



Tolga Industrial Estate and Rail Trail Reserve Development Plan/Strategy

Project Management Plan

Document control

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1. Executive summary

The Tolga Industrial Estate (TIE) and Rail Trail Reserve Development Plan/Strategy Project aims to achieve agreement in relation to the future uses within the rail trail reserve between Beantree Road extending south along Manthey Road and Manthey Road South to the southern corner of Lot 902 SP245606 (7813 Kennedy Highway) owned by Cole Auto Group Pty Ltd, whilst ensuring that:

- Required corridors for current and future utility infrastructure (sewer, water, stormwater, power, communications as applicable) are maintained (existing infrastructure may need to be relocated).
- Required current and future road corridors (e.g. State bypass off ramp) are maintained.
- The required corridor for the rail trail path to ensure safety and amenity is maintained.
- Potential property expansions meet TIE landholder needs.

The project was initiated through a Council resolution made at the 8 February 2023 Special Council meeting.

The project is delivered in two stage with this project management plan forming the completion of the first stage.

The second stage will be the implementation and execution of this project management plan with the aim to table a report to the September 2023 ordinary council meeting including a Development Plan/Strategy for the rail trail reserve that defines to preferred option for future uses within the reserve as agreed to by relevant stakeholders, including the Department of Transport and Main Roads(TMR), the community/rail trail users and relevant TIE property owners.

2. Document purpose

The purpose of this document is to provide a single point of reference for the development of the TIE development plan/strategy in accordance with the 8 February 2023 Special Council meeting resolution in relation to an alternative motion regarding agenda item 6.1 TORA Rail Trail Tree Planting Project. It aims to provide sufficient quality information to enable effective governance and visibility during the project's implementation. As the project has already been approved for implementation by way of a Council resolution, the document will guide delivery within the parameters of the resolution. As such, this document will be updated throughout the project and contain as much information as available at that point in time.

Specifically, this document will set out the:

- project objectives
- confirmed business and service need that the project will meet
- key deliverables
- project budget
- funding sources
- milestones
- timelines
- governance arrangements
- reporting requirements, and

- change management process in the event of any scope changes.

3. Project description

This project aims to achieve agreement in relation to the future uses within the rail trail reserve between Beantree Road extending south along Manthey Road and Manthey Road South to the southern corner of Lot 902 SP245606 (7813 Kennedy Highway) owned by Cole Auto Group Pty Ltd, whilst ensuring that:

- Required corridors for current and future utility infrastructure (sewer, water, stormwater, power, communications as applicable) are maintained (existing infrastructure may need to be relocated).
- Required current and future road corridors (e.g. State bypass off ramp) are maintained.
- The required corridor for the rail trail path to ensure safety and amenity is maintained.
- Potential property expansions meet TIE landholder needs.

The project is initiated in response to proposed tree planting by the Tablelands Outdoor recreation Association (TORA) within this part of the rail trail reserve and the request by TIE landowners to expand their properties into the neighbouring rail trail reserve.

As per Council resolution the project involves the development of the TIE development plan/strategy addressing:

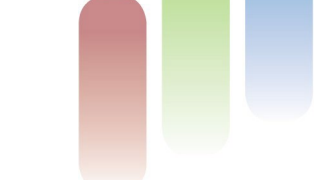
- Vegetation/tree planting/landscaping within the rail trail reserve
- Extension of industrial land uses within the rail trail reserve
- An assessment of the stormwater strategy and proposed outcomes to be undertaken to address the stormwater flooding of the TIE and possible re-alignment of stormwater drains within the rail trail reserve
- Possibility of relocating the sewer pressure main within the rail trail reserve
- Possibility of re-alignment of the walking/cycle track within the rail trail reserve
- Consideration of tree species to be planted to mitigate future issues such as but not limited to invasive tree roots to infrastructure, leaf litter effects to existing industrial land uses etc.

The project requires negotiations with relevant TIE landholders and TMR to determine:

- The extend and area of land within the rail trail reserve requested and available for the requested property expansion
- The available tenure options and preferences for the requested expansion
- The allowable uses within the expansion areas (depending on the tenure options)
- The costs associated with the expansion and how these costs are apportioned to the relevant stakeholders.

