



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

Administrator Delegations Meeting
28 August 2017

CONFLICTS OF INTEREST

A conflict of interest arises when the Administrator or Council staff are influenced, or are seen to be influenced, in carrying out their duties by personal interests. Conflicts of interest can be pecuniary or non-pecuniary in nature.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of a financial gain or loss.

A non-pecuniary interest can arise as a result of a private or personal interest, which does not relate to money. Examples include friendship, membership of an association or involvement or interest in an activity.

The Administrator or staff member who considers they may have a conflict of interest should read Council Policy.

The responsibility of determining whether or not the Administrator or Council employee has a pecuniary or non-pecuniary interest in a matter, is the responsibility of that individual. It is not the role of the Administrator or General Manager, or another Council employee to determine whether or not a person may have a conflict of interest.

Should you be unsure as to whether or not you have a conflict of interest you should err on the side of caution and either declare a conflict of interest or, you should seek the advice of the Director General of Local Government.

The contact number for the Director General of Local Government is 4428 4100.

COUNCIL CODE OF CONDUCT

The Council Code of Conduct is a requirement of Section 440 of the Local Government Act 1993, which requires all councils to have a code of conduct to be observed by the Administrator, members of staff and delegates of the Council attending a Council meeting or a meeting of a committee of Council.

The code of conduct sets out the responsibilities of the Administrator and Council employees attending a Council meeting or a meeting of a committee of Council. The code also sets out how complaints against a Council employee, the Administrator or General Manager are to be made.

COUNCIL CODE OF MEETING PRACTICE

The Council Code of Meeting Practice is a requirement of Section 360(3) of the Local Government Act 1993, which requires all councils to have a code of meeting practice. The code of meeting practice is to be observed by the Administrator, members of staff, delegates of the Council and members of the public attending a Council or a meeting of a committee of Council.

Acknowledgement of Owners of Land

Council wishes to show our respect to the First Custodians of this land the Ngarigo, Ngunnawal and Walgalu people and their Ancestors past and present who pass on this duty of custodianship of the land to us the current custodians.

We are proud to be Australian and celebrate the diverse backgrounds and cultures that make up our Nation – our Land.

**ADMINISTRATOR DELEGATIONS MEETING
TO BE HELD IN HEAD OFFICE, 81 COMMISSIONER STREET, COOMA NSW 2630**

**ON MONDAY 28 AUGUST 2017
COMMENCING AT 10.30AM**

BUSINESS PAPER

- 1. APOLOGIES/REQUESTS OF LEAVE OF ABSENCE**
- 2. DISCLOSURE OF INTEREST**
(Declarations also to be made prior to discussions on each item)
- 3. ADOPTION OF COMMITTEE MINUTES/RECOMMENDATIONS**
Nil
- 4. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE**
 - 4.1 Request for reduction of bulk waste disposal fees 3
- 5. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND**
 - 5.1 Seeking funding for re purposing of old Bombala Primary School 8
- 6. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY**
Nil
- 7. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY**
Nil
- 8. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE**
Nil
- 9. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE**
 - 9.1 Use of part Massie Street carpark by Mitre 10 35
- 10. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION**
Nil

11. ADMINISTRATORS REPORT (IF ANY)

12. CONFIDENTIAL MATTERS

4.1 REQUEST FOR REDUCTION OF BULK WASTE DISPOSAL FEES

Record No:

Responsible Officer:	Director Environment & Sustainability
Key Direction:	1. Sustaining Our Environment for Life
Delivery Plan Strategy:	DP1.4.1.1 Provide an integrated waste management service that is socially, economically and environmentally responsible.
Operational Plan Action:	OP1.21 Efficient operation of Domestic and Commercial Waste collection services.
Attachments:	1. Request for Fee reduction ↓
Cost Centre	Waste disposal income – WO 115-03-106
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

A request has been received for a reduction in Council's adopted bulk waste disposal fees.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council provide a 10% reduction for the disposal of bulk waste from Cabramurra, Mt Selwyn, and Thredbo, for a period of 12 months commencing on 1 October 2017

BACKGROUND

A request has been received from Burchall's Transport and Recycling for a reduction in the charge for disposal of bulk waste. The request only listed Mt Selwyn and Cabramurra, however, it is understood that the same company also provides bulk waste disposal arrangement for Thredbo.

The former Cooma-Monaro Shire used to provide a reduction to the "waste from outside the Shire" fee for such wastes.

Snowy Monaro Regional Council no longer lists an "out of Shire" fee, so a reduction in the bulk commercial rate (adopted as \$195.00 per tonne incl GST for 2017/18) is proposed.

A 10% reduction of that fee would require a charge of \$175.50 per tonne (incl GST).

The attached report was considered by the Executive Team at its meeting of 24 August. At that meeting it was resolved to support the provision of a 10% reduction, for waste received from Cabramurra, Mt Selwyn and Thredbo.

4.1 REQUEST FOR REDUCTION OF BULK WASTE DISPOSAL FEES

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Ensuring adequate disposal arrangements are in place for waste materials is socially responsible, particularly for centres with no ready access to their own facilities

2. Environmental

Council receives payment for disposal of bulk waste to ensure it meets its costs for provision of waste facilities, and the cost of managing waste once received at its premises.

3. Economic

The reduction in potential income for quantities of waste from Cabramurra and Mt Selwyn based on previous years' figures would be approximately \$1700. It should be noted that the proposed discounted rate is higher than the previously discounted rate for "out of Shire" waste.

