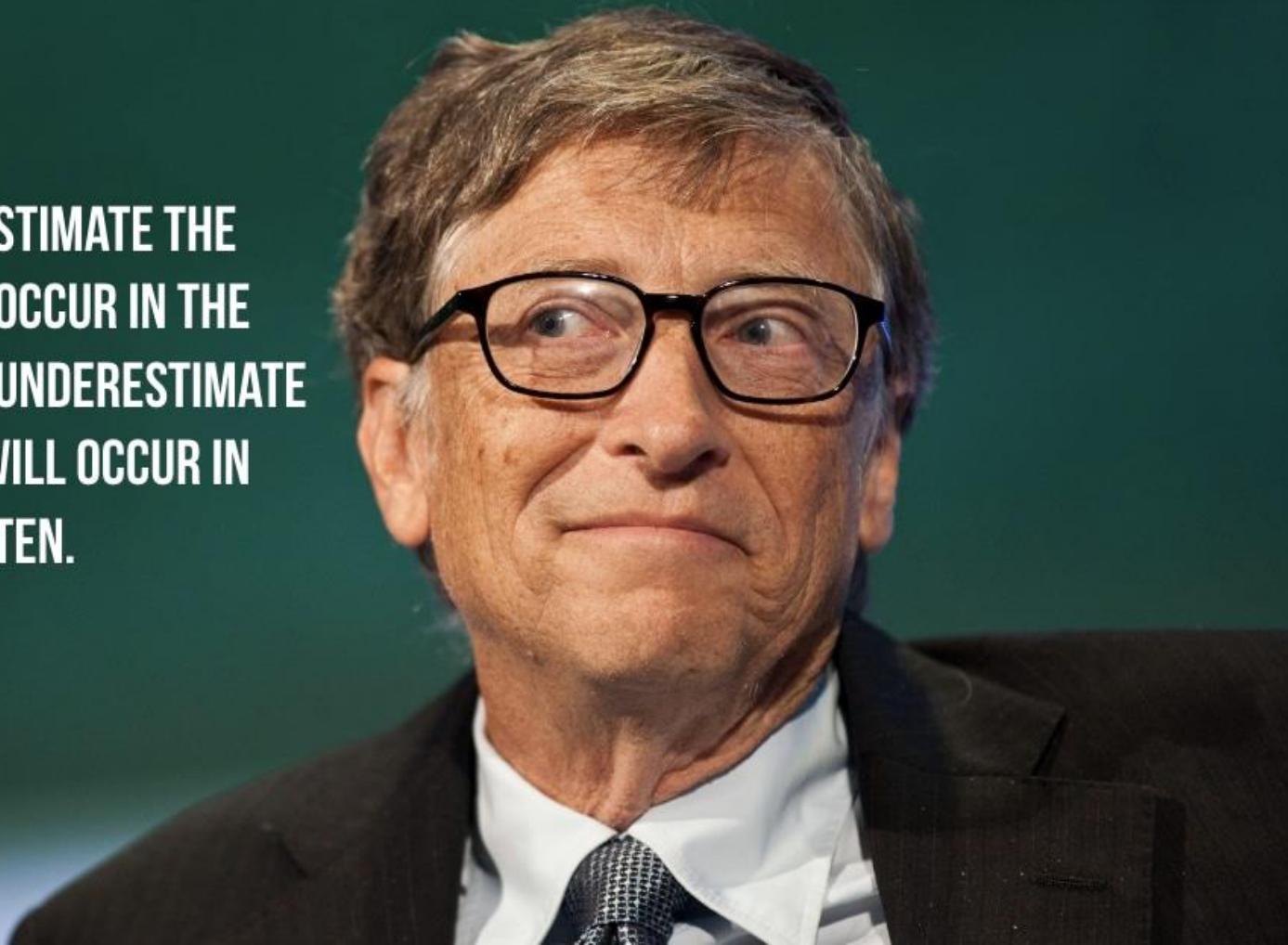


Looking forward - Planning and Council Financial Sustainability

**ETHOS
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WE ALWAYS OVERESTIMATE THE
CHANGE THAT WILL OCCUR IN THE
NEXT TWO YEARS AND UNDERESTIMATE
THE CHANGE THAT WILL OCCUR IN
THE NEXT TEN.

