











Community

Elderly

Small Business

Tourists

Big Business

Single Parents

Children

Tourism operators

Gen X

Youth - Employed

Developers

Media Opinion

Youth - Unemployed

Banks

Singles

Students

Mothers and Fathers

Millennials

Boomers

Community

Assets

Bureaucracy

Small Business

Council Representatives

Big Business

Operators

Funding

Engineers

Designers

Media

Social Media

Community Masterplan: Opportunities

Legacy

Conservation

Shared Ownership

Protection

Accessibility

Community Masterplan: Benefits

Enjoyment

Health

Opportunity

Appropriate Design

Example: South Bank Corporation

World Expo 88

The decision to stage World Expo 88 at South Bank proved to be an inspired one. This event was the prime catalyst for the resurrection of South Bank and the emergence of Brisbane as a vibrant, world class city.

In 1988, the eyes of the world were focused on South Bank as it hosted the hugely successful Brisbane World Exposition. The event showcased an almost continuous program of entertainment and events that sparked new life into the city and the South Bank Precinct.

World Expo 88 was officially opened by Queen Elizabeth II on 30 April 1988. By the time Expo reached its conclusion six months later, over 18 million people had experienced Expo at South Bank. This number far exceeded the 8 million visitors it had been anticipated the event would attract.

Gina Savis
38672060

Incorporation

Following World Expo 88, the site was cleared of buildings apart from three heritage buildings and the Boardwalk. While the Queensland Government had intended to sell South Bank for commercial development **after Expo 88, locals had realised its potential as a public space. Public lobbying saw 17 hectares of South Bank remain public parkland. South Bank Corporation, a Queensland Government statutory corporation, was established under the South Bank Corporation Act 1989 to oversee the development and management of a new South Bank.**

An international competition was held to find an innovative plan for its development and in 1992 the South Bank Parklands opened. South Bank Corporation's pivotal role as a place maker and manager saw the implementation of the 1997-2001 Master Plan Redevelopment.

Key objectives of the Master Plan were to:

- strengthen the precinct's identity
- diversify its offer to the public and business
- improve access and connectivity with surrounding areas.

Land Release

The Master Plan saw the introduction of the Clem Jones Promenade, a revamp of Grey Street and the introduction of the iconic bougainvillea clad South Bank Arbour. Other major milestones were:

- the introduction of new berthing facilities, enabling improved access to the river
- the realignment and development of Grey Street into a vibrant retail and commercial strip
- the relocation of a high speed busway
- construction of the Goodwill Bridge, a dedicated pedestrian and cycle bridge connecting South Bank and the City
- the development of an underground carpark, cinema complex and the Queensland College of Art

South Bank's vision of uniting the precinct with the northern side of the river came to fruition in 2005, when the precinct was recognised as part of the city centre in Brisbane City Council's Draft City Centre Master Plan.

Advisory Panel Responsibilities

Masterplan

Community Consultation

Brief

Design & Engineering

Community Feedback

Design Review

Operator Consultation

Feasibility

Design Review

Design Approval

Operation Design

Call for Submissions

Publication of Submissions

Community Review

Prioritisation

Feasibility Review

Republication

Community Comment

Ratification

Design Brief

Operator Briefs

Land Release

Detailed Operator Briefs

Tenders

Detailed Site Planning

Feasibilities

Offer on Leasehold

Community Consultation

Preferred Tenderer

Masterplan Integration

Design Approval

Land Release

Advisory Panel

Masterplan

Community Consultation

This initial phase will provide the opportunity for community members to consider what uses for the site might be required. It is open to all members of the public, which will include interested businesses, operators, architects, planners, landscapers, ecologists and other specialists, as well as the general public. It is an open forum for ideas and any submission is welcome. There needs to be available at this stage a digital platform to allow for ideas to be submitted, and also for submitted ideas to be visible to members of the public. Facebook, through either a dedicated consultation page, or an existing page, provides an adequate platform as well as allowing users the opportunity to share and like submissions, and by becoming members of the site, make their own submissions. The Facebook Page administrator will retain control of page content. Users can comment or inquire through the Facebook page. Allowing Community Comment will also facilitate growth of grassroots support of SOB,

Brief

From a ranking of the submissions on the Facebook Page, it will be possible to interpret community preferences. Ranking will be done by number of 'likes' received. Before a brief can be developed, a number of tests of reasonability need to be made regarding community preferences. Again, these reasonability tests will be made in an open-sourced manner. For example, if the community express an interest in a trampoline park, it will be necessary to take steps ordinarily associated with developing a masterplan, to ensure it is a congruent and feasible proposition.

This would include:

- Identification of interested operators
- Identification of outline operator brief / spatials
- Land allocation
- Traffic assessment (against capacity)
- Preliminary Cost and Feasibility Assessments

The latter feasibility stage can involve operators providing feedback as part of a preliminary tendering phase (next slide).

Design & Engineering

The formulation of the Brief will allow designers and engineers to proceed through design steps.

Design Review

At various milestones through the Consultation and Design Process, Community Review will be considered.

Design Approval

The formulation of the Brief will allow designers and engineers to proceed through design steps.

Operator Consultation

At various milestones through the Consultation and Design Process, Community Review will be considered.

Feasibility

The formulation of the brief will be tested against commercial feasibility requirements to ensure that the masterplan provides for sustainable business operation.



Social Media: Save our Broadwater Facebook Page (SOB FB)

Tools:

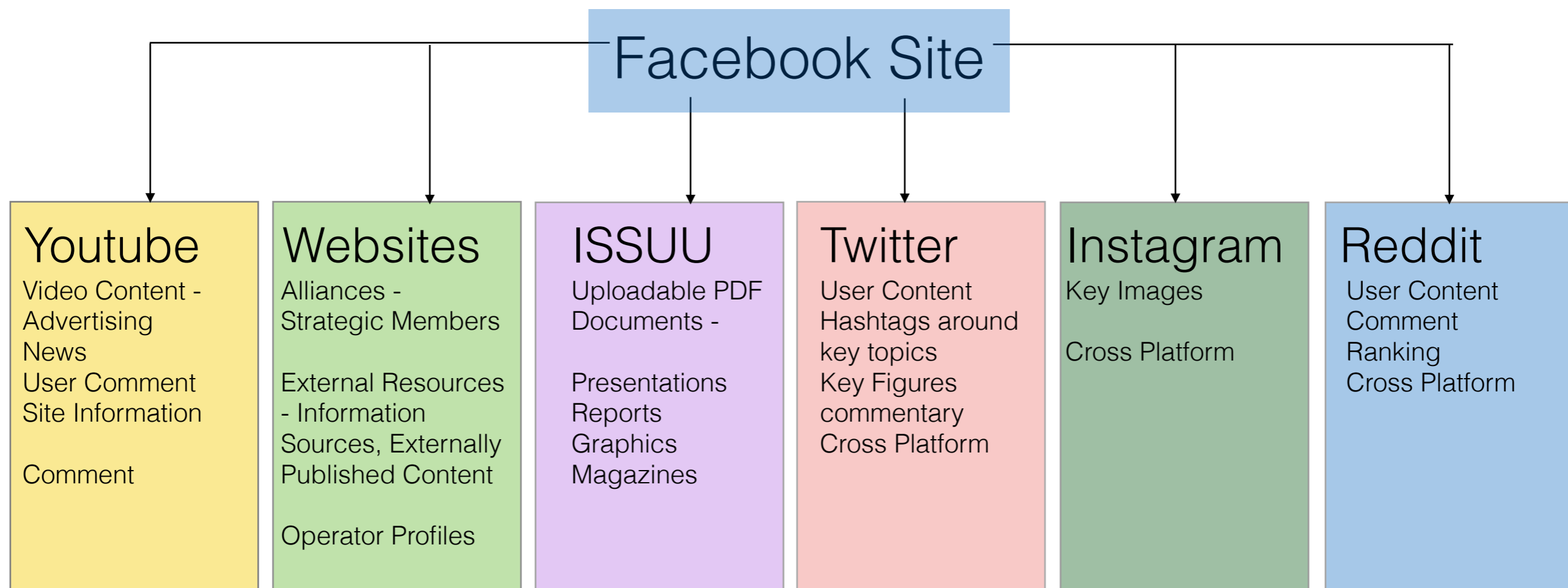
- Admin Posts
- Admin Control
- Community Posts
- Community Comment
- 'Likes'

Media:

- Written Posts
- Video Upload
- Image Upload
- Links
- Hashtags
- Comment
- 'Live' Updates
- Like / React

Benefits:

- Provides Identifiable Community Preference Metrics
- Cross Platform - Sharing across various Apps, User Driven
- Cross Networking - Media Sharing (News, Strategic Partners)
- Community Members can see each others comments - improved Transparency & Interaction, Grassroots
- Questions and Answers in a dynamic, real time, public environment
- Easily Identifiable Single Entry Point for the Conversation
- Allies: Eg. <http://hellomainbeach.com.au>



Goal: Dynamic, Global, User Driven Growth of Message

Process: Social Media Tools

SOB FB

SOB FB facilitates Ideas Generation Phase initiates Process and builds Grassroots Support

SOB FB provides Notification to Community of Detailed Brief based on Community Preferences

SB FB facilitates Community Review of Masterplan Options

SOB FB facilitates Community Comment Ranking by Likes Cross Platform Promotion

Community Brief

Input:
Community Comment Via Facebook - Refer Previous Slide

Facilities
Operations

Output:
Community Preferences

Brief Interpretation

Input:
Technical Interpretation of Community Preferences

Feasibilities
Operators
Traffic Analysis
Infrastructure
Consultancies

Output:
Technical Brief

Design Propositions

Input:
Design Team Design Process

Architecture
Landscape
Ecological
Traffic
Engineering
Operations
Cost
Feasibility

Output:
Masterplan Options

Community Review

Input:
Community Review of Masterplan Options - Via Facebook Site

Community Preferences
EOIs from Operators
Design update
Cost
Feasibility Check

Output:
Ratified Community Masterplan

Goal: Dynamic, Global, User Driven Growth of Message

Process: SOB FB Tools

SOB ADVISORY PANEL

SOB Advisory Panel retains operational control through Community Consultation Phase

SOB Advisory Panel establishes and builds Strategic Alliances

SOB Advisory Panel manages Design Process and Verification of Outputs against Community Preferences and Technical Brief