The project further requires consultation with the community and specifically users of the rail trail through the rail trail advisory committee to ensure:

- The community/rail trail users are informed of and can provide feedback in relation to the potential changes to the uses within the rail trail reserve.

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- The feedback is considered by Council before any decision in relation to the potential changes and a decision in relation to the disposal of an interest in part of the rail trail land is made by Council resolution.
 - The safety and amenity/appeal of the rail trail is maintained .


There are several associated strategies, developments and projects, which may impact on or may be impacted by this project:

- Rail trail strategy and management plan (in development)
- TORA rail trail tree planting proposal
- Tolga, Rangeview and Tandara drainage management plan – Stage 2
- Atherton Tolga Business and Industry Park Structure Plan and Local Area Plan (in development)
- Approved or proposed developments on:
 - Lot 100 on SP325405 Tri Props Pty Ltd
 - Lot 901 on SP245606 Flory's Homes Pty Ltd
 - Lot 902 on SP245606 Cole Auto Group Pty Ltd
 - Lot 63 on SP326218 Sunbird Estate Pty Ltd
- Future State Bypass road and extension of Turpin Drive to the on and off ramps of the future bypass
- TRC Water Strategy, including potential future water main connections between Atherton and Tolga

The project has the following constraints as indicated by TMR representatives:

- Any change of use within the rail trail reserve needs to be in accordance with conditions contained in TMR's perpetual lease or TRC's sublease for the reserve.
- Any disposal or land transaction MUST be in accordance with the government's Land Transaction Policy: [Queensland Government Land Transaction Policy | State Development, Infrastructure, Local Government and Planning](#).
- TMR can initially only provide a subleases with the possibility to provide freehold tenure in the future.
- The standard sublease term provided by TMR is 10 years, but longer terms may be negotiated.
- Cost associated with the creation of the subleases (survey and title registration) are at the expense of the sublessees.
- The land forming part of the subleases will generally be valued at its highest and best use and a rental value of 6% per annum will be applied (pending unknown variables like easements, access restrictions, etc).
- Freehold disposal of land takes about 12 months once you go through the Government Land Register process and gaining Native Title clearance.
- TMR would not support an encroachment in the rail trail reserve that detracts from the safety and appeal of the rail trail.
- TMR has committed to participate in the rail trail advisory committee and would seek their points of view on the proposed uses within the reserve and specifically any proposed relocation of the rail trail path.

Further project constraints are:

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- TRC's sublease term ends in 2047, so any sublease provided by Council cannot extend beyond that term.
 - The project needs to be delivered in accordance with Council's resolution.

The following assumptions underpin the delivery of the project:

- TRC prefers relinquishing part of their sublease to TMR for the purpose of the proposed expansion of commercial lots within the rail trail reserve, rather than subleasing directly to the TIE property owners.
- The costs of any relocation of Council and privately owned assets (sewer, water, stormwater, rail trail path, etc) located within the rail trail reserve required to allow the expansion of the TIE properties will be at the expense of the TIE property owners agreeing to the expansion. The cost allocation will be proportional based on the length of each TIE property's boundary with the rail trail reserve and the total length of the asset relocation required.
- All private TIE property owners with properties bordering the rail trail reserve intend to expand their property within the reserve and will contribute to any costs associated with the relocation of assets and establishment of the leases.
- TRC owns or controls several parcels within the TIE along the rail trail reserve, but will not contribute to the relocation of any assets required to allow the expansion of the TIE properties within the reserve.
- TRC is responsible for the costs associated with the upgrade and construction of any new assets within the rail trail reserve that is not related to or required as a result of the proposed TIE property expansions.
- The project only considers current and future assets located within the rail trail reserve and all assets requiring relocation will be relocated to a location within the rail trail reserve (i.e. Council is not considering relocation of assets to or within the Manthey Road and Manthey Road South road reserves).


3.1 Project background

The project was initiated through the 8 February 2023 Special Council meeting resolution in relation to an alternative motion regarding agenda item 6.1 TORA Rail Trail Tree Planting Project.