Estimated Expenditure	Amount	Financial year	Ledger	Account string
type here	\$			
	\$			
	\$			
Funding (Income/reserves)	Amount		Ledger	Account string
type here	\$			
	\$			
	\$			

4. Civic Leadership

Council is demonstrating civic leadership by working with industry to promote good waste management practices. It is also showing consistency in relation to arrangements entered into with other waste producers.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature:

Date:

9.7 BURCHALLS TRANSPORT AND RECYCLING - REQUEST FOR RATE REVIEW FOR WASTE
CHARGES FOR WASTE BROUGHT IN FROM OUTSIDE OF SHIRE
ATTACHMENT 1 BURCHALL'S REQUEST FOR RATE REVIEW FOR WASTE DISPOSAL FROM OUTSIDE
SHIRE Page 180



19th July 2017

Ms. Mandy Thurling
Snowy Monaro Regional Council
PO Box 714
Cooma NSW 2630

Dear Mandy

I am writing to request a rate review for waste from outside shire (Cabramurra and Mt Selwyn) being disposed at Cooma Landfill as has been agreed in previous years.

Please contact me at your earliest convenience to discuss this matter.

I look forward to hearing from you.

Yours sincerely

Debbie Schubert
Business Services Manager

INFORMATION REPORT TO EXECUTIVE TEAM MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON THURSDAY 24 AUGUST 2017

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9.7 BURCHALLS TRANSPORT AND RECYCLING - REQUEST FOR RATE REVIEW FOR WASTE CHARGES FOR WASTE BROUGHT IN FROM OUTSIDE OF SHIRE

Record No:

Responsible Officer: Director Environment & Sustainability
Author: Resource & Waste Co0ordinator / Noxious Weeds
Key Direction: 1. Sustaining Our Environment for Life
Delivery Plan Strategy: DP1.4.1.1 Provide an integrated waste management service that is socially, economically and environmentally responsible.
Operational Plan Action: OP1.21 Efficient operation of Domestic and Commercial Waste collection services.
Attachments: 1. Burchall's request for Rate Review for Waste disposal from outside Shire (*Under Separate Cover*)
Cost Centre 115.3.106
Project
Further Operational Plan Actions:

EXECUTIVE SUMMARY

Request from Burchall's Transport and Recycling for a rate review for waste disposal at SMRC Resource and Waste Facilities from outside the shire (Cabramurra and Mt Selwyn)

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That ET receive and note the information in the report for the recommendation to approve a 10% discounted rate for the following year commencing 1 October 2017. This will be at a rate charge of \$175.50 per tonne (incl GST) in contrast to the advertised 17/18 Fees and Charges of \$195.00 per tonne

BACKGROUND

For a period since 2009, Burchall's Transport and Recycling have requested a discounted rate for the disposal of waste from outside the shire (Cabramurra and Mt Selwyn) – Burchall's Transport and Recycling have submitted a request for a rate review for the year 2017/2018 commencing 1 October 2017 as per previous years. Resource and Waste services recommend that a 10% discount be approved to allow a rate charge of \$175.50 per tonne (incl GST) in contrast to the advertised 17/18 Fees and Charges of \$195.00 per tonne.

INFORMATION REPORT TO EXECUTIVE TEAM MEETING OF SNOWY MONARO REGIONAL COUNCIL
HELD ON THURSDAY 24 AUGUST 2017

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9.7 BURCHALLS TRANSPORT AND RECYCLING - REQUEST FOR RATE REVIEW FOR WASTE CHARGES FOR WASTE BROUGHT IN
FROM OUTSIDE OF SHIRE

QUADRUPLE BOTTOM LINE REPORTING

1. Social

To work in partnership with businesses so that the waste and recycling potential for the region is recognised and for the betterment of communities that have limited or no access to resource and waste disposal facilities for their waste and recycling materials.

2. Environmental

To ensure that waste and recyclables are correctly disposed of and sent for reuse for the benefit of the environment and community.

3. Economic

To continue a professional working relationship with local entities. Based on waste disposal for period 2016/2017 of 60 tonne the revenue loss would be approximate figure of \$1170.00.

A similarly reduced fee was recently agreed for disposal of Commercial waste from the Perisher group, so the proposed reduction is not considered unreasonable.

4. Civic Leadership

Council is demonstrating civic leadership by continuing to provide and expand on building both business and community relationships for the correct methods of waste and recycling disposal.

5.1 SEEKING FUNDING FOR RE PURPOSING OF OLD BOMBALA PRIMARY SCHOOL

Record No:

Responsible Officer:	Planning Manager
Author:	Economic Development & Tourism Manager
Key Direction:	3. Strengthening Our Local Economy
Delivery Plan Strategy:	DP3.2 Take full advantage of the unique assets and character of our towns and villages.
Operational Plan Action:	OP3.3 Develop facilities and amenities to encourage increased visitor numbers and duration of stay throughout the Region.
Attachments:	1. Business Plan The Primary Hub ↓
Cost Centre	Not yet established
Project	Re purposing of Old Bombala Primary School
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

The project will allow for the internal fit out of the building including the requirements for a gallery, workshop space, small office, staff kitchen, amenities and electronic equipment required for the establishment of a small technology hub. The project will also see the twelve month employment of a Project Officer to develop process and procedures and calendar of events. The project will utilise funds from the sale of surplus Council land in Bombala to match funding requested from the State Government.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council approve the submission of an Expression of Interest for funding via the NSW Regional Cultural Fund to allow for the re purposing of the old Bombala Primary School and the employment of an Project Officer for a 12 month period.