SOB Advisory Panel manages Operations Feasibility Checks and Operator Terms

Community Brief & Review

Facilitated via Facebook Page
User Driven Content
SOB AP Administrated
Building Message through Grassroots Support

Goal:
Community Preferences

Cross Links & Alliances

Cross Marketing Opportunities
Media Opportunities
Public Forums and Events
Allies (Eg. Tourism Queensland)
International Links

Goal:
Community Engagement

Design Process

Design Scope
Consultancy Appointments
Project Management
Brief Compliance
Brief Change
Cost Control
Land Allocation
Planning Controls
Infrastructure Works

Goal:
Masterplan Strategy

Operations

Operator Input to Design Process
Feasibilities
Cost Verification at Masterplan Scale for Operational Feasibility
Infrastructure Costs and Charges
Operator Terms
Fees and Tariffs

Goal:
Operations Sustainability

Goal: Dynamic, Global, User Driven Growth of Message

Process: SOB AP Controls



transparency
+
engagement
=
confidence



Copyright William Scherer



Open

Indeterminate

Unregulated

Preserved

Valued

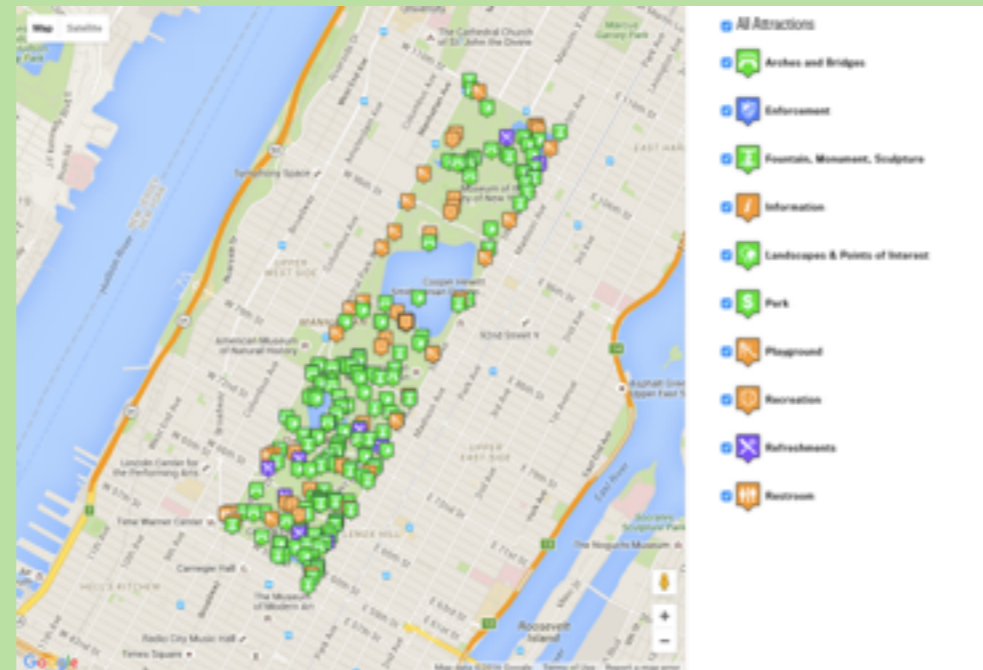
Recognised

Useable

Legacy

Member Programs

- Family Programs**
- Volunteer Opportunities**
 - Keeping it Green For Families**
Spend quality time with your family helping keep Central Park green.
- Events**
 - On A Wing Festival**
Each May, we celebrate Central Park's winged wildlife, from red-tailed hawks to fanciful Monarch butterflies. Discover why the Park is one of Manhattan's best places to spot an impressive variety of winged creatures.
 - Great Jazz on the Great Hill**
Bring your picnic blanket and dancing shoes for an afternoon of live music and dance by some of the best local jazz performers. Make sure you bring your appetite for the delicious food truck fare that will be available for purchase! Co-presented with Jazzmobile.
- Ongoing programs**
 - Discovery Programs**
These educational programs and resources help children explore Central Park and develop skills for learning and inquiry, all in the world's greatest outdoor classroom.
 - Spring Basics for Families**
Join the Conservancy and NYC Audubon Sundays during the spring and fall for a guided birding adventure!
 - Family Performance Festival**
Each summer, the Conservancy hosts a series of eco-education and multicultural performances for the whole family to enjoy. This year's Family Performance Festival is chock-a-block full of fun and learning through music, storytelling.
- Youth Programs**
- Adult Programs**
- All Ages Programs**
- Central Park Paws**
- Landforms: A History of Central Park's Fort Landscape Exhibit**



<http://www.centralparknyc.org>



<http://www.kswaveco.com>



<http://www.bdp.com/en/projects/a-e/creative-arts-hub/>



<http://www.sydneyfishmarket.com.au/home>



PORT DOUGLAS

Change city

- Adelaide
- Brisbane
- Melbourne
- Perth
- Port Douglas
- Sydney

FACEBOOK

INSTAGRAM

TWITTER

SUNSETS, HAPPINESS AND A CLASS OF LINDEMAN'S

MOONLIGHT CINEMA, PORT DOUGLAS

Next Sessions

Wed 20 July

The Legend of Tarzan

Details

Tarzan, having acclimated to life in London, is called back to his former home in the jungle to...

BOOK NOW

Thu 21 July

The BFG PG

6:30pm EARLY START

Details

A girl named Sophie encounters the Big Friendly Giant who, despite his intimidating appearance,...

BOOK NOW

Moonlight Cinema is Australia's favourite outdoor cinema, showing new release films and family classics on the lawns of QT Resort Port Douglas.

Moonlight Cinema Port Douglas runs from 18th June to 9th October! We screen Thursday - Sunday outside of school holidays and Tuesday-Sunday during school holidays.

Keep up-to-date with the latest Moonlight news by following us on Facebook and subscribing to Moonlight e-news.

<https://www.moonlight.com.au/sydney/>



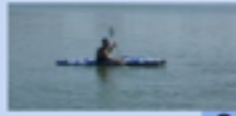
Jellurgal
Aboriginal Cultural Centre,
Tours & Information Hub



<http://www.jellurgal.com.au>

Private Lessons - 1hr

Tell us what you wish to achieve and we can tailor a lesson or program to help meet your goals.



Course duration: 1 hour

What to bring: Suitable clothing and footwear, PFD, paddle, kayak,

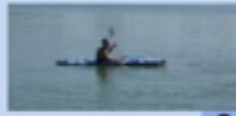
Prerequisites: Positive attitude to learning

Cost: \$100 (one on one with Instructor)

Bookings: info@kayakschool.com.au

Private Lesson 2hr

Tell us what you wish to achieve and we can tailor a lesson or program to help meet your goals.



Course duration: 2 hour

What to bring: Suitable clothing and footwear, PFD, paddle, kayak

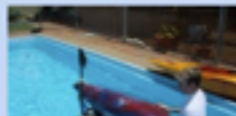
Prerequisites: Positive attitude to learning

Cost: \$180 (one on one with Instructor)

Bookings: info@kayakschool.com.au

Eskimo Rolling

Learn the ultimate self rescue technique - the Eskimo Roll.



Participants should be confident in the water and be comfortable upside down in a kayak.

The eskimo rolling course is a one on one lesson with a professional instructor.

Course duration: 1.5 hours

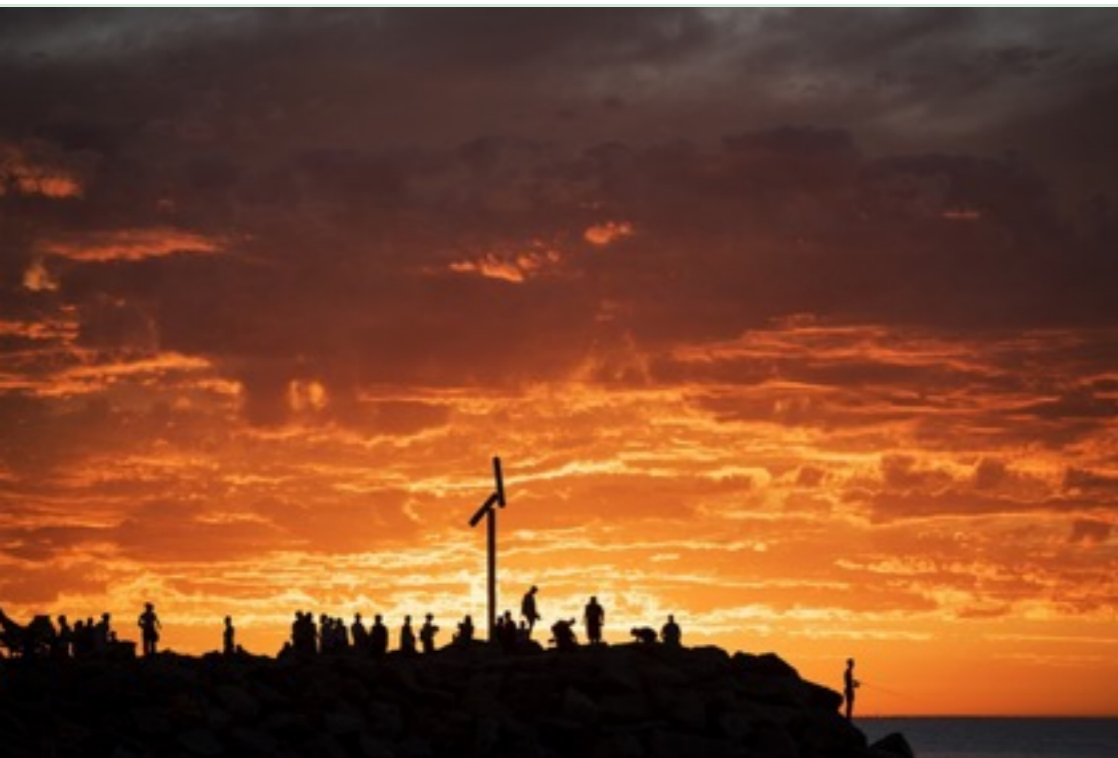


<http://www.kayakschool.com.au>



Rope Walk Proposal, Cockatoo Island





<http://sculpturebythesea.com>



<http://sculpturebythesea.com>



Urban Camping, Cockatoo Island



Options: 'Glamping'



