05 to offset the amount borrowed by as much as possible. As a guide, the additional annual repayment cost for a 20 year loan would be approximately \$10,100 for every \$100,000 borrowed.

A detailed appraisal of the budget implication will be once the revised project cost is finalised and included in the report anticipated to go to the November 2004 Council meeting.

### **Public Consultations**

Not required.

### **Other Group Comments**

Not required.

### **Author's Response to Comments from Other Staff**

Nil.

**Conclusion**

As the project progresses, the opportunities to greatly improve the Memorial Baths redevelopment have been pursued. These improvements will serve the community very well for a long time into the future and will reinforce the original intent to create a regional competition swimming centre of the highest standard.

Negotiations need to continue before Council can be apprised of the final project cost.

**Recommendation (GM02)**

1. That Council acknowledge project cost increases arising from the consent condition of November 2003 and July 2004 which are estimated at \$300,000 and vote such funds as are required for this work.
2. That staff continue to negotiate project costings and report back to Council at the meeting of November 9, 2004 with final details,
3. That Council consider the benefits and disbenefits of installing a moveable boom in the 51 metre pool an estimated cost of \$220,000 and determine whether this feature is to be included or excluded.
4. That Council note the impact of design and construction changes will manifest as a contract time increase with the project expected to be completed by the end of April 2005.
5. That Council endorse the actions taken to ameliorate the impact on pool users arising from development of the swimming centre's completion date including:
  - i) The appointment of Mr Iain Jones as pool Liaison Officer.
  - ii) Council assist schools and swimming groups to locate alternative venues for their events.
  - iii) The subsidy of bus travel for schools and other swimming groups to assist with transport costs to alternative pool venues.
  - iv) Provision of lifeguard at the Lake Pool during specific periods of time.

**Subject/File No:** KEEN STREET RECONSTRUCTION  
(WJM:VLC:R7313)

**Prepared By:** Group Manager – City Works

**Reason:** Request from Council Meeting of October 12, 2004.

**Objective:** To inform Councillors of proposed reconstruction project.

**Management Plan Activity:** Urban Roads

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**Background:**

The 2004/5 Management Plan identified the need to upgrade the CBD streets and has allocated funding of up to \$2.0M for this task. Keen Street and Woodlark Street have both been nominated as in urgent need of upgrading.

Woodlark Street is currently being investigated for the installation of up to three (3) sets of traffic lights and is a RTA regional road. There is some possibility of the RTA contributing to future traffic facility works and the lights. However, this will take some time to resolve. A final resolution as to what shall be built at Woodlark Street is some time away.

Keen Street is a Council-owned road that is fully funded and controlled by Council. There are two (2) aspects to consider when reconstructing a major street in the CBD -

- 1. Desired visual impact and overall impression on the public**  
Parking layout, trees, gardens, pedestrian facilities, etc.
- 2. Underlying engineering component of the project**  
Pavement material, drainage, water supply and other services.

The most difficult aspect of the project is achieving all the above with minimum disruption to the immediate business houses and the community in general.

**Underlying Engineering Component of the Project**

The CBD streets have been gradually improved as dictated by city growth. Most roads have not been built to a high standard to suit modern traffic needs or axle loads. It is therefore important that when we have the opportunity to reconstruct a complete street it be completed to a high standard as it will be expected to last for the next 50-100 years.

With these aspects in mind, there have been a number of technical staff meetings aimed specifically at ensuring the hard engineering is well thought through and well engineered. Minimising the disruption to the public has been a key consideration.

**Pavement Construction**

Molesworth Street was first promoted as an upgrade of the existing street, leaving the existing pavement in place at close to the existing levels.

In retrospect this would have been a much better job if the road had been lowered and the whole pavement reconstructed. Unfortunately, the short-term benefits of completing a project without reshaping the street and constructing a new pavement tended to have overshadowed the long-term advantages.