BILL GATES



1979



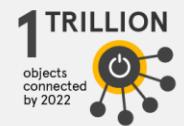
Megatrends

megatrend is a shift in behaviour or attitude that has global impact and crosses multiple industries. In a rapidly changing global environment, **megatrend** analysis is critical for companies seeking to drive sustainable growth and remain relevant.

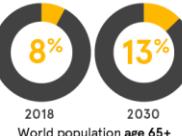
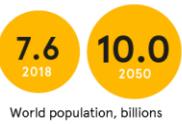
Global sustained macro economic forces of development that impacts business, economies, society, cultures and personal lives and thereby defining the future world and its increasing pace of change.



IMPACTFUL TECHNOLOGY



EVOLVING COMMUNITIES



RAPID URBANISATION



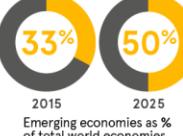
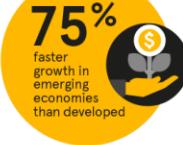
1.5 MILLION PEOPLE



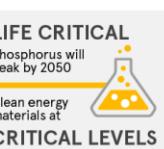
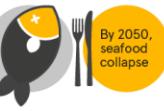
EMPOWERING INDIVIDUALS



ECONOMIC POWER SHIFT



RESOURCE SECURITY



Clean energy materials at

CRITICAL LEVELS



Source: Sydney Business Insights

How will they influence or inform local decisions and affect the long term financial sustainability of local government ?



A presentation in 3 parts...

1

Housing and the ‘missing middle’

2

Planning, infrastructure and finance

3

Climate change and resilience

1

Housing our communities

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Housing our communities

- Continued population growth and urbanisation driving housing demand
- 794,000 new dwellings by 2041 (SEQ)
- Housing affordability
- Changing needs and family types - not everyone wants a backyard
- Imbalance in housing supply – 72% houses and high-rise boom
- Increasing demand for houses close to lifestyle and employment opportunities

**Areas of change -
transitioning to mid-rise**

**Rapid rate of change
and construction
impacts**

**Impact on character
and place attachment**

Car parking

**Loss of green space
around buildings**

**Negative view of
density**

**Development outside
of planning policy
(higher, larger)**

**Plenty of poorly
designed examples**

'What's in it for me?'

**Community benefit
not well
communicated**

**Financial and
environmental cost of
sprawl**

**Not maximizing the
return on services
investment**

**Missing middle not
well understood**

One solution – missing middle housing

- Missing middle developed to help solve the mismatch between the available housing stock and changing housing needs.
- Low-scale development up to 3 storeys that blends with traditional detached houses.
- Rethink the location, design, and regulation of housing, to promote the right form of housing in the right location.



THE MISSING MIDDLE:

Is about helping to accommodate population growth in South East Queensland.

Is about giving people choice – choice of different housing types in a location they want to be in.

Matches housing options to different stages of life - for singles, young families, inter-generational families, single parent families and older people.

Comes in different shapes, sizes and numbers of bedrooms depending on where it is and what people in that community need.

Has different options to suit different budgets.

Contributes to well planned communities with easy access to jobs, transport, community services and lifestyle offerings.

THE MISSING MIDDLE IS NOT:

Limited to just townhouses or apartments, though these are part of the solution. It can also be homes that look the same as a house but contain more than one housing unit, a house behind a house or a granny flat.

One size fits all. It's either larger and more dense where closer to transport, services and employment, or it's smaller, blends with existing neighbourhood character and provides green space around buildings in suburban areas.

Limited to only a few people in our communities. There are many people it suits – downsizers, upsizers, people who don't want a big yard, people making a start on the property ladder, people who want to stay in their community but don't need a traditional house anymore – and most of us would know people like this.