<http://www.birdpark.com.sg/m/>

Options: Aviary Park

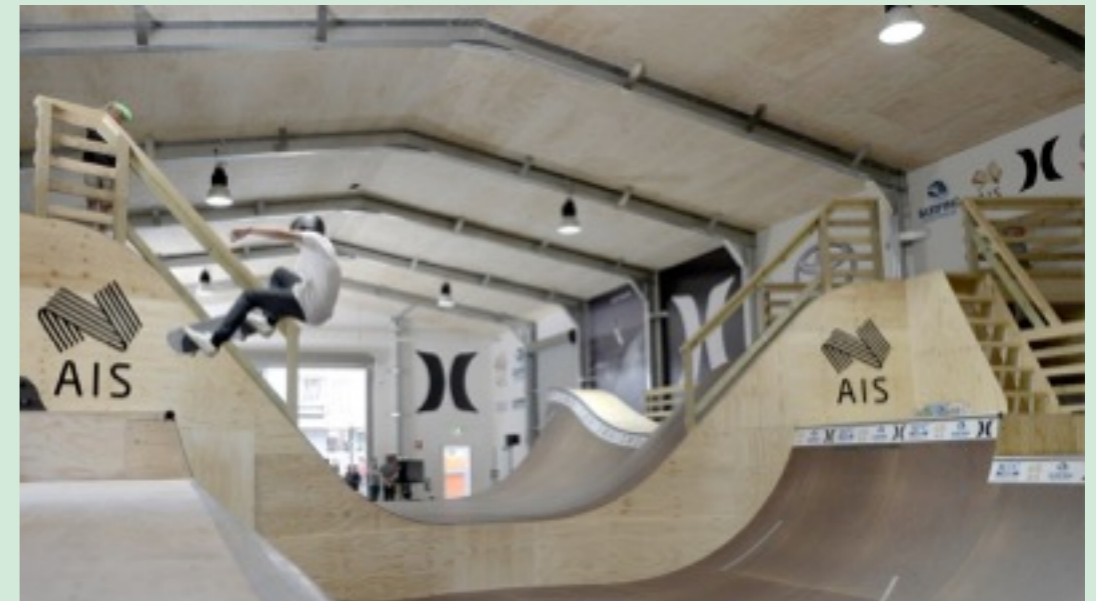


Clty Climbing Gyms

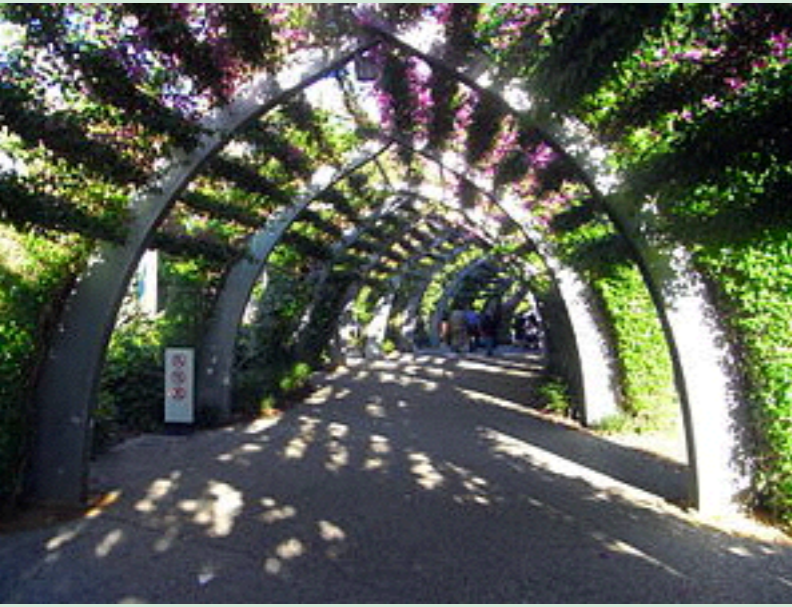


Griffith Ecology Centre





<http://www.surfigaustraliahpc.com>



https://en.m.wikipedia.org/wiki/South_Bank_Grand_Arbour



<http://jumparoundnow.com/tramponline/open-jump/>

Options: Indoor Trampoline Park (San



<http://www.boxpark.co.uk/#>



<http://www.archdaily.com/11216/copenhagen-harbour-bath-plot>



<http://www.dezeen.com/2014/02/04/elastic-perspective-hilltop-staircase-next-architects/>





High Tower and Slide, London





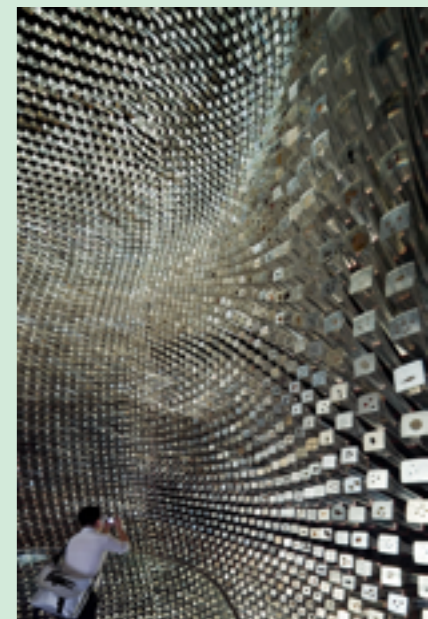
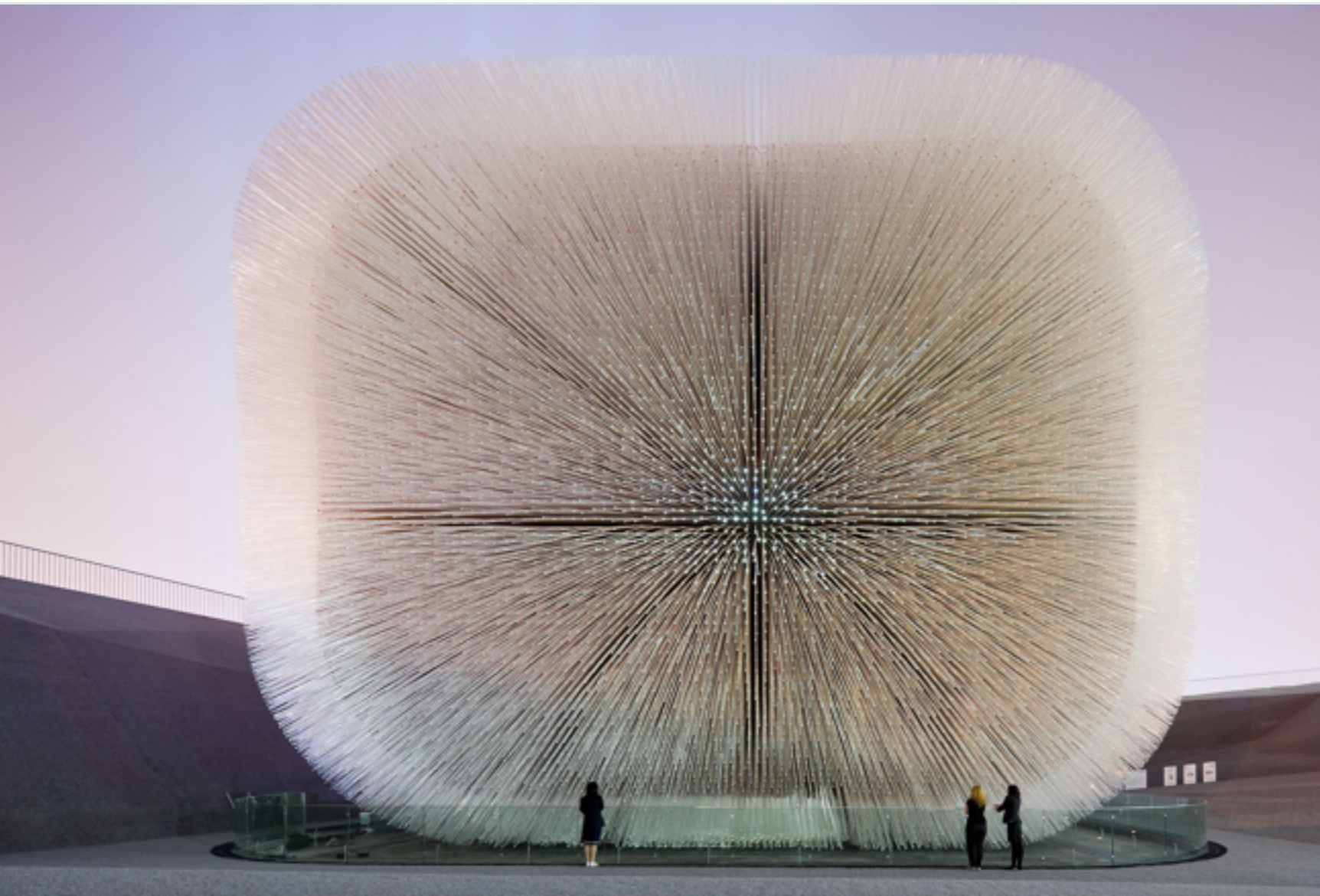
<http://www.fodors.com/news/photos/10-best-outdoor-music-venues-in-the-us>



<http://www.emerson.arch.ethz.ch/construction>



<http://weburbanist.com/2011/09/30/ephemeral-entertainment-13-temporary-pavilions-venues/>