In 2018/19 Tablelands Regional Council (TRC) was first approached by a TIE property owner requesting possible expansion of their property in the rail trail reserve to allow expansion of their business whilst reducing TRC ongoing rail trail maintenance requirements.

The discussions in relation to this request resulted in a site meeting in early 2021 attended by many TIE property owners with properties neighbouring the rail trail reserve, representatives from TMR, Councillors and TRC officers. At this meeting the following was discussed and agreed:

- TMR representatives explained that expansion of the industrial lots into the rail trail reserve (if approved) could be achieved through either:
 - Subleases from TRC or
 - TRC relinquishing its lease over part of the reserve to TMR and individual leases being established between property owners and TMR
- Expansion of the properties into the rail trail reserve requires approval through Council resolution and from TMR

- 
- The lease costs for the expansion areas needs to be at market rate (based on land valuation)
 - The expansion of the industrial lots will require the relocation of TRC's trunk sewer pressure main to remain a minimum 2 metres outside the boundary of the expanded lots
 - The costs of the sewer relocation and other infrastructure works to support the expansion (e.g. drainage) will be at the expense of the TIE property owners
 - It would be preferred to have agreement of all impacted TIE property owners in relation to the proposed expansion as the sewer relocation works would be over the full length of the Estate
 - TRC officers were to provide a cost estimate of the sewer pressure main relocation and market rental rate for the expansion area.

The requested cost estimate and rental rate was provided to the representative of the TIE property owners at the time, with the request to forward this information to the other property owners.

In January 2023 TRC was approach by TIE property owners requesting information and raising concerns with proposed tree planting by the TORA within the rail trail reserve along the TIE. The concerns related to:

- The lack of consultation with the TIE property owners in relation to the proposed tree planting
- The potential impact of the trees on their property (tree roots, windblown tree matter)
- The impact of the proposed tree planting on their ability to expand their property in the rail trail reserve.

This resulted in another meeting held on 1 February 2023 with most TIE property owners neighbouring the rail trail reserve and confirmation by most property owners of their request to expand their property in the rail trail reserve, with some indicating to seek as much expansion as can be made available and some indicating a preference to obtain the additional land in freehold title.

The 8 February Council resolution provides delegation to the CEO to commence discussions with representatives of TMR to confirm their position in relation to the requested expansion in consideration of the purpose and conditions of TRC's sublease with the department prior to commencing the discussions with the property owners, engagement with other stakeholders and the preparation of plans, designs and costings.

3.2 Project objectives and outcomes

This project aims to achieve in principle agreement between TRC, TMR, TIE property owners and community/rail trail users in relation to the future uses within part of the rail trail reserve identified in section 3 Project description of this plan.

The future uses referred to include:

- The continued safe use of the rail trail path in its current location or relocated further east within the rail trail reserve whilst maintaining and providing acceptable appeal/amenity
- Current and future infrastructure assets within the rail trail reserve to service the TRC community ongoing (this includes water, sewerage, stormwater, electricity, communications and road infrastructure as applicable)
- Potential expansion of TIE properties within the rail trail reserve with acceptable tenure.

The outcome of the project will be a development plan/strategy for the rail trail reserve along the TIE providing sufficient information for Council in relation to the preferred option regarding future uses within this part of the rail trail to make an informed decision in relation to the disposal of interests in parts of the rail trail reserve in accordance with the preferred option.

4. Project strategy

4.1 Governance

The Chief Executive Officer (CEO), Gary Rinehart, as the project sponsor is accountable for overall project success.

The General Manager Infrastructure and Environment, Mark Vis, as the project manager will provide monthly project reports to the Project Management Office (PMO) Steering Committee.

Reporting to Council will occur in accordance with the 8 February 2023 Council resolution in June (preliminary report) and September 2023 (final report).