## Keen Street Reconstruction

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### Method of Construction

Staff have spent a lot of time working out how the whole pavement could be reconstructed over a maximum of two (2) weeks. The best solution was to close the street completely and remove the existing pavement using two excavators and a number of trucks. Once the work had progressed up the street (say 20m), a second group of machines would start filling the excavation with stabilised quarry material which is compacted and finished to level. The stabilised material would be sourced from Council's quarry where a Pugmill will be located. This machine will be hired in and is capable of mixing cement and water into the quarry material at a rate in excess of 200T per hour, the advantage being that once the material is placed in the street and compacted, there is no further working of the material.

### Time-Frame

After working through this method of construction and the likely time-frames for the work, the engineers became convinced that this was the only way the work could be done quickly and believed that if the road could be shut down completely for (say) 10 days, we could have all the earthworks complete. The kerb and gutter, pedestrian crossing, etc, could then be carried out on a piece by piece basis without total disruption to the street, shoppers and business houses.

After discussions with many stakeholders it was felt that the only time the closure could take place was in early January 2005 when many people will be on holidays and business is generally light.

### Consultation with Business People

Staff first arranged to liaise with the executive of Lismore Unlimited Opportunities who were broadly in favour of the project and believed that a complete reconstruction of Keen Street is the best answer. They agreed that the best time to do the work was in January 2005 but they believed the second week in January may be the best time. Frank Gellatly (Choppers Music) undertook to speak with the Keen Street shopkeepers to determine their preferred date for a meeting with staff. We have now held two meetings with the shopkeepers of Keen Street, the last being Wednesday, October 13, 2004. Some business people attended both meetings, some attended only one and several have chosen not to come.

The outcome of both meetings have been –

- Very keen to see the works take place.
- Want the works to be completed as soon as possible with minimum long-term disruption.
- Believe that if the street has to be closed the **first two weeks of January 2005** are the best option.
- Have some concerns with the delivery of supplies to the shops while the street is closed to vehicles (discussed later in report).

### Services

#### **Water**

Water is by far the greatest concern as all staff are convinced that all the old water mains must be replaced before the pavement can be reconstructed. It is also important that all the new mains be installed below the level of the material to be excavated for the new pavement. We do not want to be digging up mains and services during the road closure as this will slow down works.

# LISMORE CITY COUNCIL - Meeting held October 19, 2004

## Keen Street Reconstruction

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Assuming the roadworks were to start in January 2005, all the new water mains need to be in place by then.

After discussions with business people and staff it was decided that all the water main replacement work should be carried out during weekends with a maximum of one-quarter of the street being shut down in any one weekend. The extent of work dictates that work must commence by mid-October 2004 if the mains were to be replaced by January 2005. This approach has been fairly well accepted by the business people who have attended the meetings.

### **Telstra** (safety camera cables, etc)

At this stage we believe that most of the Telstra system lies within the footpaths and will not be affected.

### **Drainage**

A full analysis of the existing drainage system has been carried out to determine the current drainage system and the need to upgrade the system. This has shown that only minor works are required.

## **Summary of Engineering Requirements**

The road will be completely closed down over the first 1-2 weeks in January 2005 to enable the whole pavement to be removed and replaced using stabilised quarry material.

Replacement of the water mains will start on the weekend of October 16, 2004.

Consultation with Lismore Unlimited Opportunities and Keen Street business houses has indicated that they believe this is the best course of action.

## **Street Layout**

### **Overall**

Before starting on this project, staff again looked at the options available for the street and examined the parking layouts used in neighbouring towns. A lot of good comment has been received about Molesworth Street and how well the traffic flows in the street.

To start the process a plan very similar to Molesworth Street was submitted for discussion. This plan has been generally well accepted by all with a suggested change to the inside gutter, comprising stainless steel gutter and bollards on the inside of the block as in Molesworth Street, on the western side of Keen Street. This was not included in our first plan as the extra cost is in the order of \$300,000.

### **Parking**

It appears to be understood that if the Molesworth Street layout is used, we will lose approximately 30 car spaces. Most people accepted this concept when it was explained that there were to be an additional 60 spaces created adjacent to the Clyde Campbell Carpark further along Keen Street (ie, former BT Shed site, and opposite the vacant land and music shop).