<http://www.heatherwick.com/uk-pavilion/>

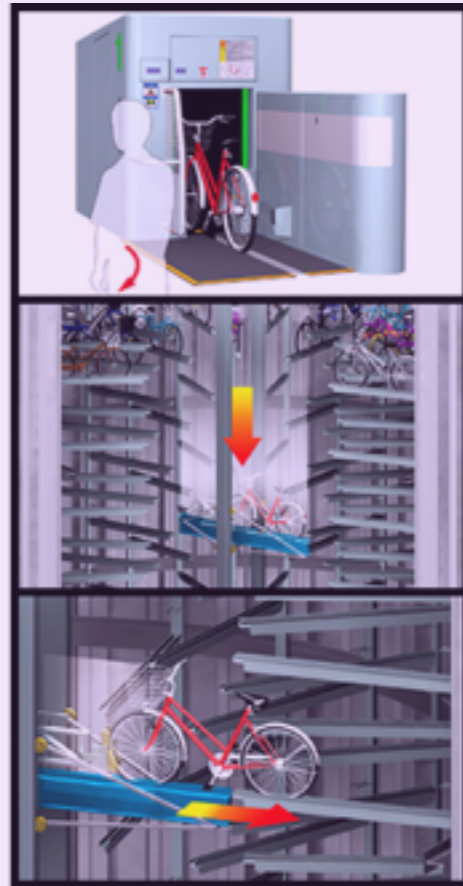
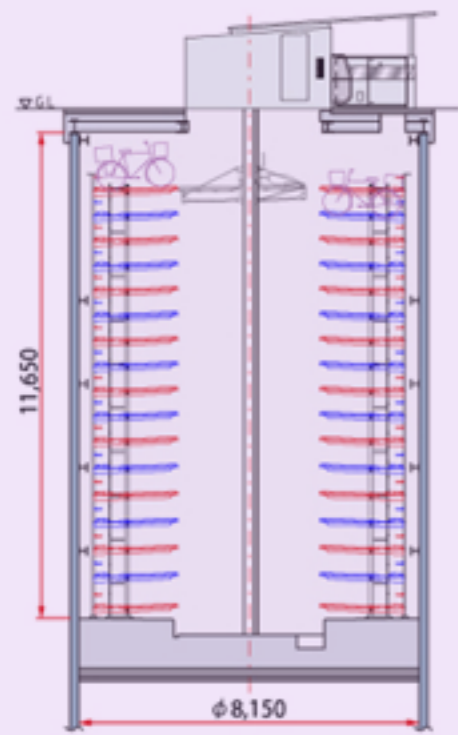


<http://www.archdaily.com/606849/architects-propose-flexible-art-pavilion-for-singapore>



Sydney Finger Wharves:
Low Rise, High Density,
High Amenity Development





Mass Bicycle Parking:
Ease of Movement in periods
of Peak Demand,
Low Impact Infrastructure



Pedestrian Network:
Meeting Peak Demand
and Blending Seamlessly
to the Landscape





Cruise Terminal:
Tourism Growth and
Legacy Value





What is the Broadwater?

The 'Broadwater' is likely to have a range of different meanings and values for different people. Therefore to plan for the future conservation and management of these values one needs to know what they are.

So what do people value?

The natural environment
Fauna and flora
Amenity values
Recreation potential
Cultural heritage
Development opportunity
Employment opportunities

} There may be many other values

What is the relative importance of all of these values?

The 'Broadwater' is not only the Spit and nearby areas (e.g. seaway, Wavebreak Island etc.). The Broadwater is a much larger area. Therefore, much of how people view or associate with the Broadwater might be influenced by their interactions throughout the wider region.

What's in a name?

Recognising the different perceptions of the 'Broadwater' is important as this affects how people will feel affected by any change in the value of this site. The importance of an area may also be determined by the naming of a place. For example, a number of localities within the Broadwater were recently formally named by the Queensland Government. These include;

Curlew Island and Curlew Banks in recognition of the importance of these habitats for shorebirds.

Kurringle Flats and Moondarewa Spit which provide a reflection of the cultural connections with the land.

Humphreys Basin in recognition of John Humphreys who first leased land on the Spit.



The area is also under various forms of land management.

In addition to private residences in and around the Broadwater waterways, there are also *multiple agencies* (e.g. City of Gold Coast, Gold Coast Waterways Authority, EHP, others) with varying levels of management responsibility over some areas. Any proposed actions will need to be done in a consultative and holistic manner with all parties.

Furthermore, any proposed change in use, whether this is viewed as being in keeping with the character of the site or not, needs to consider what the possible *cascading effects* are on the proposed development site but also the broader region and the associated values of the broader region.

For example, even if various existing Broadwater user groups all make use of the site for recreational amenity based on the natural value of the area, this does not necessarily eliminate any *potential conflict* (e.g. divers and recreational fishers, dog walkers and picnickers, etc.).



So how do you go about estimating such value?

Some might possibly refer to some of these values as assets.

Consultation and data collection

One way to do this is through a consultative process to find out more about how all the various stakeholders currently use the Broadwater. For example, just how many people use the Broadwater each day / weekend and what is it that they are using the area for?

This may provide some indication of the current use value (i.e. *When, Where, Why information*) but may not provide much in the way of estimating the intrinsic value of the site. These intrinsic values are typically more difficult to determine.

Estimating intrinsic values

If for example, most people are using the Broadwater for recreational purposes (e.g. swimming, watersports, fishing, picnics etc.) one could ask whether their use and experience would be diminished through any form of alternative land use. The relative costs associated with these missed future opportunities could then be estimated.





The Character of the Broadwater

The Natural Environment

The natural environment underpins much of the current use of much of the larger Broadwater region. This includes all open space areas from the seaward coastline of the Spit through to the Broadwater waterways. Not all areas are necessarily 'undisturbed' or even remnant habitats of past vegetation communities. This should not detract from their perceived value to local communities. Furthermore, recognising the value of the natural environments for native biota as well as their recreational / amenity / aesthetic value is also important.





Towards a Broadwater Masterplan

Data collection and monitoring

What is the existing extent and use of the Broadwater? Who, when and where?

What are the range of proposed changes for the Broadwater, and how does this affect both use and non-use values? That is, how will this impact on the 'who, when, where' above?

What forms of land use will provide the maximum benefit to the most people while not undermining the values / assets for which the site is currently appreciated?

Ecological considerations

Maintaining functional ecosystems that support native fauna and flora.

Capturing connectivity within the landscape – physical and functional connectivity

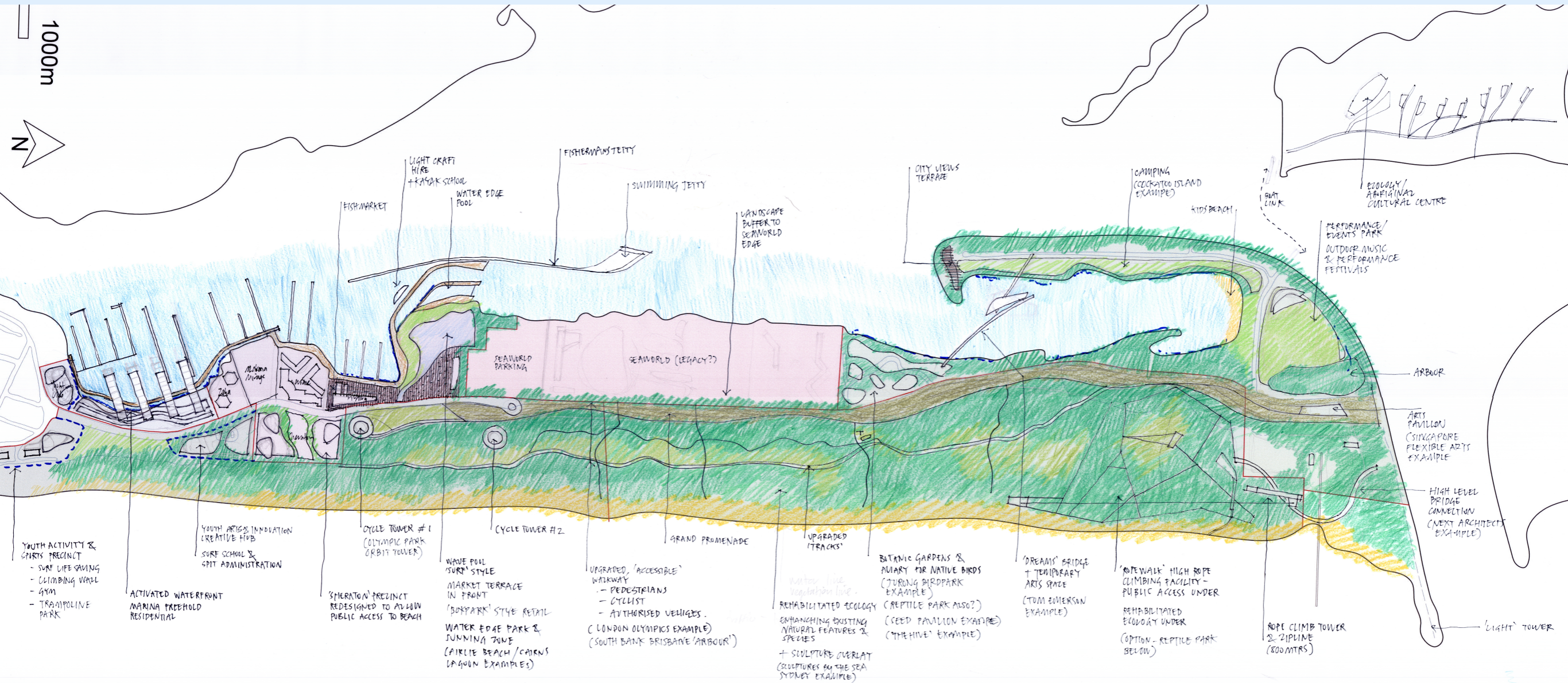
Dealing with and planning for natural ecological processes – e.g. fire.

