



SNOWY MONARO
REGIONAL COUNCIL

ATTACHMENTS TO REPORTS

(Under Separate Cover)

Ordinary Council Meeting

20 July 2023

**ATTACHMENTS TO REPORTS
FOR
ORDINARY COUNCIL MEETING
THURSDAY 20 JULY 2023**

Page No.

8 PLANNING AND DEVELOPMENT APPLICATION MATTERS

8.1	Development Application 10.2023.144.1 - Additions and Alterations to Existing Building (Delegate Preschool)	
	Attachment 1	DRAFT Conditions of Consent2
	Attachment 2	Architectural Plans13
	Attachment 3	Statement Of Environmental Effects22
	Attachment 4	Aboriginal Culture & Heritage Due Diligence Report30
	Attachment 5	SMRC Native Title Manager Advice - Delegate Preschool39
	Attachment 6	Pre-DA Form - superseded50

9.3 STRATEGY

9.3.4 Undertaking Audit of Council Activities 2016-2023

	Attachment 1	Tender Evaluation Report.....54
	Attachment 2	Tender59
	Attachment 4	Risk Assessment.....107
	Attachment 5	Tender Evaluation Plan108
	Attachment 6	Consolidated Tender Evaluation.....117
	Attachment 7	Consolidated Tender Evaluation Summary119
	Attachment 8	ARIC Response to Audit Tender120

9.3.5 Variation Approval - Jindabyne Shared Trail

	Attachment 1	2018 Feasibility Assessment.....121
	Attachment 2	2018 Business Case223
	Attachment 3	Economic Profile (2023)281



CONDITIONS OF CONSENT

10.2023.144.1

Part A – Administrative Conditions

Reason for imposition of conditions: Unrestricted consent may affect the environmental amenity of the area and would not be in the public interest.

ADM_01 - Endorsed plans and supporting documentation

Development must be carried out in accordance with the following plans and documentation, except where amended by Council and/or the conditions of this development consent.

Plan No.	Plan Title.	Prepared By.	Dated.
A-01 (E)	Site plan (existing building)	DH	04/03/2023
A-03 (E)	Floor plan	DH	04/04/2023
A-05 (D)	Elevations	DH	04/04/2023
A-09 (B)	External Wall Req	DH	04/04/2023

Reason

To ensure all parties are aware of the approved plans and supporting documentation that applies to the development

Document Title.	Prepared By.	Dated.
Statement of Environmental Effects	Dong Huynh	Unknown

In the event of any inconsistency between the approved plans and the supporting documentation, the approved plans prevail. In the event of any inconsistency between the approved plans and a condition of this consent, the condition prevails. Note: an inconsistency occurs between an approved plan and supporting documentation or between an approved plan and a condition when it is not possible to comply with both at the relevant time.

ADM_02 - Inconsistency between documents

Reason

In the event of any inconsistency between conditions of this consent and the drawings/documents referred to above, the conditions of this consent prevail.

SNOWY MONARO REGIONAL COUNCIL

ADM_03 Compliance with the Building Code of Australia and insurance requirements under the Home Building Act 1989

Reason

For the purposes of section 4.17(11) of the Act, the following conditions are prescribed in relation to a development consent for development that involves any building work:

To ensure the development complies with the requirements of Clause 69 of the Environmental Planning and Assessment Regulations 2000, and Section 4.17(11) of the Environmental Planning and Assessment Act 1979, as amended

- a. that the work must be carried out in accordance with the requirements of the Building Code of Australia.
- b. in the case of residential building work for which the Home Building Act 1989 requires there to be a contract of insurance in force in accordance with Part 6 of that Act, that such a contract of insurance is in force before any building work authorised to be carried out by the consent commences.

This condition does not apply:

- c. to the extent to which an exemption is in force under the Home Building Regulation 2004, or
- d. to the erection of a temporary building.

Note: In this condition, a reference to the BCA is a reference to that code as in force on the date the application for the relevant Construction Certificate is made.

ADM_07 Aboriginal Objects

Reason

No Aboriginal objects may be harmed without an approval from Heritage NSW.