4.2 Project management team and responsibilities

Table 1: Project Management Team

| Project Role | Team Member Name | Responsibility |
|----------------------|---|---|
| Project Sponsor | Gary Rinehart | Provides resources and support to the project and is accountable for enabling project success. Acts as project customer and as such is responsible for the acceptance, approval and management of the project outcomes. |
| Project Manager | Mark Vis | Provides daily project management and is accountable for achieving project success by achieving the project outcomes as defined in this project plan. Leads the development of options for future uses within the rail trail reserve and negotiations with TMR and TIE property owners. Reports to the Project Sponsor, PMO steering and Council. |
| Project Team Members | Shane Savich David Fletcher Simon Owens Bruce Gardiner Phil Turner Blake Rutherford Kelly Reaston | Contribute to producing the project deliverables required to achieve the project outcomes, specifically: <ul style="list-style-type: none"> • Community/stakeholder engagement • Survey • Technical and engineering advice • Concept development and costing |

| | | |
|--|--|--|
| | | <ul style="list-style-type: none"> • Tenure advice • Planning advice |
|--|--|--|

4.3 Key phases and deliverables

The project will be delivered in two stages>

Stage 1 – Preliminary report to Council 22 June 2023

Stage 1 includes the development of this project management plan for endorsement by Council at its June 23 ordinary meeting. This stage further includes:

- A desktop review of previous communications with TIE property owners and TMR representatives
- A desktop review of previous advise provided to TIE property owners in relation to indicative costs of service relocation and annual rental costs
- A desktop review of the Tolga, Tandara and Rangeview Drainage Management Plan – stages 1 and 2
- A desktop review of the TRC water strategy
- Request for confirmation of TMR’s current position in relation to the proposed TIE property expansion in the rail trail reserve including confirmation of likely tenure, term and associated costs.

Stage 2 – Final report to Council 28 September 2023

Stage 2 includes the following deliverables:

- Survey of the rail trail reserve between Beantree Road and the southern extend of the Cole Auto Group property
- Before You Dig (BYD) search of all underground infrastructure within this part of the rail trail reserve
- Development of TIE property expansion options in consideration of land required to accommodate the rail trail path and existing and future services (including upgraded drainage infrastructure and future water main(s))
- Costing of expansion options including determination of preliminary cost allocation to individual TIE property owners
- Negotiation with TMR in relation to expansion options, tenure arrangements and costs
- Negotiation with TEO property owners in relation to expansion options, tenure arrangements and costs
- Consultation with community/rail trail users through the rail trail advisory committee
- A final report to Council providing a recommendation based on the outcomes of stage two activities, negotiations and consultation.

4.4 Scope and change management process

The project scope includes the following:

- Survey
- Location of underground infrastructure through DYB and TRC mapping systems

- TIE property expansion option development, including assessment of required infrastructure relocations and upgrades and development of a preliminary landscaping plan including determination of suitable tree species
- Preliminary costing of options (+50% contingency) including calculation of likely cost allocation (percentage based)
- Negotiation with TMR
- Negotiation with relevant TIE property owners
- Consultation with community/rail trail users through the rail trail advisory committee
- Providing a recommendation to Council in relation to the preferred/agreed expansion option

The following is excluded from the project scope:

- Physical location (potholing) of underground infrastructure within the rail trail reserve
- Geotechnical investigations
- Contaminated land assessments
- Obtaining statutory approvals
- Cultural heritage assessments
- Negotiations with Traditional Owners in relation to Native Title and Indigenous Land Use Agreements
- Concept and detailed (for construction) design and costing of infrastructure relocations required to enable TIE property expansion within the rail trail reserve
- Construction
- Development of Deeds of Agreement
- Disposal of Council interests in land

Changes to the project scope will be submitted for approval to the project sponsor and the PMO steering Committee using the change request form. Once the change request is approved by the PMO Steering Committee this project management plan will be amended accordingly.

4.5 Reporting, tracking and meetings

Refer to section 4.1 Project Governance in relation to formal project reporting.

Conversations/meetings with the project team members will be on an as needed basis to obtain the required technical input, cost estimates and advice. Most interactions with project team members are expected to be through email with the correspondence recorded in accordance with the TRC record keeping requirements.

Conversations/meetings/negotiations with TMR will occur at on an as needed basis to gauge their preference and in principle support for potential expansion TIE property options within the rail trail reserve, including tenure options and likely terms and conditions. Most interactions with TMR are expected to be through email with the correspondence recorded in accordance with the TRC record keeping requirements.