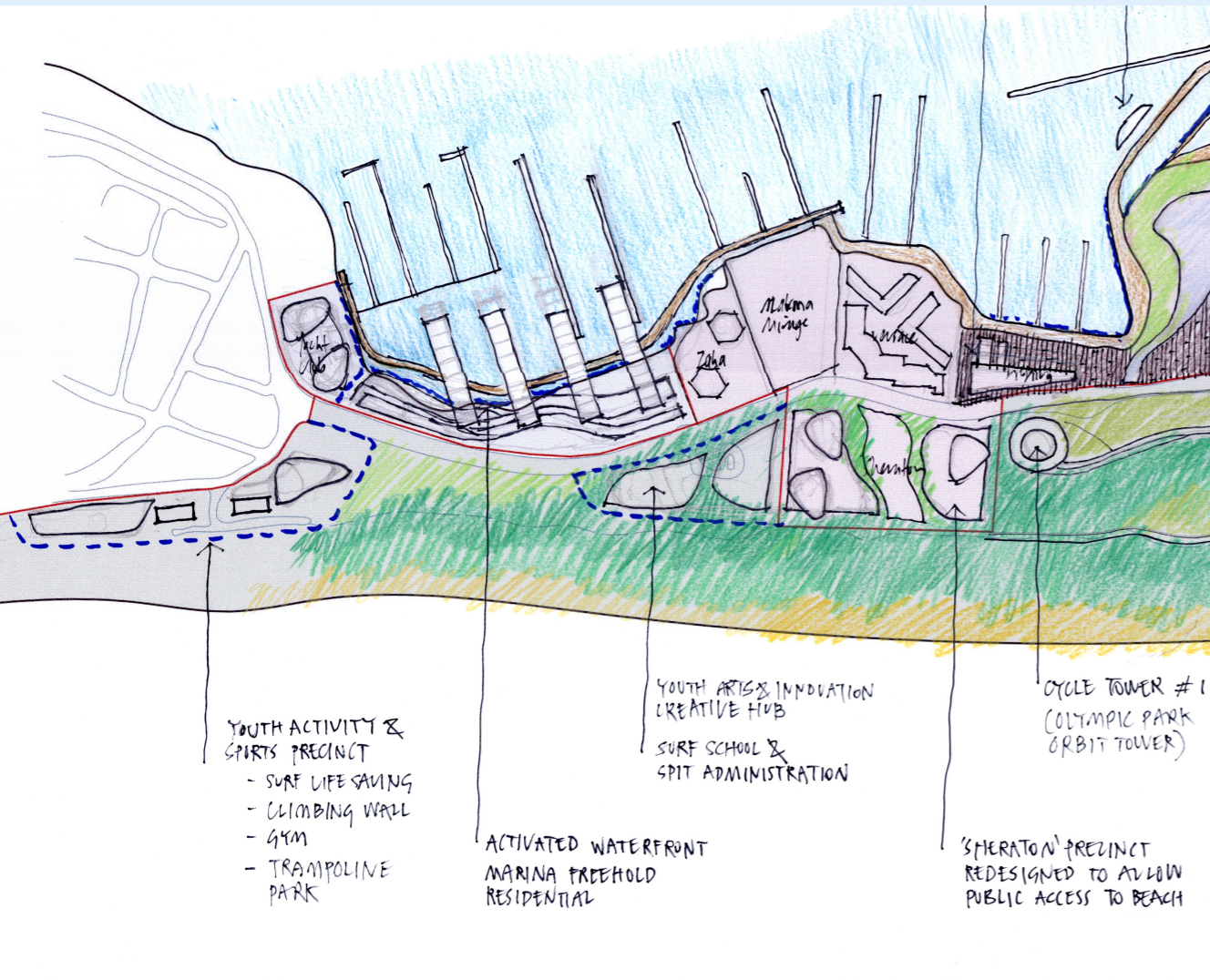
Viewing the Broadwater as a broader ecosystem and capturing terrestrial and aquatic management objectives in a holistic manner.

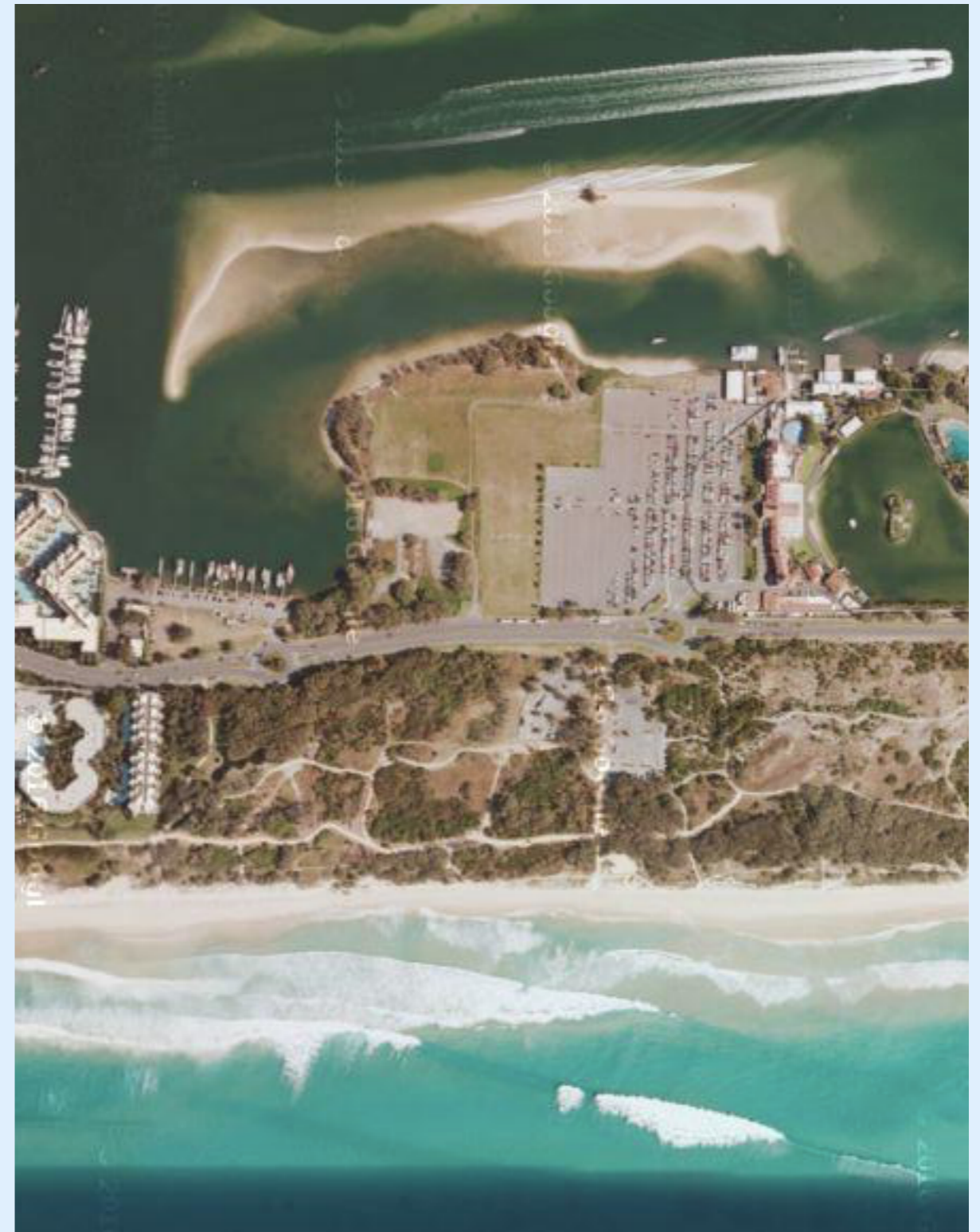
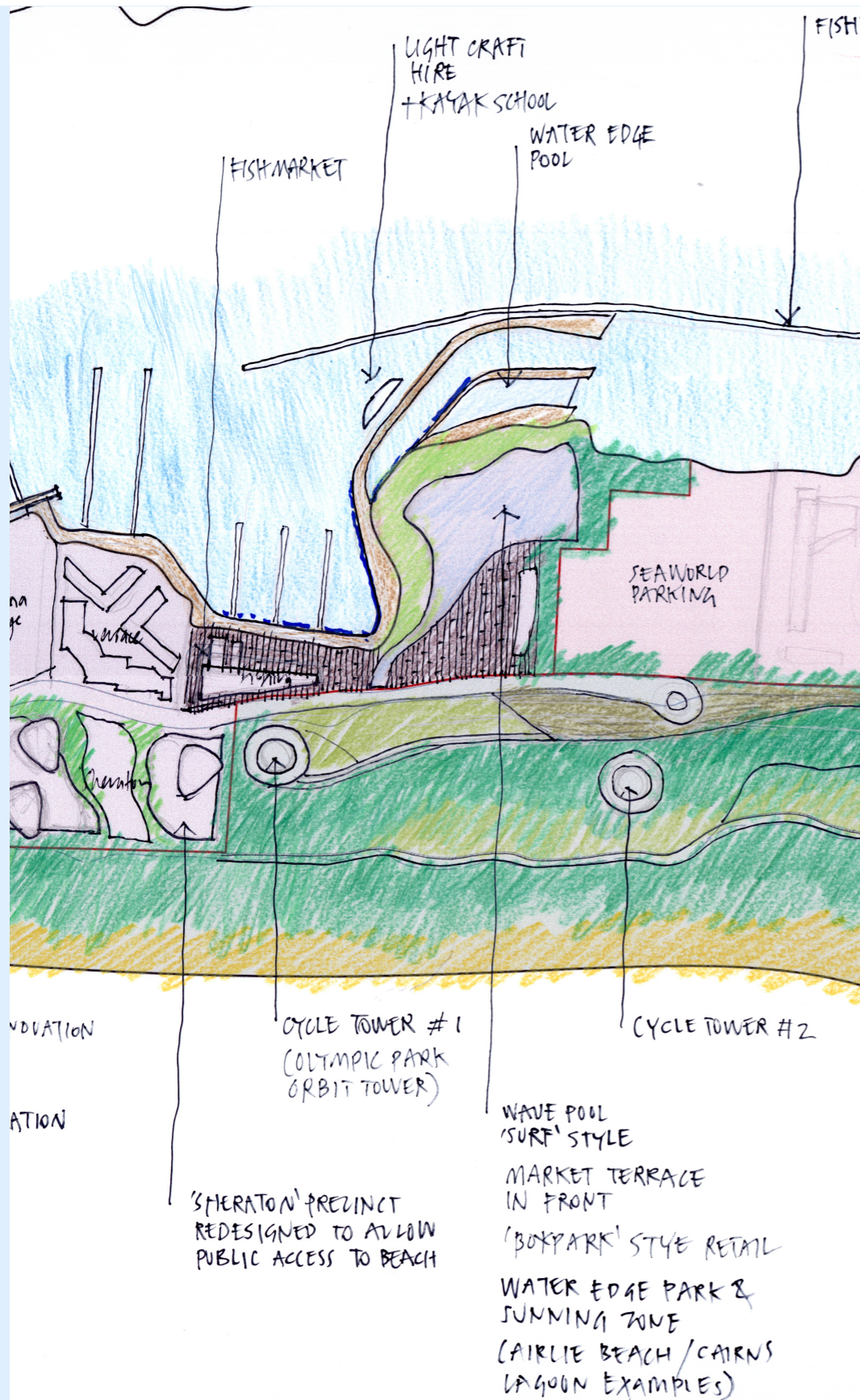
Monitoring ecosystem level responses to change – possibly setting management thresholds or limits of acceptable change.