While it was not extensively discussed, a number of people were in favour of centre parking being changed to 1-hour similar to Molesworth Street. This is in line with the recommendations of TTM Traffic Consultant, Glen Holdsworth.

## Keen Street Reconstruction

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Several people expressed the view that we should remove every second tree garden to make way for more parking.

### **Safety Cameras**

The cameras need to be maintained. If more trees are proposed, it may be necessary to install more cameras to obtain greater vision.

### **Pedestrian Crossing**

A suggestion has been made that the pedestrian crossing may be better located closer to the Magellan Street roundabout in order to better service the new development planned for the 'Art in the Heart' precinct. The reaction to this suggestion was that the crossing should remain at its present location until such time as the 'Art in the Heart' development proceeds. This appears a reasonable approach.

### **Outdoor Eating Areas**

The meetings with the Keen Street shopkeepers have generated interest from at least two businesses who wish to create outdoor eating areas within the parking areas adjacent to their shops. Outdoor eating appears to be a popular activity in Lismore and certainly adds character and atmosphere to the street.

Some direction is needed from Council on the desirability of this activity –

1. The number of dining areas Council is prepared to allow.
2. The quality of the infrastructure to be built.

Staff suggest that the nature, shape and quality of the Molesworth Street structures should be adopted as a standard; to be constructed by the owners wishing to conduct on-street dining. The cost of the structure is also to be funded by the applicant.

### **Manager - Finance & Administration Comments**

The 2004/05 Management Plan includes \$2.0 Million in loan funds for works within the CBD. The full project costing will be prepared in conjunction with the approval process for the final design.

### **Public Consultations**

Two meetings have been convened with Keen Street business houses to outline the proposal and gain their input into the project, as well as liaison with Telstra and other service utility owners.

**Other Group Comments** Not required

### **Recommendation** (WOR2)

1. That the reconstruction of the Keen Street pavement (Woodlark to Magellan Streets) take place during the first two weeks of January 2005 and that the street be closed to all non-construction traffic during that period.
2. Council adopt a design layout that includes stainless steel gutter and bollards with tree locations similar to Molesworth Street, and that this plan be widely circulated to interested parties for information and seeking comments on the details.
3. Council invite expressions of interest from persons wishing to create an on-street eating area in this section of Keen Street on the basis that the successful applicant will be expected to construct and finance the facility to a similar standard to that in Molesworth Street.

## LISMORE CITY COUNCIL - Meeting held October 19, 2004

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**Subject/File No:** PRIVATE OFFER TO PURCHASE COUNCIL TRUCKS

**Prepared By:** Contracts Officer, Chris Allison

**Reason:** To inform Council of the sale of major items of plant

**Objective:** To seek Council's approval to sell two (2) tipping truck

**Management Plan Activity:** 1.12 – Plant Operations

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### **Background:**

At the Council meeting held on October 12, 2004, Council resolved not to accept any of the tenders submitted for the purchase of two (2) new tipping trucks and to call new tenders.

The second part of the recommendation in the report to the meeting on October 12, 2004 recommended that Council accept the private offer to purchase V115 & V116 from Valley Motor Auctions of Kotara NSW for \$47,770.00 each.

The Manager from Valley Motor Auctions has approached Council indicating that his company would be placed at a distinct disadvantage in any re-tender process as the prices he tendered for the purchase of V115 & V116 are now public knowledge having been printed in the business paper and the minutes from the meeting.

Council staff has reviewed the situation and believe that the fairest solution would be for Council to accept the offer to purchase V115 & V116 from Valley Motor Auctions as tendered on the understanding that the tendered prices are fixed.

### **Manager - Finance & Administration Comments**

N/A

### **Public Consultations**

N/A

### **Other Group Comments**

N/A

### **Author's Response to Comments from Other Staff**

N/A

### **Conclusion**

Valley Motor Auctions tendered for the purchase of V115 & V116 in good faith and submitted their tender in accordance the terms and conditions as set out in the tender document. The prices were submitted in confidence and to re-tender the sale of these vehicles may adversely impact on Valley Motor Auctions.