Conversations/meetings/negotiations with relevant TIE property owners will occur at on an as needed basis to discuss potential expansion TIE property options within the rail trail reserve, including infrastructure relocation requirements and tenure options with likely terms, conditions and

costs and to gauge their continued interest in and seek their in principle commitment to the preferred expansion option. Most interactions with relevant TIE property owners are expected to be through email with the correspondence recorded in accordance with the TRC record keeping requirements.

Consultation with community/rail trail users will occur through the rail trail advisory committee meetings with the outcomes documented in the meeting minutes and reported to Council in accordance with the advisory committee policy requirements.

4.6 Issues and risk management

The project risks identified at this stage of the project are included in below table. As the project progresses further risks may be identified and added to the project management plan.

Table 2: Risk Assessment

| Risk ID | Risk Description | Consequence | Risk Mitigation | Responsibility |
|----------------|--|---|--|-----------------------|
| 1. | Project Scope is ill defined | Scope creep, cost overrun, delayed project delivery, project objectives and outcomes not achieved | Scope, exclusions, assumptions and constraints defined in approved project management plan, scope change process applied, monthly reporting to PMO | Project Manager |
| 2. | Insufficient resource allocation | Delayed project delivery, project objectives and outcomes not achieved | Project team defined and project schedule included in project management plan, monthly reporting to PMO | Project Manager |
| 3. | Conflicting priorities | Delayed project delivery, project objectives and outcomes not achieved | Project prioritised through Council adoption of project management plan, monthly reporting to PMO | Project Sponsor |
| 4. | Unsuccessful negotiations with TIE property owners | Project objectives and outcomes not achieved | Stakeholder management, timely and clear | Project Manager |

| | | | | |
|----|--|--|--|-----------------|
| | | achieved, Council reputation impacts | communication of information in relation to expansion and tenure options, including costs, timelines, etc. | |
| 5. | Recommended expansion option not supported by the community/rail trail users | Project objectives and outcomes not achieved, Council reputation impacts | Stakeholder management, timely and clear communication of information in relation to expansion and tenure options, including impacts on rail trail use, safety and amenity | Project Manager |
| 6. | Recommended expansion option not supported by TMR | Project objectives and outcomes not achieved, Council reputation impacts | Stakeholder management, timely and clear communication relation to expansion and tenure options, including costs, timelines, etc. | Project Manager |

4.7 Procurement approach

It is envisaged that this project does not involve any procurement of external goods or services.

Procurement of goods or services be required, if required, will be done in accordance with Council's procurement policy.

4.8 Quality assurance

Stage 1 of this project is completed with the endorsement of this project management plan at the 22 June 2023 ordinary Council meeting.

Stage 2 of this project is expected to be delivered over a three month period with monthly reporting to the PMO Steering Committee to ensure the project is progressing in accordance with the approved project management plan and is on track to deliver the approved project objectives and outcomes.

Final reporting will occur at the ordinary Council meeting on 28 September 2023 with endorsement of the officer recommendation within that report being the measure of success.

4.9 Data and information systems requirements

Project related records will be stored in TRC’s Technology One project management module and Enterprise Content Management (ECM) system and maintained as per legislative requirements.

A Technology One project will be created following approval of this project management plan.

5. Budget

TRC has not allocated a specific budget to this project. As the project does not relate to the creation of future TRC assets the costs associated with the delivery of this project will be operational in nature. It is expected that all works associated with this project will be delivered mostly using in house staff and it is proposed to track the costs using the Technology One project management and workorder management modules to ensure the actual costs can be compared against the cost estimate included in the table below.

