

9.0 KEY FINDINGS & RECOMMENDATIONS

Based on our analysis and research, with input from key stakeholders and interested parties, there are several recommendations to be drawn that will assist in future planning for improved facilities within and surrounding the COPSLSC. For the benefit of the Town of Cambridge the key findings and recommendations to consider have been summarised.

1. City Beach is well regarded as one of the most attractive beach front locations within the metropolitan coastline and is ready for a well planned, family orientated development that will enhance the surrounding activities.
2. Noosa Heads SLSC in Queensland has proved that a development of this nature can be successfully funded and completed by a well organised and determined club in the current financial climate.
3. Research indicates that the Town of Cambridge's 'dollar for dollar' policy is one of the most generous capital funding arrangements in Australia at present.
4. The COPSLSC needs to identify, adopt and implement a fund raising strategy that will assist in contributing capital for any improved surf lifesaving facility. Meeting these targets will also show commitment from the club and unlock the Town of Cambridge's favourable funding policy. It is noted that at present the North Cottesloe SLSC have raised \$700,000 in the first 3 months from its current membership base.
5. Should the COPSLSC not be able to raise the required income they should re-evaluate their needs in line with the funds that can be achieved.
6. The Town of Cambridge need to assess what they will accept as a fair market return in light of the proposed facility (i.e. non-income producing surf club mixed with commercial tenants).
7. It is envisaged that a one-off capital contribution to COPSLSC for their facility fit-out is beneficial to the Town of Cambridge and COPSLSC. This allows COPSLSC to fit-out their facility to their specifications and become financially independent leaving no on-going funding requirements from the Town of Cambridge.
8. To ensure sustainability, research has shown that a development needs a minimum of three different food related businesses in order for them all to have fair chance of success. This is also in line with creating a conducive family environment for regular year round repeat trade. It would be prudent for the Town of Cambridge to become aware of potential operators.

9. In the current economic climate it will be crucial for the Town of Cambridge to ensure that any potential tenants/operators fully provide the required collateral and credentials to develop a successful business and sustainable development.
10. Financial analysis indicates the development will become more feasible with additional commercial tenants. This may deviate from the adopted City Beach Development Plan, dated November 2004. The Elected Members need to decide whether it would be necessary to consult the community in this regard.
11. The current facility requires an upgrade which exposes a unique development opportunity for all parties concerned.
12. The Department for Planning and Infrastructure (DPI) has provided positive preliminary advice pertaining to the allowance of future development/expansion in this location based on the existence of coastal protection in the form of groynes and a seawall. It must be noted that in light of the 'Parks and Recreation' MRS zoning, all development approvals are required to be endorsed by the WAPC.