Changing perceptions

SEQ Councils and DSDMIP pilot project

- Aligning language and understanding of benefits
- The planning scheme an important tool
- Larger and more dense where closer to transport, services and employment, or it's smaller, blends with existing neighbourhood character and provides green space around buildings in suburban areas.
- Certainty to communities about scale and form of development in their neighbourhoods



Take home messages...

- Planning policy assumes the missing middle is limited to inner city and well serviced locations. It may also be needed appropriately designed in context, more generally across the region, including in suburban neighbourhoods.
- Clear messages on what good density looks like and the benefits of density are important to building community understanding.
- Long-term leadership and consistent messaging about the context and benefits of the missing middle is needed, along with delivery of positive outcomes.
- The conversation needs to be taken back to why the missing middle is important and its social and financial benefits –most particularly the ability to bring more people close to established or planned infrastructure, services and employment.
- Density – where well planned and anticipated brings efficiencies and value for Council investment. The planning scheme is the key tool to deliver this.

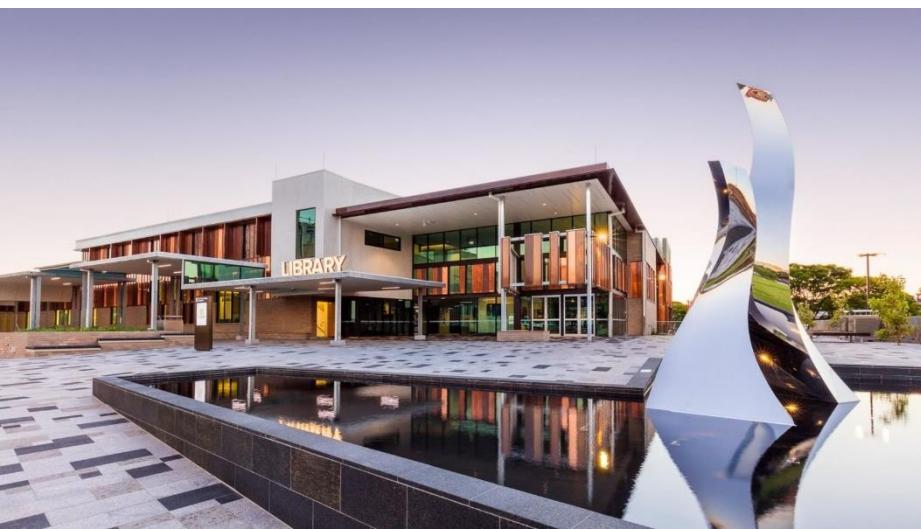
2

Local Government Infrastructure Plans

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Growth is Good





Delivering Services (Operational Strategy)

- Councils very existence depends on its ability to provide “Services”
 - Hard and soft infrastructure and services
 - More than rates, roads and rubbish but also community and social infrastructure including open space and recreation.
-
- Infrastructure Strategies and Asset Management Plans (AMPs) together cover:
 - WHAT services we will provide (scope/scale/level) and
 - HOW these will be sustained