BACKGROUND

QUADRUPLE BOTTOM LINE REPORTING

1. Social
 2. Environmental
 3. Economic
-

11.1 SEEKING FUNDING FOR RE PURPOSING OF OLD BOMBALA PRIMARY SCHOOL

Estimated Expenditure	Amount	Financial year	Ledger	Account string
type here	\$			
	\$			
	\$			
Funding (Income/reserves)	Amount		Ledger	Account string
type here	\$			
	\$			
	\$			

4. Civic Leadership

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993.*

Signature:

Date:

ABN: to be applied for

The Bombala Community
Development Association

Trading as
The Primary Hub

Business Plan

Prepared: August 2017

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5.1 SEEKING FUNDING FOR RE PURPOSING OF OLD BOMBALA PRIMARY SCHOOL

• ATTACHMENT 1 BUSINESS PLAN THE PRIMARY HUB

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Business Plan Summary

Our organisation, working in partnership with Council, intends to re-purpose the old Bombala Primary School and, in doing so, create a precinct for the arts and the community to bloom in.

It is our intention that the precinct will act as a catalyst for both economic and social development and change, engaging all age groups and building capacity within our rural town.

The precinct will trade as The Primary Hub reflecting its link to the old Bombala Primary School and also its importance to the local community.

Activities and events offered will cover a broad range of topics and be offered at prices that reflect the socio economic status of our town. The activities and events will help revitalising our town, link to Council place activation projects and increase visitation to our area and indeed the region.

While Council funding will be required to re purpose the building and employ an Project Officer for a twelve month period, activities and events will run at a very small profit.

Long term it is viewed as desirable that the Association investigate opportunities around 2 part time paid positions being created. These positions would be assisted by the volunteers.

The Primary Hub will link artists, supporting their development and at the same time developing future audiences for arts.

The Primary Hub will challenge views with a varied program of speakers, provide opportunities for networking, business development and recreational activities.

The Primary Hub will drive innovation through both the technology suite operations and the interactions and partnerships developed amongst those attending.

The Primary Hub will be driven by the community, for the community and will succeed because of this.

The Business

Business name: The Bombala Community Development Association; trading as The Primary Hub

Business structure: Not for Profit Incorporated Community Development Association.

ABN: [Registered Australian business number.] To be applied for

Business location: Wellington Street, Bombala

Date established: November 2017

Business owners: Financial members of the association as per members register.

Relevant owner experience: Membership is drawn from the broad community and the organisation has a wide range of skills and expertise. Day to day operations are managed by the Executive – President, Vice President, Secretary, Treasurer, and Communications Officer.

Products/services: The Association has been established to manage the repurposing of the old Bombala Primary School as a multi purpose Arts, Educational, Cultural and Heritage Community Centre.

The Market

Target market: Local and regional community members with an interest in the arts and community development who aspire to a vibrant and sustainable future for the Bombala Region. It is anticipated that those within the age group of 45-65 will be the main users of the facility. This age group represents around 36% of the population.

Marketing strategy: Our strategy is to bring together the many threads of creativity, community development, innovation and technology under the one roof of a community driven development association.

The Future

Vision statement: To be recognised as a sustainable, vibrant hub for creativity and innovation in the south east of New South Wales.

Goals/objectives:

Short Term Goals

- To secure a long term lease of the old Bombala Primary School from Snowy Monaro Regional Council
- Working in partnership with the Council and utilising funds made available by the sale of land surrounding the building re-purpose the old Primary School building including:
 1. establishment of an art gallery with suitable fittings and fixtures
 2. redevelopment of existing amenities block to include disabled facilities
 3. establishment of small staff kitchen
 4. repurposing of one room of the building to suit the delivery of workshops/seminars/forums
 5. repurposing of one room of the building to suit the establishment of a technology suite
 6. repurposing of the existing office space to include a gift shop
 7. ensure all requirements of WHS and building code requirements are met
- Seek funding for initial costs associated with employing a coordinator to develop first two years of activities and events
- Seek funding to assist with the delivery of identified programs

Long Term Goals

- Working with Council, other regional organisations, industry and community deliver programs and activities aimed at increasing community connection and innovation within the major industries of the region ie farming and timber
 - Working with relevant educational bodies explore the possibilities of establishing accredited fine art courses to run out of the building
-

- Working with identified partners develop the hub into a facility that fosters creativity in all forms of the arts and is widely recognised and respected
- Generate sufficient income to enable the employment of a paid co ordinator to assist with managing the facility
- Ensure processes and proceduers are developed to ensure long term sustainability

The Finances

During the establishment phase, anticipated to be 24 months, income will be generated mainly via memberships, sponsorships and fund raising activities. Income generated via retail sales and commissions is anticipated to be low during this period. Workshops/seminars/forums will be run on a cost recovery basis.

Over time it is anticipated the retail sales and commissions will increase as will the profitability of workshops/seminars/forums.

Major fund raisers will be held every 6 months.

Business details

Products/services

We will provide a dedicated exhibition space for the visual arts, a small gift shop, workshop/seminar/forum space and a technology hub.