To ensure compliance with the provisions of the National Parks and Wildlife Act.

Part B – Other Approvals

OA_04 Separate Section 68 Approval for Water supply, stormwater and sewerage works

Reason

Prior to issue of the Construction Certificate, an application pursuant to Section 68 of the Local Government Act 1993 to carry out water supply, stormwater and sewerage works must be submitted to Council. The following must be clearly illustrated on the site plan to accompany the application for Section 68 approval:

To ensure compliance with the provisions of the Local Government Act

- Position and depth of the sewer (including junction).
- Stormwater drainage termination point.
- Easements.

SNOWY MONARO REGIONAL COUNCIL

- Water main.
- water meter location.

The developer is to ensure that approval for the s68 application must be obtained prior to any plumbing and drainage works being undertaken on the site

Note - Failure to obtain the Section 68 Approval prior to works being undertaken may result in the developer receiving a monetary penalty and the plumber being subject to investigation by the Department of Fair Trading and a fine exceeding \$1500.

Part C – Prior To the Issue of the Relevant Construction Certificate

PCC_06 Long service levy

Reason

In accordance with Section 6.8(1)(b) of the Environmental Planning and Assessment Act 1979, a Construction Certificate must not be issued until any long service levy payable under Section 34 of the Building and Construction Industry Long Service Payments Act 1986 (or where such levy is payable by instalments, the first instalment of the levy) has been paid. Council is authorised to accept payment. Where payment has been made elsewhere, proof of payment must be provided to Council.

To ensure legislative compliance.

PCC_07 Compliance with Australian Standards and Building Code of Australia

Reason

The development is required to be carried out in accordance with all relevant Australian Standards and the requirements of the Building Code of Australia. Details demonstrating compliance must be submitted to the Principal Certifying Authority prior to the issue of the Construction Certificate.

To ensure legislative compliance.

PCC_22 Building Code of Australia Upgrade Condition

Reason

Council considers pursuant to clause 64 of the Regulation that it is appropriate to require the existing building to be upgraded to partial conformity with the BCA. The Construction Certificate plans and specification required to be submitted to the Certifying Authority shall detail building upgrade works required by this condition.

The Certifying Authority shall be satisfied that such work, to be

SNOWY MONARO REGIONAL COUNCIL

implemented as part of the development, will upgrade the building to bring it into compliance with the following provisions of the BCA in force at the date of issue of the Construction Certificate:

- A. The Western wall located within 3m of the boundary shall satisfy the requirements of Part C of the Building Code of Australia
- B. Provisions for escape shall satisfy the requirements of Part D1 of the Building Code of Australia;
- C. Exit doors shall satisfy the requirements of Part D2 of the Building Code of Australia;
- D. Disabled Access shall satisfy the requirements of Part D3 of the Building Code of Australia
- E. Fire Fighting Equipment shall satisfy the requirements of Part E1 of the Building Code of Australia;

Part D – Prior To the Commencement of Works

PCW_01 Prior to the commencement of works

Reason

No construction works approved by this consent are to commence unless the following have been satisfied:

- A. A Construction Certificate has been issued by a certifying authority.
- B. A Principal Certifying Authority has been appointed by the person having benefit of the development consent.
- C. A notice of commencement of building or subdivision works, and details of the appointed Principal Certifying Authority (in the event that Council is not appointed), are issued to Council at least 48 hours prior to the commencement of works.

The Principal Certifying Authority is notified in writing of the name and contractor license number of the owner/builder intending to carry out the approved works.

PCW_03 Erection of signage

Reason

A sign must be erected in a prominent position on any site on which any approved work is to be carried out:

- showing the name, address and telephone number of the certifying authority for the work;
- showing the name of the principal contractor (if any) for any

To ensure the development complies with prescribed conditions under the Environmental Planning and Assessment

SNOWY MONARO REGIONAL COUNCIL

demolition or building work and a telephone number on which that person may be contacted outside working hours; and

Regulations 2021.

- stating that unauthorised entry to the work site is prohibited.