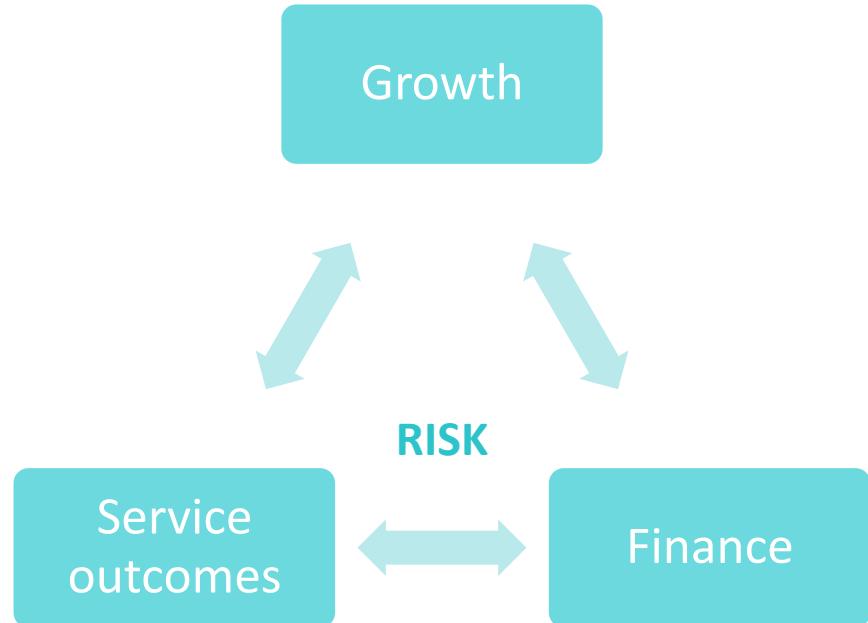
Financial management

- As with any business, resources are limited. Costs need to be managed
- Increasing pressure on Council financial resources and revenue:
 - Capped infrastructure charges
 - Reduced State and Federal funding
 - Competition amongst the infrastructure networks for limited funds
 - Competition across Council services and delivery
 - Whole of life costs for contributed or inherited assets

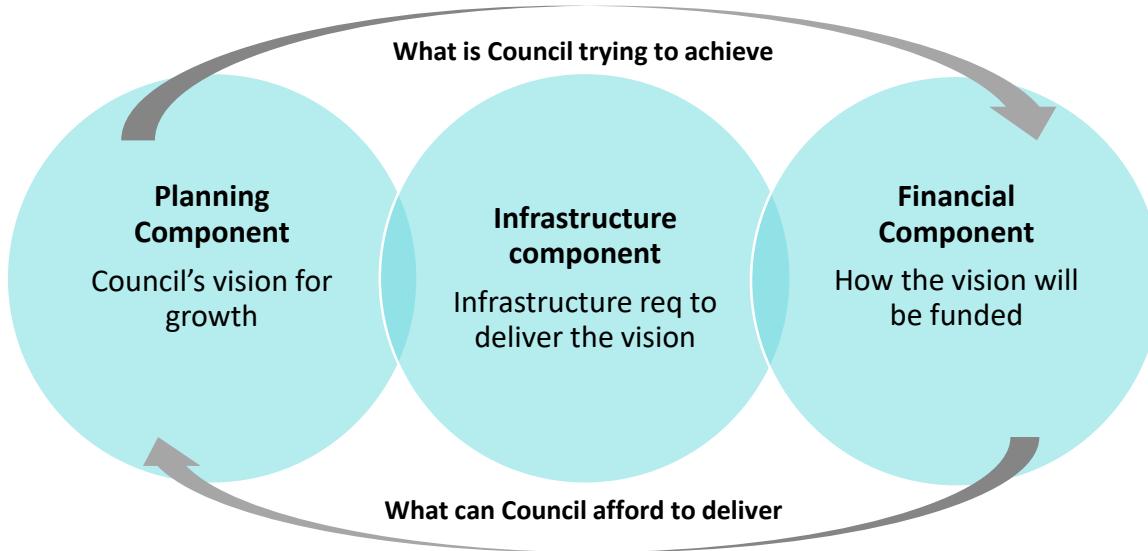


To deliver service outcomes and growth across the region in a manner that is financially sustainable

- Business functions don't exist in isolation
- Need to understand both:
 - **Objectives** (what we are trying to achieve); AND
 - **Tension** (how does each element affect the others)



Alignment of Council's planning and decision making



- Growth assumptions
- Land use
- Development densities
- Preferred development area

- Demand projections (pop and employment)
- Service standards
- Development area
- Development sequence

- Cap Works program
- Forecast OpX
- Funding strategies
- Pricing (ICs revenue)
- Cashflow forecasts