Registration details

Business name: The Bombala Community Development Association

Trading name: The Primary Hub

Date registered: [Date business name registered.] Still to be done

Location registered: NSW

Business structure: Not for profit incorporated community development association

ABN: [Registered Australian Business Number.] To be applied for

GST: No

Domain names: To be applied for

Licences & permits: N/A

Business premises

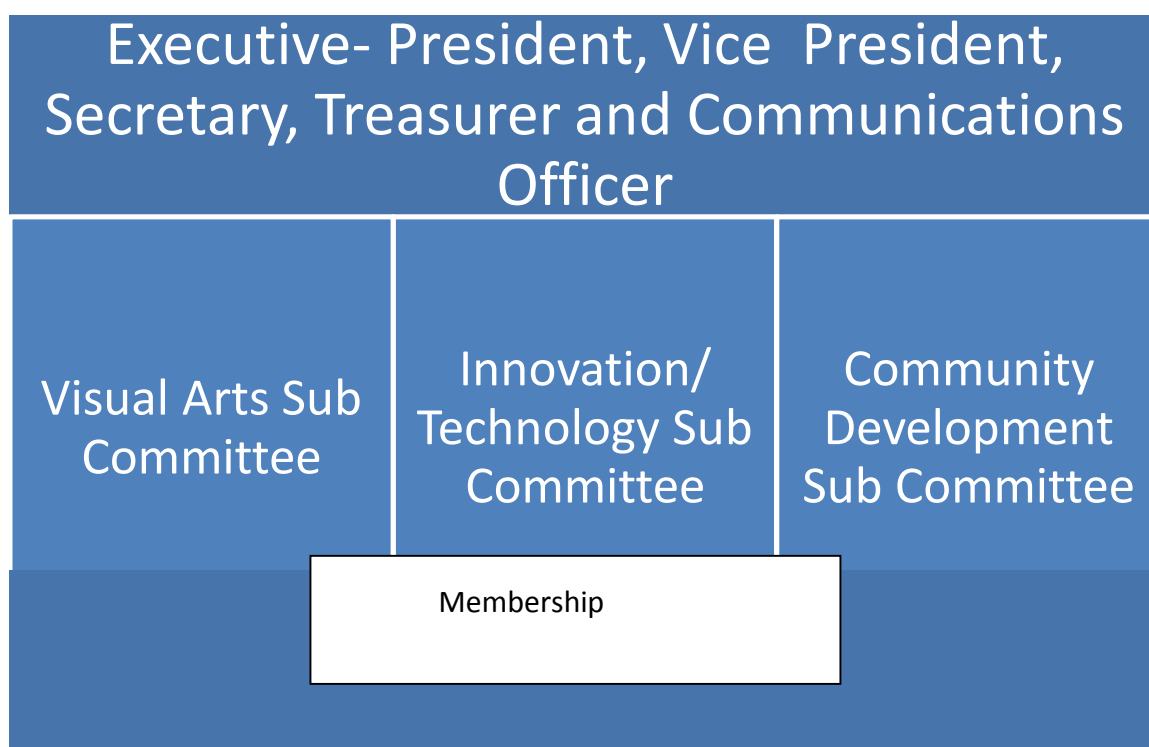
Business location

The Primary Hub is set up in the old Bombala Primary School. This historic community building is situated in Wellington Street Bombala just five minutes drive from the central business district of Bombala. The building is opposite the Bombala pre School and is easily accessible via car or by foot. It is identified on brochures available at the Platypus Country Visitor Information Centre and various local and regional websites.

Lease

The Association is aiming to negotiate has a peppercorn lease from the Snowy Monaro Regional Council for 25 years.

Organisation chart



Membership

Membership is open to the broad community and is not based on age or gender.

Nominations for the Executive will be called for on a yearly basis and nominees will be asked to include a brief resume to enable suitable qualified persons to be nominated and elected.

Anticipated staffing requirements in the future

Job Title	Quantity	Expected staff turnover	Skills necessary	Date required
Manager/Co-Ordinator	1	4-5 years	<i>Relevant qualifications in Office Management and demonstrable knowledge of local arts scene and demonstrably experience in project management and project coordination At least 2 years experience.]</i>	As soon as funding is available estimated 3-5 years
Communications Officer	[1]	4-5 years	Demonstrable expertise in communications hard copy and digital	As above

Recruitment options

Positions will be advertised in local papers, online and via social media.

Products/services

Product/Service	Description	Price
Exhibition space	Exhibitions will feature local/regional artists and change on a three monthly basis	30% COMMISSION ON ALL WORKS SOLD
Gifts	Small competitive priced locally produced gifts will be offered for sale on a commission basis	30% commission on goods sold

Product/Service	Description	Price
Workshops/Seminars/ Forums	Held on identified topics	Averaging out at \$50 per participant
Hire of Venue	Hire of workshop spaces to other community organisations or groups	\$20.00 per half day

Market position: Our activities will be offered at competitive prices and take into account the socio economic standing of the region.

Unique selling position: Our activities will be identified by our membership and will met their needs and aspirations.

Anticipated demand: In the established phase we are intending to hold

-6 workshops per year with a minimum of 10 participants at each workshop

-12 creative community development events per year attracting minimum of 10 attendees

-24 evening community connection events per year averaging 20 attendees

-venue hired on 15 occasions per year to outside organisations

Pricing strategy: As stated activities will be offered at competitive prices.

Sales through the gallery will attract a standard 30% commission and retail gift items will be placed for sales on a commission only basis. Commission on gift items will be 30%.

Value to customer: Our local customers will value the opportunity to attend workshops and seminars locally. A dedicated exhibition space is needed for the growing number of local artists wishing to exhibit their works and will be highly valued by them. It is anticipated that a number of young people and students will value the opportunity of engaging with like minded in the technology suite. The Association firmly believes that The Primary Hub is a necessity for the rural town of Bombala to meet its potential and grow and prosper.

Growth potential: Visitation to the region is steadily increasing and visitors value the opportunity to feel, taste and experience the region they are visiting. The Primary Hub will be attractive to both the locals and visitors and give visitors an opportunity to experience rural life through the lens of creativity.

Our workshops and seminars will target this market with specific weekend escape packages while retail activities will allow for the opportunity to purchase local art work and gifts with no up front cash outlay by the Association.