It is proposed that Council only re-tender for the purchase of the new vehicles and accept the tender from Valley Motor Auctions for the purchase of V115 & V116. Tenders will require delivery by the end of April 2005. The Manager of Valley Motor Auctions has been contacted and will hold the prices as offered in the original tender.

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**Recommendation**

That Council accept the private offer to purchase V115 & V116 from Valley Motor Auctions of Kotara NSW for \$47,770.00 each subject to the purchaser giving a binding commitment to complete the purchase by the end of April 2005.

**Subject/File No:** STRATEGIC PLAN  
(S371)

**Prepared By:** General Manager

**Reason:** To seek Council approval to place the draft Strategic Plan on public exhibition

**Objective:** To obtain council approval for a public exhibition of draft strategic plan.

**Management Plan Activity:** Corporate Relations

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### **Background:**

In 1996, Lismore Council undertook the 'Towards 2020' strategic planning process which resulted in a strategic plan that has guided Council decision making to date. Between mid-2003 and mid-2004, Council engaged an independent consultant to assist with reviewing and updating this plan.

The process - titled *Community directions* - included comprehensive community consultation, program review and scenario planning. The aim was to ensure the strategic direction of Council was both representative and forward-looking, whilst providing continuity with the many existing Council services and current projects.

Council's consultation activities included a resident satisfaction survey, a series of community workshops and publication of an issues survey. Results of these initiatives were presented in a *Community directions* issues paper to Councillors in March 2004.

In determining strategic priorities for Lismore, Councillors reviewed the issues paper, developed a number of future scenarios for Lismore based on likely trends, and assessed suggestions from the community.

As a result of the consultation and review process, a draft plan titled "Lismore City Strategic Plan 2004-2012" has been completed.

The plan identifies **six** areas that will guide and focus Council activities over the coming years:

- Economic Development
- Quality of Life
- Leadership by Innovation
- Natural Environment
- Infrastructure
- Water and Waste Cycle

Once adopted, the strategic plan will guide a restructuring of the Council, and be reflected in the reporting structures to Councillors and the public, including management documents and budgets.

At the last Councillor workshop on the strategic plan I was asked to develop performance measures which will facilitate Council monitoring the ongoing success of this new plan and Council's corporate adherence to its principles and intent. Because the Management Plan and Budget are the tools to enable implementation, it is intended to report to Council on suitable performance monitoring criteria by March 2005 as a precursor to the 2005/06 Management Plan and Budget. Effectively, this will draw all strands of the strategic plan to a common starting point and thus focus the organisation's direction for the balance of this electoral term.

## Strategic Plan

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### **Manager - Finance & Administration Comments**

Not required – implementation of the strategic plan will depend on the resources approved by Council in its future budgets.

### **Public Consultations**

Extensive consultations have occurred with the community on the draft strategic plan. This process commenced in July 2003 and wide cross-section of the community participated in the process. Every household in Lismore received information on several occasions and was invited to participate. Over 1500 survey responses were received. Seven community focus groups were held, consisting of between 12 and 20 participants per workshop. Results of consultation were presented in a *Community directions* issues paper to Councillors in March 2004.

Now that all input has been considered and incorporated as appropriate in the forward plan for the City there should be a further final opportunity for community input before Council adopts its plan. The strategic plan being publicly exhibited before adoption by the Council can achieve this.

### **Other Group Comments**

The Group Managers have had direct input into the processes leading to compilation of the strategic plan.

### **Conclusion**

The attached draft strategic plan represents a thorough effort to consult the community about its aspirations for the future of the local government area. All members of the community have had several opportunities to become involved, and the draft report is a highly valid and considered response to the expressed needs of the Lismore community.

### **Recommendation (GM01)**

That the draft plan titled "Lismore City Strategic Plan" be placed on public exhibition for 21 days with a view to obtaining further community feedback prior to the Plan being adopted by Council at its December meeting.