Table 3: Cost Estimate

| Activity No. | Description | Hours | Rate (\$/hr) | Total (\$) |
|--------------|------------------------------------|-------|--------------|---------------|
| 1.0 | Stage 1 | | | |
| 1.1 | Consultation with TMR | 2 | 170 | 340 |
| 1.2 | Project Management Plan | 16 | 170 | 2,720 |
| 1.3 | Council report | 2 | 170 | 340 |
| | Subtotal Stage 1 | | | 3,400 |
| 2.0 | Stage 2 | | | |
| 2.1 | Survey | 150 | 60 | 9,000 |
| 2.2 | Before You Dig | 1 | 90 | 90 |
| 2.3 | Option development | 40 | 90 | 3,600 |
| 2.4 | Cost estimate | 16 | 90 | 1,440 |
| 2.5 | Advisory Committee engagement | 8 | 110 | 1,040 |
| 2.6 | TMR negotiations | 4 | 170 | 680 |
| 2.7 | TIE property owner negotiations | 16 | 170 | 2,720 |
| 2.8 | Council report | 4 | 170 | 680 |
| | Subtotal Stage 2 | | | 19,250 |
| | Total Project Cost Estimate | | | 22,650 |

6. Timeframe

The project plan is provided in Table 4 below.

Table 4: Reference documents

| Task Mode | Task Name | Duration | Start | Finish | Predecessors | Resource Names |
|-----------------------|--|-----------------|---------------------|---------------------|--------------|--------------------------|
| Auto Scheduled | Stage 1 | 97 days? | Wed 8/02/23 | Thu 22/06/23 | | |
| Manually Scheduled | Council Meeting - Development Plan/Strategy resolution | 1 day | Wed 8/02/23 | Wed 8/02/23 | | Council |
| Manually Scheduled | Consult with TMR | | | | | Project Manager |
| Manually Scheduled | Develop Project Management Plan | 3 days | Mon 12/06/23 | Wed 14/06/23 | | Project Manager |
| Manually Scheduled | Draft Council Report | 3 days | Mon 12/06/23 | Wed 14/06/23 | | Project Manager |
| Manually Scheduled | Council Meeting - endorse Project Management Plan | 1 day | Thu 22/06/23 | Thu 22/06/23 | 4,5 | Council |
| Auto Scheduled | Stage 2 | 74 days | Mon 19/06/23 | Thu 28/09/23 | | |
| Manually Scheduled | Slash rail trail reserve in preparation of survey | 3 days | Mon 19/06/23 | Wed 21/06/23 | | Parks and Gardens |
| Manually Scheduled | Survey rail trail reserve | 22 days | Thu 22/06/23 | Fri 21/07/23 | 8 | Surveyor |
| Manually Scheduled | Conduct Before You Dig search | 1 day | Fri 23/06/23 | Fri 23/06/23 | | Technical Investigations |
| Manually Scheduled | Develop rail trail reserve use options | 10 days | Mon 24/07/23 | Fri 4/08/23 | 9,10 | Engineer |
| Manually Scheduled | Develop cost estimates | 5 days | Mon 7/08/23 | Fri 11/08/23 | 11 | Engineer |
| Manually Scheduled | Consult/negotiate options with TMR, TIE property owners and Advisory Committee | 20 days | Mon 14/08/23 | Fri 8/09/23 | 12 | Project Manager |
| Manually Scheduled | Develop Council report | 5 days | Mon 11/09/23 | Fri 15/09/23 | 13 | Project Manager |
| Manually Scheduled | Council meeting - endorse Development Plan/Strategy | 1 day | Thu 28/09/23 | Thu 28/09/23 | 14 | Council |

7. Reference documents

The following reference documents have been used to develop this project management plan.

Table 5: Reference documents

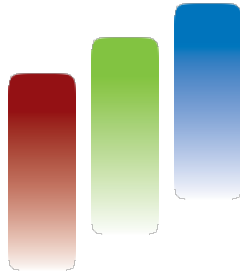
| Document name | File Link |
|---|-----------|
| Drainage Management Plan – Stage 1 Tolga, Tandarra and Rangeview, 1 September 2021 (M11400_001-REP-201-1) | |
| Drainage Management Plan – Stage 2 Tolga, Tandarra and Rangeview, 1 September 2021 (M11400_001-REP-202-1) | |
| | |

8. Appendices

Appendices to this project management plan are listed in the Table below.

Table 6: Appendices

| Appendices | File Link |
|------------|-----------|
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Live, discover and invest in a Tablelands community



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