Innovation

Innovation is required in the two main industry drivers of the region –traditional farming and timber- to ensure productivity and sustainability. The Primary Hub will partner with regional technology businesses/organisations and industry and explore possibilities for research and implementation.

The technology suite will offer students the opportunity to gain experience and expertise in coding, development of digital apps and encourage the development of innovative start up businesses.

The Primary Hub will also offer artists the opportunity to explore their chosen medium in a safe and secure facility and allow for sharing of skills and expertise.

Insurance

Workers compensation: Initially this will not be required as only volunteers will be operating the facility.

Public liability insurance: Needs to be obtained

Genral Insurance: Needs to be obtained

Risk management

Risk	Likelihood	Impact	Strategy
Theft of items from retail/exhibition areas or theft of computers or office equipment. Cost to the Association to replace the computers and or office equipment loss of interest from artists if their work was stolen	<i>Unlikely,</i>	<i>Medium,</i>	Security system will be installed both inside and outside the building. No cash will be stored on the premises . Adequate insurance cover will be obtained.
Fire has the potential to damage both inside and outside of building and destroy some or all of contents	<i>Unlikely,</i>	<i>Medium,</i>	Smoke alarms will be installed. Adequate insurance coverage
Minor injuries to those who visit the facility by way of trips or falls	<i>Highly Likely</i>	<i>Medium,</i>	Building will be fully maintained and checked prior to opening each day.
Land is not sold	<i>Unlikely</i>	<i>High</i>	Funds from slae of land vital for re purposing

Legal considerations

The following legislation may have an impact on the running of the business:

Council by laws and policies

Consumer Law

Operations

Suppliers

Gallery and retail space -Local and regional artists

Workshops/seminars/forums – Respected contractors who supply these services

Fund raising events – Local community volunteers and service clubs

Technology (Software): Computers in the technology suite will use open source software. The Association's computer will also use open source software to keep initial start up costs low.

Phone line and internet connection will be required.

Security system both internal and external will also be required.

Trading hours: The Primary Hub will initially open 3 days per week 10am-2pm. More days will be added as required or as volunteers are available.

Communication channels: The Association will have a post office box, email address, website and landline. Social media facebook instagram etc will also be used.

Credit policy: No credit will be issued all goods must be paid for at time of collection or purchase. EFT payments will be accepted, gift cards will also be available.

Warranties & refunds: We will comply with legislative requirements.

Quality control: Workshop/Seminar/Forum speakers will be recognised as leaders in their particular field.

Memberships & affiliations: We will work in co operation with other art based organisations, Snowy Monaro Regional Council, Bombala and District Chamber of Commerce, Delegate Progress Association and local industry groups.

Sustainability plan

Community impact & engagement

Our project will have a positive impact on our community and help drive sustainability and community development leading to the creation of additional economic growth and prosperity.

We believe that that to ensure population growth our community must have the facilities expected by those seeking to relocate to a more connected and cohesive community.

Our community must be vibrant and offer a wide range of activities and experiences to make it an attractive alternative to other locations within the Council area and indeed in surrounding Council areas.

We believe that the strength of our community lies in its ability to work together to achieve desired outcomes and that our project will help bring together members of the community that may at times be isolated.

We further believe that the successful delivery of the project will provide a model of community development delivery for other villages and towns to use to ensure that the whole of the Snowy Monaro Regional Council can grow and prosper.

Risks/constraints

The long term sustainability of the business relies on the continued support of the Snowy Monaro Regional Council and the goodwill of the membership. Volunteers will be critical in the start up phase and into the future.

Support from the broad community will need to be garnered to ensure the long term future of the business.

Support from local artists and industry is also paramount in the success of the business as is the ability to attract grant funding for particular projects and activities.

Strategies

Action plan

Sustainability milestone	Target	Target date
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5.1 SEEKING FUNDING FOR RE PURPOSING OF OLD BOMBALA PRIMARY SCHOOL

• ATTACHMENT 1 BUSINESS PLAN THE PRIMARY HUB

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Sustainability milestone	Target	Target date
In partnership with the Council develop an MOU	25 yer lease, peppercorn rental, sale of land to finance re purposing	Within 3 months
Open up membership	25 members	Within 6 months
Establish friends of The Primary Hub	50 friends with varying sponsorship packages	Within 6 months
Data base of local artists	Bios of 10 artists	Within 2 months
Industry engaged and assisting	Potentail industry support identified, initial discussions held with representatives	Within 3 months

The Market

Market research

There has been considerable research undertaken into what makes a rural community healthy, sustainable and vibrant. Findings agree that among other attributes a healthy community is one that is:

- Focused on the future
- Has empowered community members
- Challenges ideas
- Is focused on renewal
- Has a strong "We Can Do It" mentality
- Is optimistic

Our project strongly supports these attributes and provides a vehicle for the community to deliver against them.

Market targets

Market	Target – 12 months	Income \$	Costs \$
Worshops	6	3,000	1,800
Forums/Seminars	4	975	500
Community development events	36	4,200	
Exhibitions-commissions	4	500	
Gifts- commissions	\$4,000 sales in first 12 months	1,200	2,800

Environmental/industry analysis

Our region's economy is stable with considerable opportunity for growth if/when the second stage of the Dongwha Mill goes ahead.

According to .IdCommunity Statistics in 2016 Bombala had 1,359 persons in the Bombala region with a median age of 46.9 years. Bombala has a slightly higher percent of empty nesters (15.5% compared to the rest of the Council area 13.2%).

There have been no major differences in the make up of Bombala's population during the period 2011-2016.

Our customers

Key customers

Empty nesters who value the arts and or want to remain connected to the community.

Young people with an interest in technology.