The sign must be maintained while the approved work is being carried out and must be removed when the work has been completed.

PCW_16 Termite Control

Reason

Prior to the commencement of works, the Applicant will submit to the satisfaction of the PCA (i.e. Council or Private Certifier) documentation confirming the building will be protected from termite attack in accordance with the provisions of Australian Standard AS 3660.1. The submitted documentation will include:

- a) details of the proposed methods to be used; and
- b) certification of works performed;

A durable notice must be permanently fixed to the building in a prominent location, such as in the electrical meter box indicating:

- a) the method of protection;
- b) the date of installation;
- c) where a chemical barrier is used, its life expectancy as listed on the National Registration Authority label; and.
- d) the need to maintain and inspect the system on a regular basis.

NOTE: Under slab chemical treatment will not be permitted as the only method of treatment unless the area can be retreated without major disruption to the building.

PCW_21 Dial Before You Dig

Reason

Prior to carrying out any works, a "Dial Before You Dig" enquiry should be undertaken in accordance with the requirements of Part 5E (Protection of Underground Electricity Power Lines) of the Electricity Supply Act 1995 (NSW).

To protect electricity assets from damage during construction works.

In addition the Dial Before You Dig enquiry must be current at the time of undertaking the construction activity in accordance with the requirements of the Infrastructure Asset Owner'.

SNOWY MONARO REGIONAL COUNCIL

Part E – During Construction

DC_01 Erosion and drainage management

Erosion and sediment control works must be implemented in accordance with the endorsed erosion and sediment control plan and maintained throughout the construction process.

Reason

It is in the public interest that the development works do not damage existing Council infrastructure.

DC_05 Use of Power Tools - Residential and Village Areas

The developer is to ensure that work on the development site by all persons using power tools and equipment is limited to the following hours:

Monday to Friday:	7.00am to 6.00pm
Saturday:	7.00am to 5.00pm
Sunday:	No work
Public Holidays:	No work

Reason

To ensure building works do not have adverse effects on the amenity of the area.

DC_06 Principal Certifying Authority

A Principal Certifying Authority appointed to replace another must ensure that notice of the appointment and of the approval of the appointment is given to the consent authority and Council (if not the relevant consent authority) within 48 hours of the appointment.

Reason

DC_07 Inspections

All mandatory inspections required by the Environmental Planning and Assessment Act 1979 and any other inspections deemed necessary by the Principal Certifying Authority must be carried out during the relevant stage of construction. Work must not proceed beyond each critical stage until the Principal Certifying Authority is satisfied that work is proceeding in accordance with this consent, the Construction Certificate(s) and the Act. Council must be given 48 hours' notice to undertake the inspections.

Reason

It is in the public interest that critical stage inspections be issued for these components of the development in accordance with Section 162A of the Environmental Planning and Assessment Regulations 2000 as amended.

SNOWY MONARO REGIONAL COUNCIL

DC_08 Items not to be placed on roadway

The following items must not be placed on the footpath, roadway or nature strip at any time throughout the construction process:

- building materials, sand, waste materials or construction equipment;
- bulk bins/waste skips/containers; or
- other items that may cause a hazard to pedestrians.

Reason

To ensure no obstruction to the roadway.

DC_09 Site maintenance

The principal contractor, owner-builder or any other person having benefit of the development consent must ensure that:

- approved sediment and erosion control measures are installed and maintained during the construction period;
- building materials and equipment are stored wholly within the work site unless an approval to store them elsewhere is held; and
- the site is clear of waste and debris at the completion of works.

Such measures will be in place throughout the construction process.

Reason

It is in the public interest that the development works do not damage existing Council infrastructure or cause nuisance to the community.

DC_11 Archaeology – Unexpected Finds

If any Aboriginal object(s) is discovered and/or harmed in, or under the land, while undertaking the proposed development activities, the applicant must:

- Not further harm the object(s).
- Immediately cease all work at the particular location.
- Secure the area so as to avoid further harm to the Aboriginal object(s)
- Notify Heritage NSW as soon as practical by calling 131 555 or emailing: info@environment.nsw.gov.au, providing any details of the Aboriginal object(s) and its location
- Not recommence any work at the particular location unless authorised in writing by Heritage NSW.