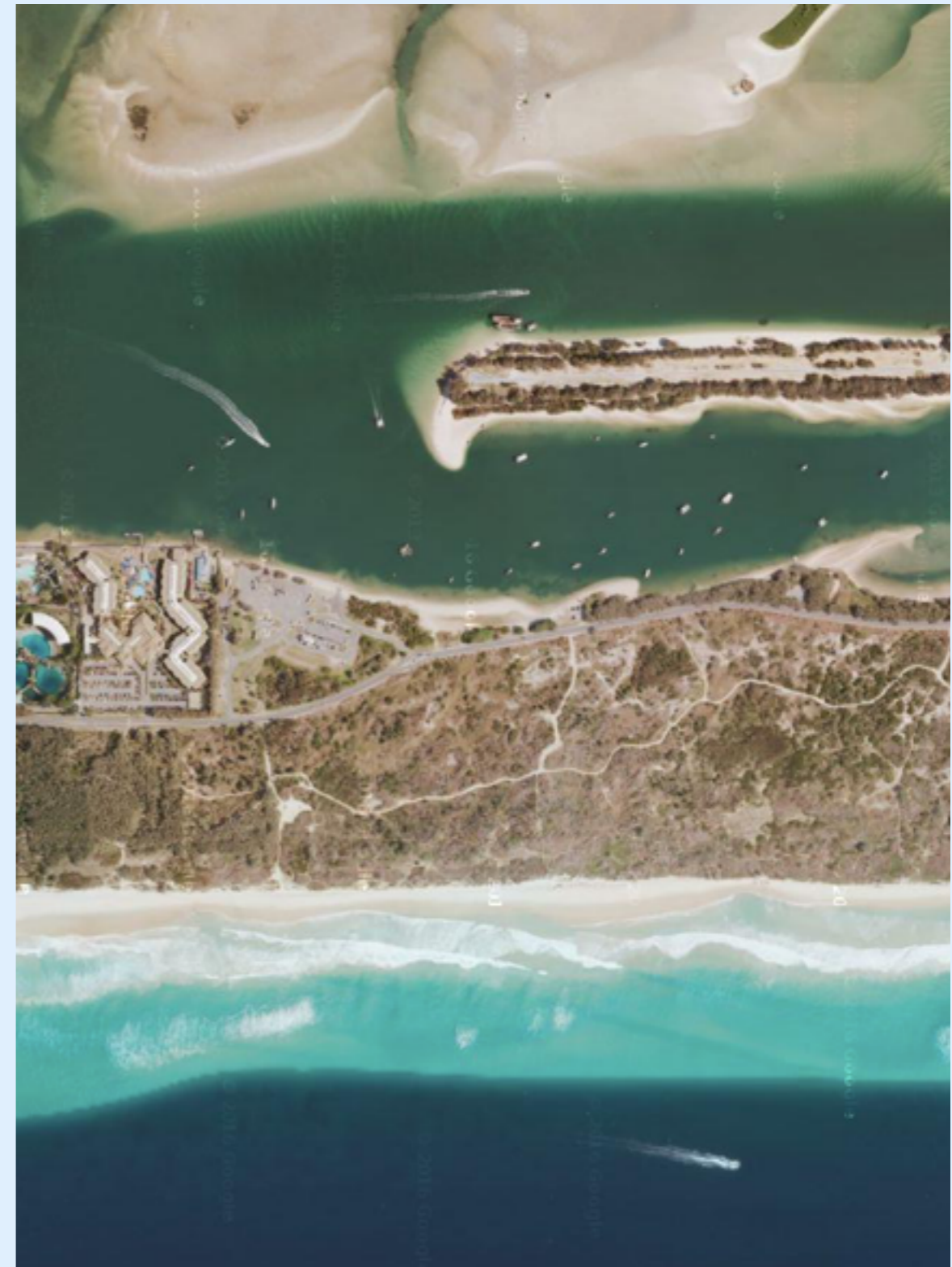
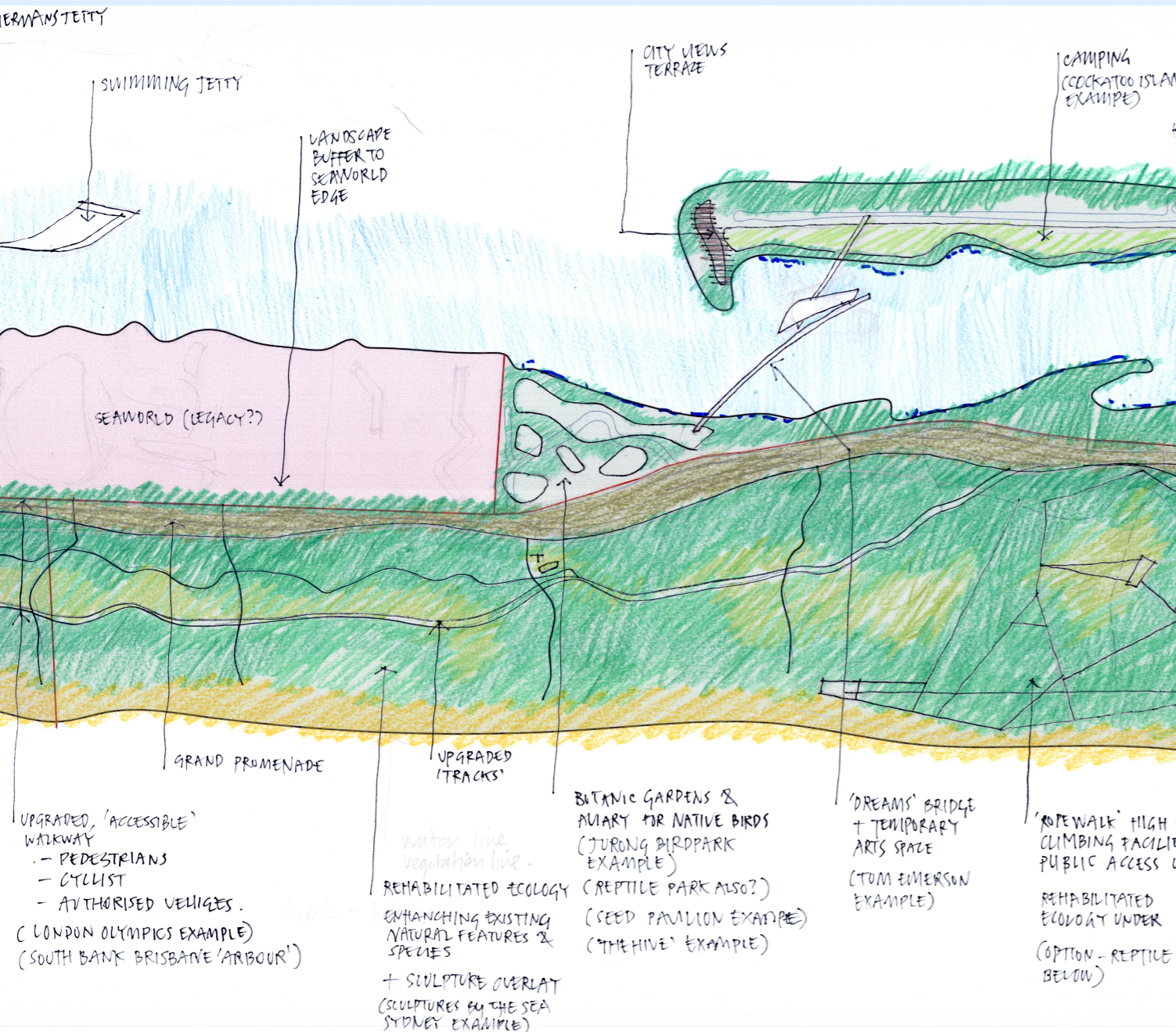
Raising awareness of Broadwater user community to the value of the natural environment (e.g. medicinal plants) through interpretation and provision of opportunities to interact with the environment.