Customer management

Volunteers will be trained in house on customer service principles. All volunteers will have a good knowledge of surrounding Galleries and tourism attractions. It is estimated that the Association will initially have 25 paid upmembers with a minimum of 15 of these volunteering the time to assist with the operation of gallery/gift shop.

S.W.O.T. analysis

Strengths	Weaknesses
<i>Community organisation being run for the benefit of the whole community</i> <i>Broad range of skills in membership base</i> <i>Existing group of artists eager for exhibition space</i> <i>A community renowned for supporting each other</i> <i>Exisitng strong links with regional art organisations and artists</i>	<i>Loss of motivation within membership if project does not proceed as planned</i> <i>Local economy relies heavily on farming and timber</i> <i>Poor seasons limit disposable income</i> <i>Short term reliance on successful funding applications</i>

Opportunities	Threats
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Opportunities	Threats
<p><i>Diversification of industry base</i></p> <p><i>Up skilling of young people</i></p> <p><i>Opportunity to link with other regional initiatives eg Bundian Way</i></p> <p><i>Opportunity to value add to local products and businesses</i></p>	<p><i>Land is not sold thus funds for re purposing not easily available</i></p> <p><i>Partnership with Council sours</i></p>

Competitors

Competitor	Established date	Size	Value to customers	Strengths	Weaknesses
Platypus Country Visitor Information Centre]	2003	3 part time employees	Stocks wide range of regional and local products. Staff knowledgeable and helpful	Good location, regional awareness, well laid out purpose built facility	Relies on local government support
Borderline/ Bundian Way Gallery	Borderline Gallery 2006 Bundian Way Gallery 2012	Volunteers of Delegate Progress Association	Established galleries with widespread local and regional awareness	Both Galleries enjoy widespread community support	Not always open at peak season
Raglan Gallery	Around 1980	Run by volunteers	Aiming to become a Regional Gallery. Situated in a historic building	Widely known within the region	Lack of promotion and not well located

Competitor	Established date	Size	Value to customers	Strengths	Weaknesses
Local Retail outlets	Various	Usually sole traders	Good customer service	Strong customer loyalty	Operate within fairly limited parametres
Regional Training Organisations	various	Various normally funded by government	Participants can often receive recognised training credits	Usually low priced	Courses usually offered in regional centres ie not Bombala

Advertising & sales

Advertising & promotional strategy

Planned promotion /advertising type	Expected business improvement	Cost (\$)	Target date
Print media and online advertising of sponsorship packages	Raise awareness of the venture	\$2,000	Initially monthly
On line calendar of events and activities promoted widely via social media and linked to other regional webistes and on line publications	Raise awareness and increased attendance at activities and events		Monthly
Print media promotion of Exhibitions including bios of artists	Increase attendance aat opening and raised awareness of the artists		3 monthly
Flyers available at all surrounding Galleries and Visitor Information Centres	Increased awareness generating additional visitation	\$2,000	On going

Unique selling position

Our activities will be identified by our membership, met their needs and aspirations and be offered in an inspiring community space.

The Future

Vision statement

To be recognised as a sustainable, vibrant hub for creativity and innovation in the south east of New South Wales.

Mission statement

To draw together the creative, historical and economic threads of our community and establish, in a valued community building, The Primary Hub which will drive social and economic development and ensure connection and vibrancy within our rural community.

Goals/objectives

Long Term

- Working with Council, other regional organisations, industry and community deliver programs and activities aimed at increasing community connection and innovation within the major industries of the region ie farming and timber
 - Working with relevant educational bodies explore the possibilities of establishing accredited fine art courses to run out of the building
 - Working with identified partners develop The Primary Hub into a facility that fosters creativity in all forms of the arts and is widely recognised and respected
 - Generate sufficient income to enable the employment of a paid co ordinator to assist with managing the facility
 - Ensure processes and procedures are developed to ensure long term sustainability
-

Action plan

Milestone	Date of expected completion	Person responsible
Work in partnership with Council to have building handed over to Council and surrounding land sold	Hand over - November 2017 Sale of land – February 2018	Council and Executive
Develop appropriate timelines for all re purposing work	December 2017	Council and Executive
Contractors selected work commenced	June 2018	Council and Executive
Data base of artists complied	October 2017	Executive
Potential business partners identified	November 2017	Economic Development Officer and Executive
Funding applications submitted and successful result communicated	February 2018	Economic Development Officer and Executive
The Primary Hub officially opened	December 2018	Economic Development Officer and Executive

The Finances

Key objectives & financial review

Financial objectives

In the start up phase, to generate sufficient revenue to cover operating costs.

After five years to be generating sufficient revenue to cover costs and employ suitably qualified identified staff on a part time basis.

Finance required

Council will use funds from the sale of the land surrounding the building to undertake the re purposing of the building.

Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

Income for the first year of trading

Membership targets achieved

Commission sales targets achieved

Friends of The Hub sponsorship achieved (\$7,500)

Annual fund raising targets achieved (\$2,000 – street stall \$1,000 & major event \$1,000)

Worshop targets achieved (12x10personsx\$25 ph)

Volunteers operate the facility during stated times

Community development events (12 eventsx10persons x\$15 ph and 24 activitiesx20peoplex5ph)

Seminars/forums (3 forums x15 attendees x \$5 and I seminar x 30 attendees x \$25PH)

In the second and third years of trading

Memberships increased by 50%

Commission on sales increases by 50% year 2 and then by 25% in year 3

Workshops by 50% each year

Seminars/forums by 50% each year

Community development events by 25%

Venue Hire 10% increase each year

Fund raising activities increase 50% per yer

Expenses reflect the activities and the percentage increases.