Reason

To ensure the protection of objects of potential significance during works

All Aboriginal cultural heritage items must be mapped as polygons on all subdivision and operational plans to ensure these areas are not

SNOWY MONARO REGIONAL COUNCIL

inadvertently impacted.

If harm to Aboriginal objects cannot be avoided, an application for an Aboriginal Heritage Impact Permit (AHIP) must be prepared and submitted to Heritage NSW before work may continue.

In the event that skeletal remains are unexpectedly encountered during the activity, work must stop immediately, the area secured to prevent unauthorised access and NSW Police and Heritage NSW contacted.

DC_18 Protecting Wastewater supply services

Council's existing wastewater infrastructure including rising mains, trunk, drainage pipelines and access chambers (SMH) which are exposed, accidentally or deliberately during construction shall be protected from damage.

Council must be informed immediately of any damage to any Council infrastructure. The damage shall be repaired/reinstated to new condition at the applicant's expense following consultation with Council.

Note: Repair work may require a Section 68 Application for sewerage works under the Local Government Act 1993.

Reason

It is in the public interest that the development works do not damage existing Council infrastructure. Section 4.15(e) of the Environmental Planning and Assessment Act 1979.

DC_20 Protecting Water supply services

Council's existing water supply infrastructure including rising mains, trunk and reticulation pipelines which are exposed, accidentally or deliberately during construction shall be protected from damage.

Council must be informed immediately of any damage to any Council infrastructure. The damage shall be repaired/reinstated to new condition at the applicant's expense following consultation with Council.

Note: Repair work may require a Section 68 Application for water supply works under the Local Government Act 1993.

Reason

It is in the public interest that the development works do not damage existing Council infrastructure and accordingly a record of existing conditions is required. Section 4.15(e) of the Environmental Planning and Assessment Act 1979.

DC_23 Approved Plans on Site

A copy of the approved and certified plans, specifications and documents incorporating conditions of approval and certification will be kept on the site at all times during construction and will be readily available for perusal by any officer of the Council or the PCA.

Reason

To the works are being completed in accordance with the approved plans.

SNOWY MONARO REGIONAL COUNCIL

DC_24 Public Access and Site Security

Reason

It is the responsibility of the applicant to restrict public access to the building site, building works or materials or equipment on the site when building work is not in progress or the site is otherwise unoccupied.

The ensure community is safe from the construction works.

DC_27 Revegetation Works

Reason

At the completion of site works the following landscaping works are to be carried out:

- a) all disturbed areas are to be weed free hay mulched.
- b) topsoil is spread over all disturbed areas with priority given to cut and fill batters;

All disturbed areas are re-vegetated using drylands grass mix with a complete fertiliser;

NOTE

The Corporate Projects team and their contractors have been advised of the following:

IMPORTANT: As Crown Land Manager, Council's permission for the Corporate Projects team, and their contractors, to undertake the project to demolish the existing stairs, landing and rail is conditional upon Council's, the Corporate Projects team and their contractor's compliance with relevant legislation for the protection of items and places of possible significance to Aboriginal culture and heritage. If, during the process of demolishing the stairs the ground is disturbed and you find, or believe you have found, an Aboriginal object, leave it where it is and report the object and its location by emailing ahims@environment.nsw.gov.au. Even if you believe the object is in danger of being damaged or harmed, it is very important to leave it alone and report it immediately. You may be committing an offence if you handle or move the object. The NPW Act 7974 calls for the location of Aboriginal objects to be reported regardless of whether they are on public or private land.

This conditional consent is not to be taken to satisfy any of Council's due diligence requirements under any legislation addressing Aboriginal culture and heritage protection, and as such Council have an obligation to exercise due diligence to ensure that any works will not harm Aboriginal places, sites, or objects, in accordance with the National Parks & Wildlife Act 7974 (NSW) (NPW Act). In this regard, consent from NSWALC and MLALC is also conditional upon the compliance with Aboriginal culture and heritage provisions of the NPW Act.