What is an LGIP

Local Government Infrastructure Plan = Priority Infrastructure Plan

- Coordinate infrastructure and land use planning (with Council's financial forecasts)
- LGIP sits in the Planning Scheme
- Identifies Council expectations for:
 - Growth (scope, scale, location);
 - Trunk infrastructure necessary to support that growth; and
 - Financial Strategy to pay for that growth

LGIP

Key planning assumptions

Link to planning scheme

PIA

Preferred growth front

PFTIs

Infrastructure to support growth

Costs and SOW

Who pays how much

DSS

To be delivered

Detailed reports, policies, strategies

Long term Financial Forecast (LTFF)

Long term Assessment Management Plans (LTAMPs)

How can the LGIP or growth strategy process support Council financial sustainability

- Change the ‘business as usual’ – change the Council DNA
- Create a whole of organisation process;
- Cooperative management of solutions
 - Explaining, considering, debating trade-offs and outcome
 - new construction v renewals within the budget
 - Desired standards of services for infrastructure networks
 - When and where to discount infrastructure charges and revenue implications
 - Better financial awareness of costs, revenue and LTFF
 - Alignment of growth and infrastructure planning including infill v greenfield development and implications of out of sequence development
- Coordinated approach to data and analytics



3

Natural hazards, climate change and community resilience

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*“...I love a sunburnt country,
A land of sweeping plains,
Of ragged mountain ranges,
Of droughts and flooding rains.
I love her far horizons,
I love her jewel-sea,
Her beauty and her terror -
The wide brown land for me!”*

Extract, “My Country” by Dorothea McKellar
(First published 1908)

Natural hazards and community resilience

Coastal hazards

Security of water supply

Extreme weather events – storms, tsunamis

Bushfires



What is urban resilience

Urban or city resilience can be defined as “the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.”

(100 Resilient Cities, Rockefeller Foundation)

An aerial photograph of a coastal scene. The top portion shows a sandy beach where several people are sunbathing or playing. The water is a vibrant turquoise color, with white-capped waves crashing onto the shore. In the middle ground, more people are in the water, some appearing to be surfing or swimming. A large, semi-transparent white circle is positioned in the lower right quadrant of the image, containing the text.

What are the
coastal hazard risks
and how to build
resilience?