Start-up costs

[illegible]

Note: As the fittings are being provided by Council, depreciation will be the responsibility of Council. It is anticipated that the majority of fit out costs will be treated as expenses and not depreciated ie they will be written off in the year they are purchased. The building will be a Council asset and as such will be included in Council's depreciation schedule.

Profit and loss forecast

PROFIT & LOSS FORECAST	[Year 1]	[Year 2]	[Year 3]	
Sales	\$1,700	\$2,550	\$3,187	
Workshops	\$3,000	\$4,500	\$6,750	
Seminars/Forums	\$975	\$1,462	\$2,193	
Community development events	\$4,200	\$5,262	\$6,577	
Venue hire	\$300	\$330	\$363	
Fund raising	\$2,000	\$3,000	\$4,500	
Membership	\$1,250	\$1,875	\$2,812	
Sponsorship	\$7,500	\$7,500	\$7,500	
Gross profit/net sales	\$16,225	\$26,479	\$33,882	
Expenses				
Accountant fees	\$600	\$600	\$660	
Advertising & marketing	\$2,000	\$2,000	\$2,000	
Utilities (electricity, gas, water)	\$2,000	\$3,000	\$4,500	
Telephone/internet	\$2,000	\$2,250	\$2,500	
Repairs & maintenance	\$800	\$1,200	\$1,800	
Stationery & printing	\$2,200	\$2,200	\$2,500	
Insurance	\$4,000	\$4,400	\$4,840	
Worshops/Seminar/Forum	\$2,000	\$3,000	\$4,500	
Total expenses	\$15,600	\$18,650	\$23,300	
NET PROFIT	\$625	\$7,829	\$10,582	

9.1 USE OF PART MASSIE STREET CARPARK BY MITRE 10

Record No:

Responsible Officer:	Director Environment & Sustainability
Key Direction:	6. Managing Development and Service Delivery to Retain the Things We Value
Delivery Plan Strategy:	DP6.7 Ensure that Council's policy, land use planning, development assessment enhance liveability.
Operational Plan Action:	OP6.13 Ensure development assessment is undertaken in accordance with adopted Local Environmental Plans, Development Control Plans, Council Policy and State and Federal legislation.
Attachments:	1. Attachment Mitre 10 ↓
Cost Centre	N/A
Project	
Further Operational Plan Actions:	

EXECUTIVE SUMMARY

Discussions have been held with representatives from Mitre 10 in relation to the previously agreed use of part of the Massie Street carpark. A written request was received from the proponents seeking to acquire an additional area of the carpark, however, following an on-site meeting it was determined that a suitable alternative could be achieved by modifying the existing proposal, which would not require a further reduction in the number of carparking spaces.

The outcome has been communicated to the proponents as agreed with the Administrator and Council's endorsement of the actions is requested.

The following officer's recommendation is submitted for Council's consideration.

OFFICER'S RECOMMENDATION

That Council

- A. Endorse the suggested option to re-arrange the carparking and egress arrangement in the vicinity of the new Mitre 10 carpark egress

BACKGROUND

The former Cooma-Monaro Shire Council had resolved to allow the owners of the Mitre 10 complex to acquire a right of carriageway over part of the Massie Street carpark to facilitate a 'drive through' for their renovated premises. The Right of carriageway (6.81m wide) was executed and registered on titles in 2016.

On 1 August 2017 a written request was received from the proponents seeking an additional area (see attached).

An on-site meeting was held with the Administrator, Mr Michael Boyce (representing the owners of the Mitre 10 complex) and the Director Environment and Sustainability, on 7 August 2017. At this meeting, it was considered that rather than deleting a further carparking space, that a modified design could achieve an improvement in egress width while retaining the same number of carpark spaces and the pedestrian walkway.

Subject to confirmation of dimensions on-site, this might be achieved without the need to alter the existing registered right-of-carriageway.

The modified design would require a reduction in width of the eleven (11) spaces to the north of the egress by approximately 100mm (i.e. from 2.6m to 2.5m). The 2.5m width still meets the specifications of ASNZS 2590.1-2004.

It is possible that the proposed 1.2m wide walkway (relocated from its existing location within the carpark) might be able to be located within the right-of-carriageway, but if not, providing the minimum carpark widths can be achieved, it could be partially 'line-marked' within the carpark area without creating operational issues.

The proponents have been advised that if they wish to proceed on the basis outlined, an application to modify the development consent will be required, so that the amended plan can be incorporated into the approval documents. If the proponents still wish to proceed with the proposal as requested, further consideration by Council will be required, as additional costs will be incurred in changing the right-of-carriageway as listed on the land titles.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

There are no social impacts from this proposal, as there will not be a reduction to the number of parking spaces as shown in the previous arrangement, and pedestrian access is retained

2. Environmental

Environmental controls will be required for the rearrangement of linemarking.

3. Economic

There is no additional cost to Council, and the re-arrangement will provide a more cost-effective outcome for the proponents.

4. Civic Leadership

Although the use of Council's carpark has already been agreed through prior resolutions of the former Cooma-Monaro Shire Council, as the arrangement involves the use of Council operational land, it is important to document the discussions with the proponent and the outcomes of those considerations.

Determination by Administrator

Approved by Administrator Dean Lynch in accordance with *Section 226 dot point one (1) or two (2) of the Local Government Act 1993*.