Part F – Prior To the Issue of an Occupation Certificate

SNOWY MONARO REGIONAL COUNCIL

POC_01 Occupation Certificates

The owner, principal contractor or owner-builder must meet all costs associated with the foregoing conditions which must be completed prior to the issue of the relevant Occupation Certificate, unless otherwise stated.

Reason

To ensure the building as has been approved for occupation

POC_09 Waste management

All refuse, spoil and/or material unsuitable for use must be removed from the site and lawfully disposed of upon completion of the building works and prior to the issue of the relevant Occupation Certificate.

Reason

PART H – ONGOING USE AND OPERATION

OU_01 Occupation Certificate to be submitted

An Occupation Certificate must be obtained from the Principal Certifying Authority and a copy submitted to Council (if Council is not the Principal Certifying Authority) prior to the commencement of occupation, or use of the whole or any part of a new building, an altered portion of, or an extension to an existing building

Reason

It is in the public interest that an Occupation Certificate be issued prior to occupation of the building. Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, as amended.

OU_02 External lighting

At all times for the life of the approved development, all outdoor lighting must not detrimentally impact upon the amenity of other premises and adjacent dwellings and must comply with, where relevant, AS1158.3-1999 Pedestrian Area Category PI Lighting, and AS 4282-1997 Control of the Obtrusive Effects of Outdoor Lighting.

Reason

OU_17 Roof Water

The developer shall ensure that all stormwater is directed from the roof to rainwater storage tanks.