Before



June 6, 2016

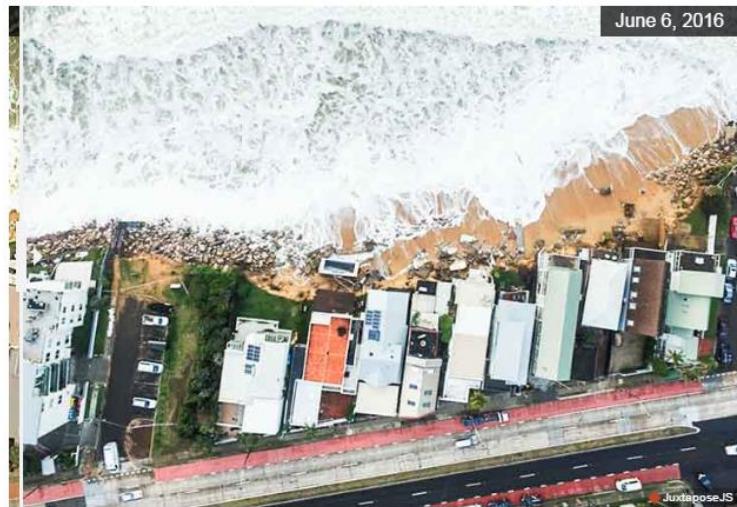


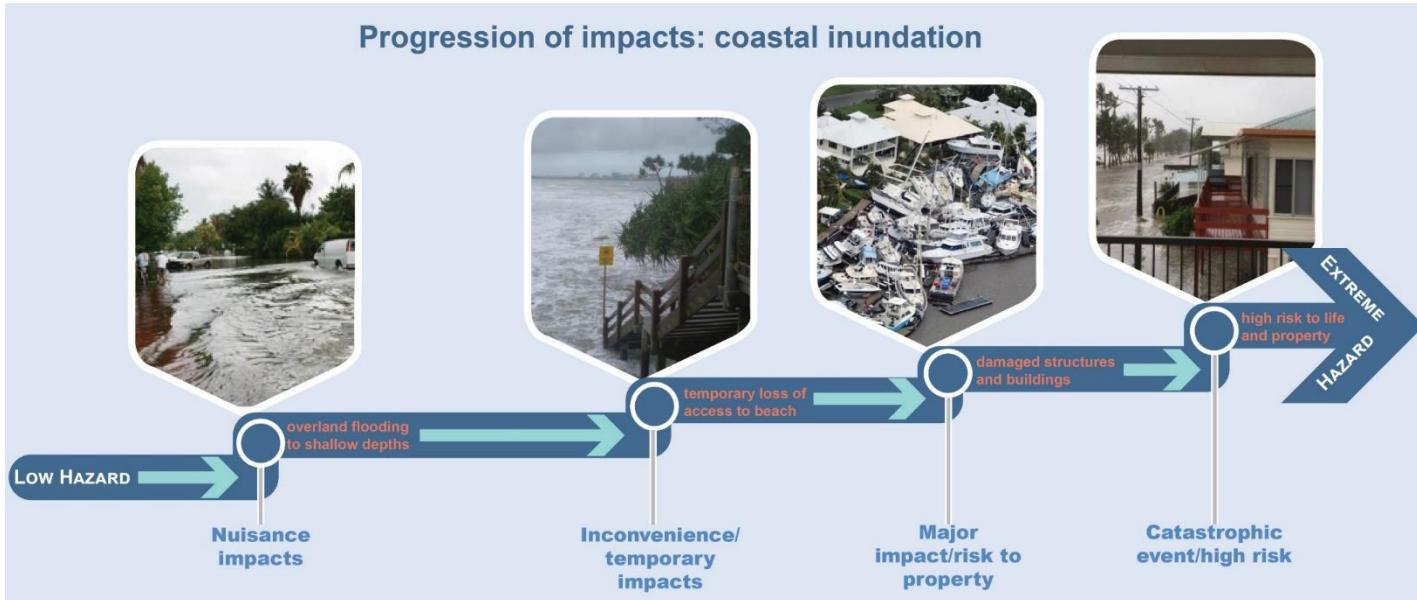
Photo Credits: Before Google Maps After David Longo

What are the risk associated with coastal hazards?

1. Risk to people (life) and property (damage)
2. Risk to infrastructure, assets and services
3. Risk to natural environment, recreation areas, cultural assets
4. Community and business expectations and investor confidence
5. Litigation and legal liability risks

Different impacts from coastal hazards

TEMPORARY IMPACTS Coastal inundation – storm tide



Different impacts from coastal hazards

PERMANENT IMPACTS Coastal Erosion and Shoreline Recession



What are the assets on the coast we are concerned about?

Built / Economic



Existing and future planned infrastructure

Community and cultural values



Places of importance and connection to the community

Natural environment and ecological values



Natural features, wildlife and habitats

What is a Coastal Hazard Adaptation Strategy?

A CHAS is an important '**whole of organisation**' document to:

- Understand existing risks today, and how they are expected to change with future climate change
- Assess vulnerability and risk to a broad range of assets
- Identify adaptation options and actions to 'treat' coastal hazard risks
- Identify priorities - what do we need to do now and what can wait?
- Identify delivery 'tools' for risk treatment actions
- Timing and sequencing of actions over time
- Who does what - roles and responsibilities
- Funding
- Monitoring and review



So...

- Effective action requires a “whole of organisation” response
- Not just an engineering or planning response
- Needs integrated action across Council functions:
 - asset management
 - disaster management
 - long term financial planning & annual budgets
 - corporate and operational planning
 - land use and infrastructure planning
 - organisational development and workforce planning
 - community & stakeholder engagement policy and plans



Thank you

Questions?

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