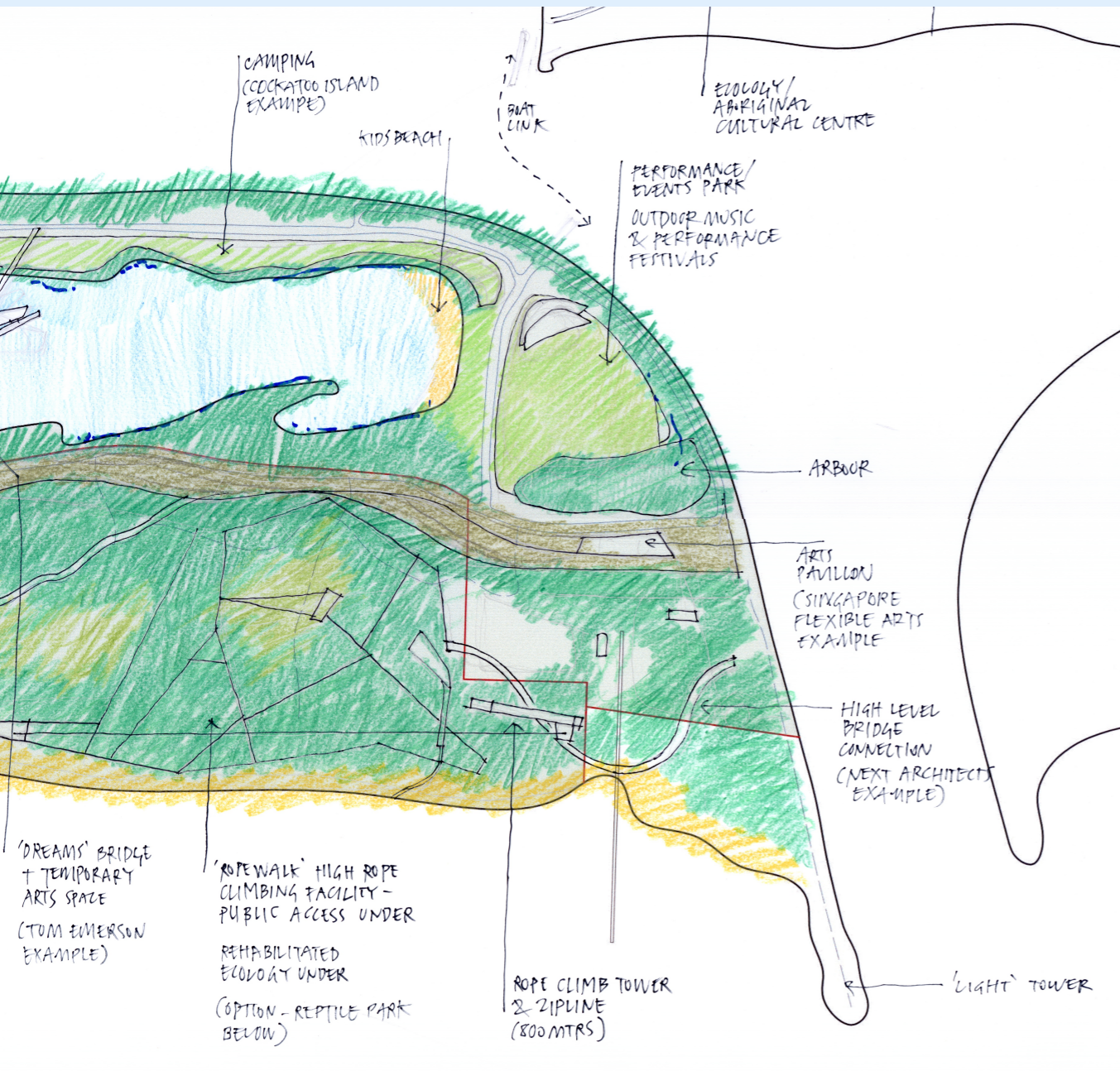
Community Masterplan, The Spit











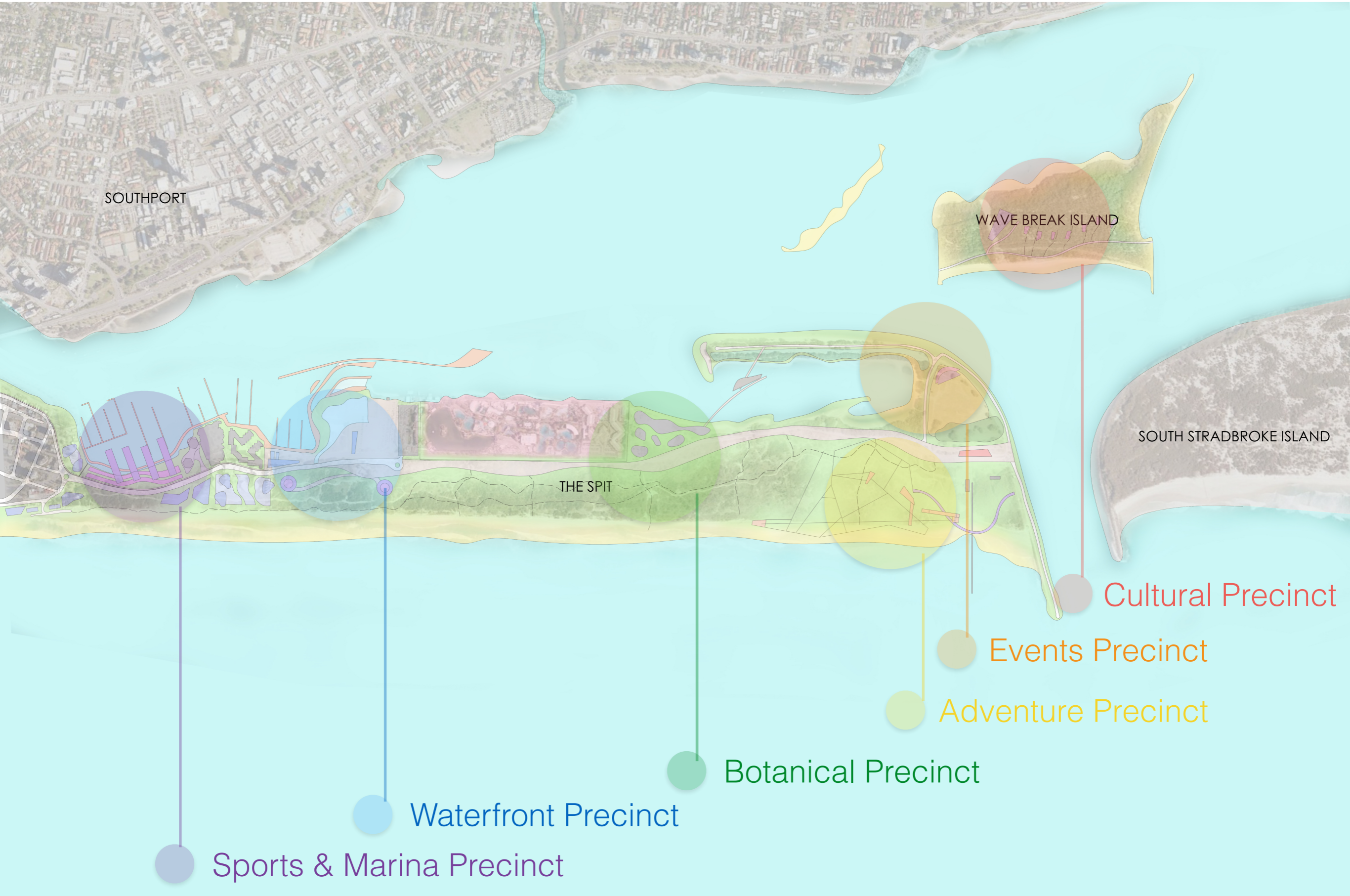


SOUTHPORT

WAVE BREAK ISLAND

THE SPIT

SOUTH STRADBROKE ISLAND





Open Space

Rehabilitation of Open Space,
Upgrade of Coast Walk
Outdoor Gyms, Volleyball,
Yoga and Tai Chi

Rehabilitation of Open Space
Upgrade of Coast Walk,
Outdoor Recreation Space
Upgraded Car Parking

Rehabilitation of Open Space
Upgrade of Coast Walk,
Outdoor Recreation Space
Waterfront

Rehabilitation of Open Space
Upgrade of Coast Walk,
Outdoor Recreation Space
Waterfront



Sports & Marina Precinct

Commercial Facilities:

Extension of Waterfront Boardwalk from Yacht Club to new Waterfront Precinct
Waterfront Restaurants, Shops, Galleries, Etc.
Hotels and Apartments

Public Facilities:

New Sports Precinct as part of existing Southport Life Saving Club location, Facilities to include Sports Centre, Climbing Gym, Trampoline Park

Waterfront Precinct

Commercial Facilities:

Yacht Club
Boardwalk from Yacht Club to new Waterfront Precinct
Waterfront Restaurants, Shops, Galleries, Etc.
Hotels and Apartments

Public Facilities

Elite Surfing Academy
Youth Arts Innovation Hub
Fish Market
Wave pool
Market Terrace
Upgraded Boat Launch
Fishing Jetty
Swimming Jetty

Botanic Precinct

Commercial Facilities:

Aviary
Camping

Public Facilities

Grand Promenade
'Dreams' Bridge (Competition)
Temporary Arts Space
City View Terrace

Activity Precinct

Commercial Facilities:

Highline - Rope Climbing Park
Landscape Bridge
Climbing Tower
Biplane
Bungy

Public Facilities

Grand Promenade



Open Space

Rehabilitation of Open Space,
Upgrade of Coast Walk
Outdoor Gyms, Volleyball,
Yoga and Tai Chi

Boat Connection to Island
Ecological Rehabilitation of Island

Events Precinct

Commercial Facilities:
Food Retail

Public Facilities:
Events Area
Performance Terrace
Arbour
Waterfront Promenade
Temporary Arts Pavilion
and Community Use
Space

Cultural Precinct

Commercial Facilities:
Eco Lodge (Limited Sites)

Public Facilities
Boat Launch
Walking Tracks
Ecology Centre
Indigenous Land Care
Centre

Funding

Project Opportunities within the Spit Masterplan Area relate to both Income and Cost based Facilities, from the point of view of the Local Administering Authority

Project Costs:

Project Costs would include all design fees, statutory approvals, project administration, geotechnical analysis, feasibilities,

Construction Costs:

Construction Costs would be a mix of returnable expenses (project components with a commercial function and generating income), or would be direct costs to the project (facilities with no income generating capacity).

Delivery

A range of procurement processes can be applied to different project components, depending on their intended purpose within the Masterplan. SOB AP Can release land directly for development, or work with Operators to deliver facilities.

Commercial Facilities:

Commercial Facilities Opportunities can be released to Private Developers under long run lease arrangements (+99years). This way the State ultimately retains control of the Land.