Reason

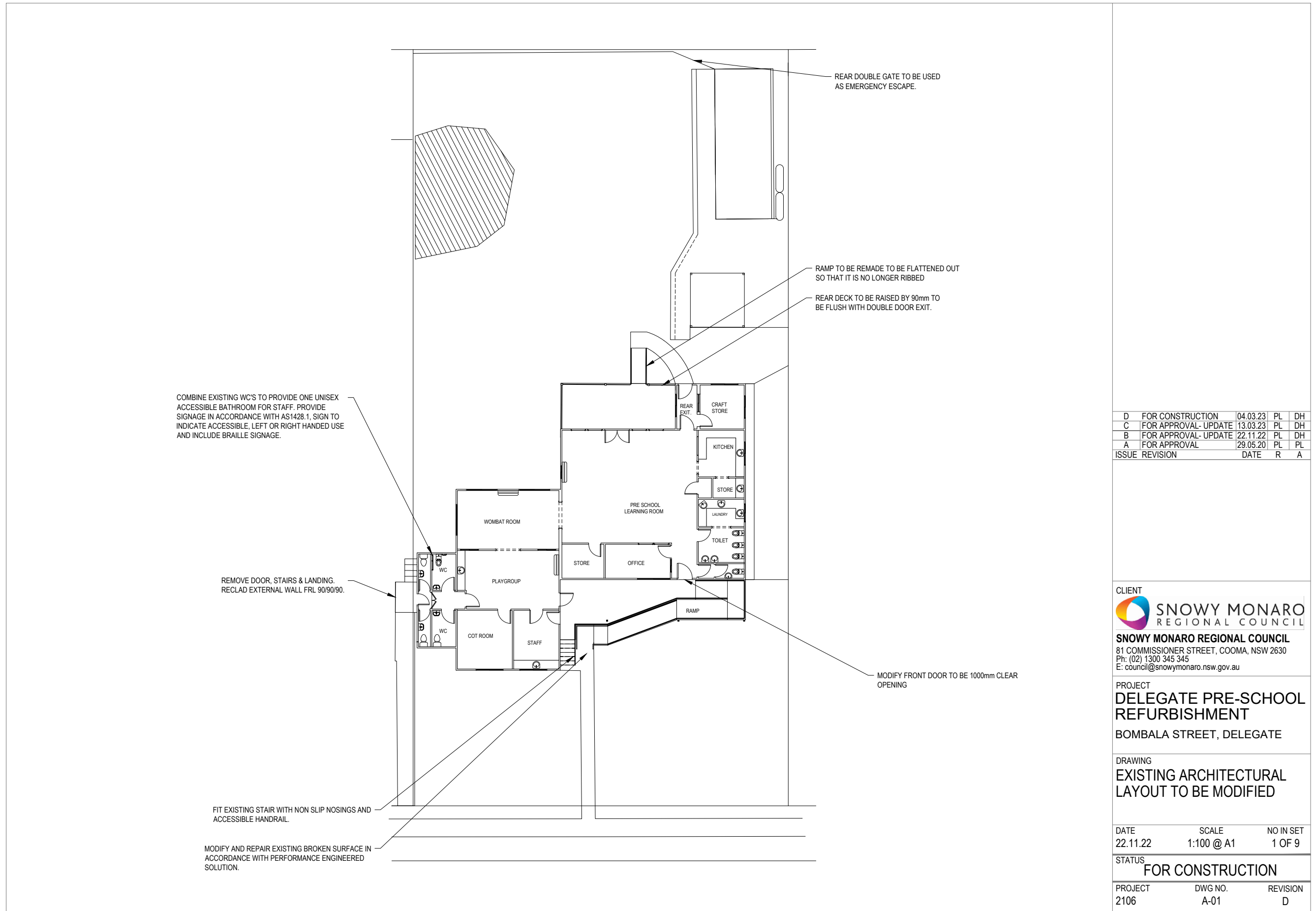
OU_28 External Finishes

Reason

SNOWY MONARO REGIONAL COUNCIL

The developer is to ensure that the external type, colour and texture of materials to be used on the project shall be consistent with those of the exiting development.

To ensure the structure is in keeping with the character of the area.



D	FOR CONSTRUCTION	04.03.23	PL	DH
C	FOR APPROVAL- UPDATE	13.03.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL
ISSUE	REVISION	DATE	R	A