Signature:

Date:



MITRE 10 COOMA
28 Vale Street, Cooma, NSW 2630, Australia
PO Box 9, Cooma, NSW 2630, Australia
Tel: 02 6452 1755 Fax: 02 6452 4834
Email: accounts@coomamitre10.com.au Website: www.mitre10.com.au
ABN 55 728 337 703

1 August 2017

Mr Dean Lynch
Administrator
Snow Monaro Regional Council
81 Commissioner Street
Cooma NSW 2630

Dear Dean,

DRIVE THROUGH MITRE 10

I refer to the Development Consent 10.2015.492.1 dated 26 October 2016; the Agreement to Grant Easement dated 21 April 2016; and the valuation report prepared for Council by the Registered Valuer Shane Threthewey dated 16 June 2014.

In the original development it was envisaged that we would need two car spaces and that we would move the existing walkway which was located 3 car spaces from the end of the carpark up to the new exit to Mitre 10.

The Council instructed Shane Threthewey (Registered Valuer) to come up with a valuation of the car spaces, the value per car space he assessed was \$6,467 per space. He rounded it up to 3 car spaces rather than 2 ½ which we agreed to pay.

We now consider it will be a better solution for the walkway to make up the difference between the 2 ½ car spaces up to the third car boundary which will provide more space for safe turning. This will leave all the car parks in the same position and will add a bike park at the end of the car park in place of a full car space.

As far as the easement for the "right of carriageway" it has been registered as 6.81 metres wide, which is the equivalent of 2 ½ car spaces, so it complies with the request exactly.

As mentioned before in this letter, we have already paid the equivalent of three car spaces and there is a point of view that the pedestrian space is simply being moved not eliminated. We are also rebuilding the footpath for the entire boundary on Council land to make a better job of it for the public.

Despite this we are certainly prepared to pay for the extra half a car space \$6,467 divided by 2 = \$3,233.50. We do appreciate the decision Council made to facilitate this drive through opportunity.

Thank you for your consideration

Yours sincerely,

A rectangular box with a blue border, intended for a signature.

Mick Boyce





Enquiries Peter Smith
Our Ref 10.2015.492.02
Your Ref

14 August 2017

Mr Michael Boyce
Mitre 10
PO Box 9
COOMA NSW 2630

Dear Mr Boyce

Subject: Drive-through for Mitre 10 & Council carpark

I refer to your letter to the Administrator of 1 August 2017, and your request for the provision of an additional half-car space to facilitate safer turning from the Mitre 10 premises into the Council carpark.

To confirm our discussions at the on-site inspection on Monday 7 August, it is Council's view that the following alternative may potentially provide a more favourable outcome for your development:

- Increase the width of the driveway egress area from the Mitre 10 premises to match that of the registered right of carriageway (being 6.81 metres). The proposed pedestrian walkway (shown as 1200mm width) could ideally be located within the right of carriageway width, or alternatively partially located within the right of carriageway and partially on the Council carpark. The attached sketch illustrates an option nominally showing the walkway as being 600mm within the right of carriageway and 600mm within the carpark area.
- Re-mark the carparking spaces between the drive-through exit area and the frontage to Massie Street, to incorporate 11 car parking spaces with a minimum width of 2.5m each (noting that the existing carparking spaces are approximately 2.6m in width).
- The 2.5m minimum carparking space width meets the requirements of ASNZS 2590.1-2004 (Parking Facilities: Part 1; Off-street car parking). PLEASE NOTE that locating the walkway partially on the Council carpark area would be contingent on meeting the minimum 2.5m width for each of the 11 carparking spaces.
- Subject to confirmation of dimensions on-site, it is expected that this arrangement will accommodate the increased egress turning area as requested, without reducing the number of available carparking spaces.

As discussed with you on site, the proposal outlined above and illustrated on the attached sketch is considered to provide an improved outcome, and will not require any further survey work, registration of amended easements, or payment in lieu of additional car parking area.

Page 1 of 2

HEAD OFFICE	Cooma:	81 Commissioner Street COOMA NSW 2630	P 02 6455 1777
BRANCH OFFICES	Berridale:	2 Myack Street BERRIDALE NSW 2628	P 02 6451 1195
	Bombala:	71 Caveat Street BOMBALA NSW 2632	P 02 6458 3555
	Jindabyne:	Shop 2 Razorback Office Gippsland Street JINDABYNE NSW 2627	P 02 6451 1550
MAILING ADDRESS	PO Box 714, COOMA NSW 2630		www.snowymonaro.nsw.gov.au

SNOWY MONARO
REGIONAL COUNCIL

If you are happy to progress with this alternative, can you please arrange for Plan no 'Mitre 10_01 Detailed Site Plan revision B' (dated 6/7/2017) and Plan no 'Mitre 10_09' (dated 7/9/2015) to be amended so they clearly define the revised layout.

Please note that your draftsman would need to verify and confirm that the dimensions shown on the scaled plan match the on-ground conditions such that the minimum width for each parking space can be achieved. (Cursory measurements taken on site appear to show that the minimum dimensions can be achieved and that the scaled plan is quite accurate).

A modification will be required to the Development Consent so that the Consent as issued references the newly amended plan numbers. Please note that this is primarily an administrative requirement and should not create any undue delay in progressing the project to completion.

An application form to modify the consent is attached, and should be submitted with the revised plan as soon as practicable.

Please note that Council already holds a signed authorisation from each of the company partners for the making of the Development Application, therefore (as for the recently approved modification for the shed area) it is not considered necessary to again require the signature of each partner for the submission of this application.

If you consider that the alternative outlined above will not provide the outcome you are seeking, Council will be happy to revisit your original request and/or to discuss other alternatives.

If you have any questions regarding any of the information above, please do not hesitate to call me on 6455 1900, or mobile 0408 412 699.

Yours sincerely

A rectangular box with a blue border, intended for a signature.

Peter Smith
Director of Environment and Sustainability