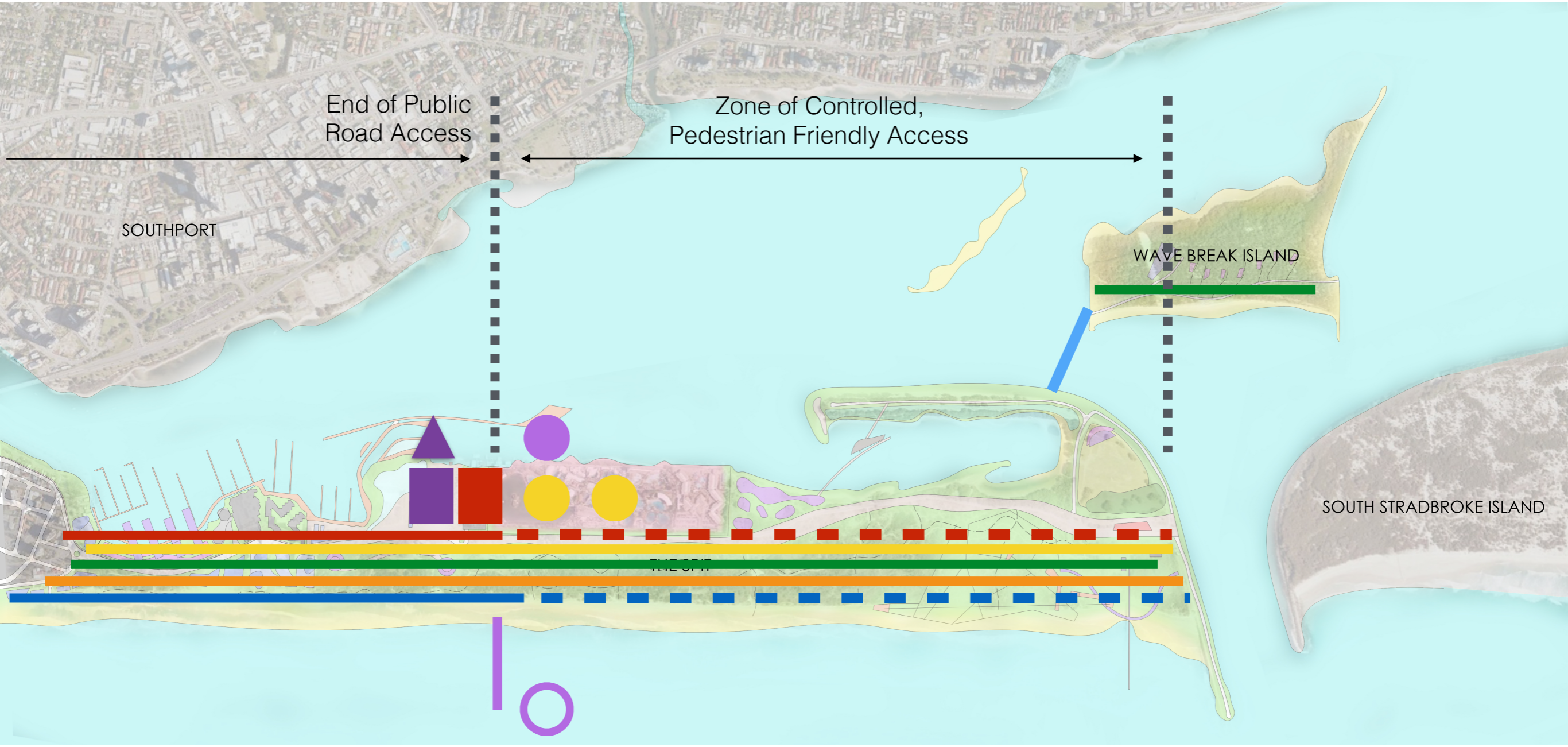
Public Operator Facilities














Such Facilities would have high establishment costs but have long run income yields. One such example is the Trampoline Park, startup costs would be high and income would be low and extended over a long period. The SOB AP can provide assistance with start up costs to establish the businesses.

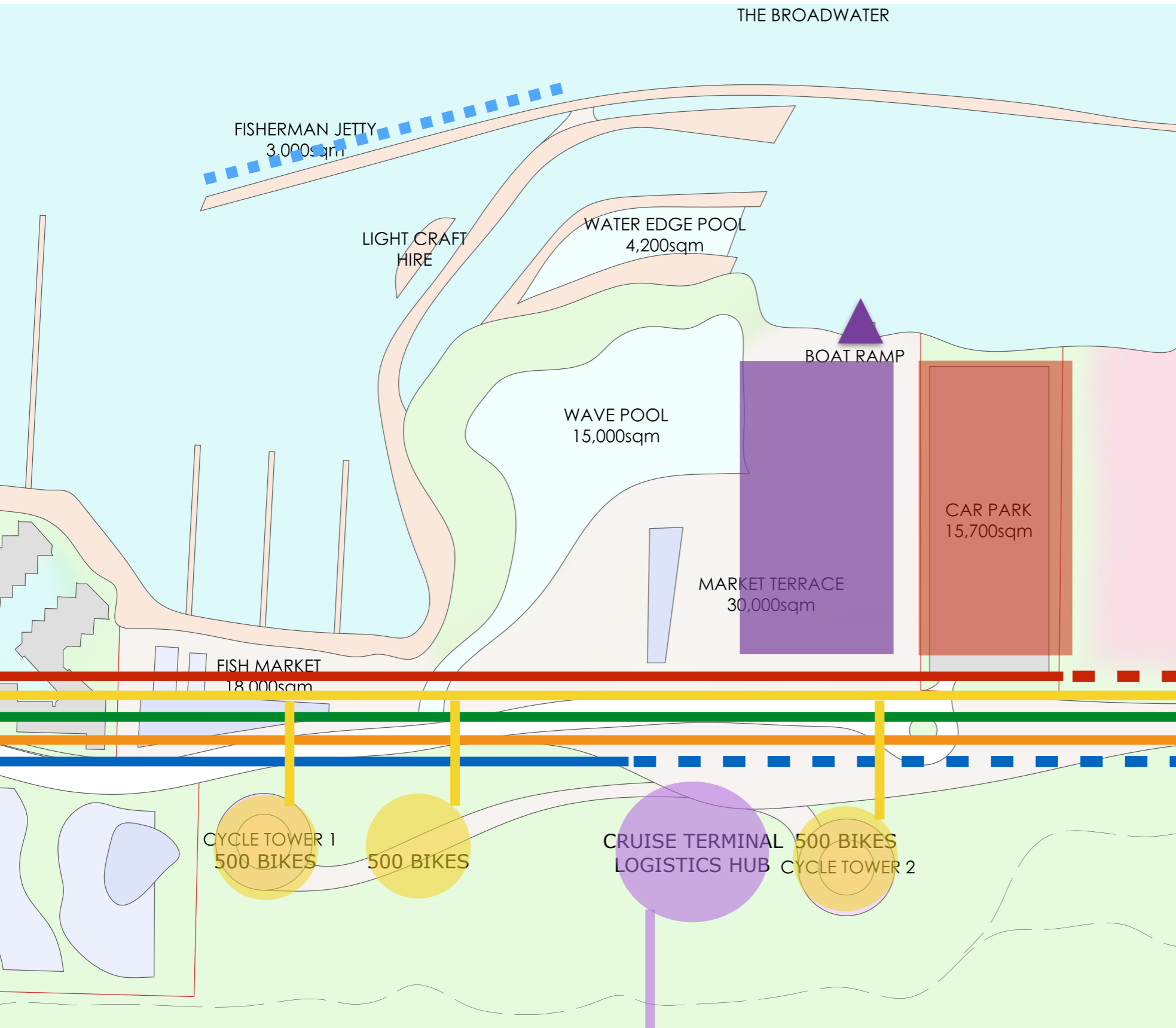
Public Facilities

Are those that have no income return and represent a direct cost to the SOB AP.

SOB AP can administer income from income producing development opportunities (generally those in the Commercial Facilities Category) to offset Start Up Costs and Direct Costs in realising the Masterplan Vision.



- | | | | | | | | |
|--|----------------------|---|-------------|---|-------------------|---|-------------------------------|
|  | Boat Launch |  | Public Cars |  | Service Vehicles |  | Cruise Terminal Linkway |
|  | Boat Standing |  | Shuttle Bus |  | Light Rail |  | Cruise Terminal Logistics Hub |
|  | Multi Level Car Park |  | Bicycles |  | Light Rail Option |  | Cruise Terminal |
|  | Cycle Tower |  | Pedestrians |  | Boat Link | | |



- Cruise Terminal
- Cruise Terminal Logistics Hub
- Boat Launch
- Boat Standing
- Multi Level Car Park
- Cycle Tower
- Public Cars
- Shuttle Bus
- Bicycles
- Pedestrians
- Service Vehicles
- Light Rail
- Light Rail Option
- Boat Link
- Boat Arrivals

Community Masterplan, The Spit

Commercial Facilities:

Generating a Return to the Project in the Short Term, and also providing Annualised Income through Rents

Operator Facilities:

Generating a Return to the Project in the Long Term, and also providing Annualised Income through Rents

Community Facilities:

Generating no Direct Return to the Project in the Short Term, but providing returns to GC through improved Tourism

Income / Expense by Type (\$M)	Returnable Expense	Developer Levy	Recurring Annual (Management Rent)	Operator Expense	Budget Allocation	Recurring Annual (Operator Rent)	Community Expense	Budget Allocation (Construction)	Recurring Annual (Maintenance)
Facility	Yacht Club Residential	4.5	2.8	Trampoline Park	-8	1	Spit Administration	-2	-4
	Marina Residential	4.5	2.8	Gym	-3	0.5	Cycle Towers	-2.5	-0.2
	Sunland	4.5	2.8	Climbing Park	-3	0.5	Grand Promenade	-16	-0.1
	Sheraton Residential	6.5	4.2	Youth Arts Hub	-6	0	Upgraded Walking Tracks	-2.4	-0.1
				Surf Institute	-4.5	0	Facilities	-2	-0.1
				Fish Market	-4	0.4	Sculpture Overlay	-1	-0.1
				Wave Pool	-12.6	0.8	Ecology Rehabilitation	-3.2	-0.1
				Lagoon	-6	-2.2			
				Market Terrace	-6.5	0.8	Dreams' Bridge	-4.5	-0.1
				Seaworld Car Park Upgrade	-12.2	6	Arts Pavilion 01	-1.2	-0.1
				Glamping	-1.2	0	Kids Beach	-0.5	-0.1
				Events Terrace	-6.8	0.4	City View Terrace	-1.5	-0.1
				Ropewalk, Zipline & Bungy	-4.5	0.8	Waterfront	-2.5	-0.1
				Viewing Tower	-4.5	0.8	Culture Centre	-2.5	-4
				Eco Lodge	-2.6	0.6	Boat Launch	-1.7	-0.1
Totals		20	12.6		-80.9	10.4		-43.5	-9.3

Goal: Zero Net Cost to Community, Financial Sustainability

Masterplan: Outline Budget



Budget Summary

Start Up	Design and Approvals	-12
	Infrastructure	-23
	Start Up Cost + Developer Contribution	-139.4
	Interest	8
Annual	Annual Net Income	13.7
Years to pay	Cost / Annual Income	-12.15

Note:

These Estimates are Preliminary for Budgeting Purposes Only. Detailed Cost and Feasibility Assessment is required.

Start Up Costs

Based on this version of the Budget, The Project will require at start up \$154.4m.

Annual Return:

Based on this version of the Budget, the Project will generate a Net Annual Income of \$13.7m. (This excludes any city wide benefit resulting from increased Tourism).

Return to Zero Cost:

Based on this version of the Budget, and estimated Annual Return and Interest Costs, The Project will return to zero cost in 13.7 years.

Goal: Zero Net Cost to Community, Financial Sustainability



transparency
+
engagement
=
confidence