CLIENT
 **SNOWY MONARO REGIONAL COUNCIL**

SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT
DELEGATE PRE-SCHOOL REFURBISHMENT
 BOMBALA STREET, DELEGATE

DRAWING
EXISTING ARCHITECTURAL LAYOUT TO BE MODIFIED

DATE 22.11.22 SCALE 1:100 @ A1 NO IN SET 1 OF 9

STATUS **FOR CONSTRUCTION**

PROJECT	DWG NO.	REVISION
2106	A-01	D

GENERAL STORMWATER DRAINAGE NOTES

- ALL STORMWATER WORKS SHALL BE UNDERTAKEN IN ACCORDANCE WITH AS3500.3.
- THE CONTRACTOR IS TO VERIFY THE LOCATION AND LEVEL OF ALL EXISTING SERVICES PRIOR TO THE COMMENCEMENT OF ANY EXCAVATION.
- THE CONTRACTOR SHALL CONFIRM ALL INVERTS AND GRADES PRIOR TO CONSTRUCTION.
- MATERIAL TO BE USED FOR BEDDING OF PIPES SHALL BE APPROVED NON-COHESIVE GRANULAR MATERIAL HAVING HIGH PERMEABILITY AND HIGH STABILITY WHEN SATURATED AND FREE OF ORGANIC AND CLAY MATERIAL.
- WHERE TRENCHES ARE IN ROCK, THE PIPE SHALL BE BEDDED ON A MINIMUM 50mm CONCRETE BED (OR 75mm THICK BED OF BLUE METAL) UNDER THE BARREL OF THE PIPE. THE PIPE COLLAR AT NO POINT SHALL BEAR ON THE ROCK.
- BEDDING SHALL BE TYPE H2 UNDER ROADS AND H2 IN ALL OTHER AREAS IN ACCORDANCE WITH CURRENT INDUSTRY STANDARDS AND GUIDELINES.
- PROVIDE MIN 300mm COVER TO PIPES NOT SUBJECT TO VEHICULAR LOADING TO AREAS WITHOUT PAVEMENT AND 500mm COVER IN AREAS SUBJECT TO VEHICULAR LOADING.
- PROVIDE SEPARATION BETWEEN SERVICES IN ACCORDANCE WITH AS 3500.
- COVERS: USE HOT DIPPED GALVANISED COVERS AND GRATES COMPLYING WITH RELEVANT AUSTRALIAN STANDARDS. UNLESS DETAILED OR SPECIFIED OTHERWISE COVERS AND GRATES TO BE CLASS "C" IN VEHICULAR PAVEMENTS AND CLASS "B" ELSEWHERE.
- ALL PIPE BENDS, JUNCTIONS ETC ARE TO BE PROVIDED USING PURPOSE MADE FITTINGS OR STORMWATER PITS.
- THE CONTRACTOR SHALL SUPPLY AND INSTALL ALL FITTINGS AND SPECIALS INCLUDING VARIOUS PIPE ADAPTORS TO ENSURE PROPER CONNECTION BETWEEN DISSIMILAR PIPEWORK.
- PIT DIMENSIONS SHALL BE IN ACCORDANCE WITH AS3500.3 TABLE 8.2. ALL BASES OR PITS TO BE BENCHED TO HALF PIPE DEPTH.
- ALL CONNECTIONS TO EXISTING DRAINAGE PITS SHALL BE MADE IN A TRADESMAN-LIKE MANNER AND THE INTERNAL WALL OF THE PIT AT THE PIPE PENETRATION CEMENT RENDERED TO ENSURE A SMOOTH FINISH.
- PITS GREATER THAN 1.2m DEEP ARE TO BE FITTED WITH STEP IRONS.
- ALL PIPES SHALL BE RUBBER RING JOINTED UNLESS NOTED OTHERWISE. FOR PIPES LAID ON CURVES USE LONG PIPE WITH LONG JOINT PIPE SOCKETS.
- THE CONTRACTOR SHALL PROTECT THE INTEGRITY OF ALL STORMWATER PIPE AND DRAINAGE STRUCTURES DURING CONSTRUCTION. ANY AND ALL DAMAGE AS A RESULT OF THE WORKS SHALL BE REPAIRED OR REPLACED TO THE SATISFACTION OF THE SUPERINTENDENT AT FULL COST OF THE CONTRACTOR.

LEGEND

- PROPOSED STORMWATER PIPE (DN90 UNO) @ MIN 1%
- EXISTING STORMWATER PIPE (GRAVITY)
- EXISTING STORMWATER PIPE (CHARGED)
- 50
2.6 ROOF CATCHMENT AREA (m²), 20yr FLOW RATE (l/s)
- DP
90 PROPOSED DOWNPIPE AND SIZE
- EDP EXISTING DOWNPIPE

STORMWATER NOTES

- DRAINAGE LAYOUT IS DIAGRAMMATIC ONLY AND MAY NOT REPRESENT ACTUAL LOCATION OF PROPOSED PIPES ETC.
- AS MUCH AS THE ROOF AREA AS POSSIBLE TO DRAIN TO THE PROPOSED RAINWATER TANK.
- EXISTING SERVICES IF SHOWN ON THESE PLANS ARE NOT GUARANTEED COMPLETE OF CORRECT. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO CONFIRM THE LOCATION AND LEVEL OF ALL EXISTING SERVICES PRIOR TO THE COMMENCEMENT OF WORKS AND MAKE ARRANGEMENTS WITH THE RELEVANT AUTHORITY TO RELOCATE OR ADJUST AS REQUIRED.
- FLOW RATES SPECIFIED HEREON ARE 5% AEP FLOWS IN LITRES PER SECOND AND HAVE BEEN DETERMINED USING AN INTENSITY OF 155mm/hr.

C	FOR CONSTRUCTION	04.04.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	15.08.22	PL	PL
ISSUE	REVISION	DATE	R	A

CIVIL CONSULTANT



FOOTPRINT

210 JAMBEROO ROAD
 JAMBEROO NSW 2533
 Ph: (02) 4237 6770
 E: ashley@footprinteng.com.au

CLIENT



SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT

**DELEGATE PRE-SCHOOL
 REFURBISHMENT**
 BOMBALA STREET, DELEGATE

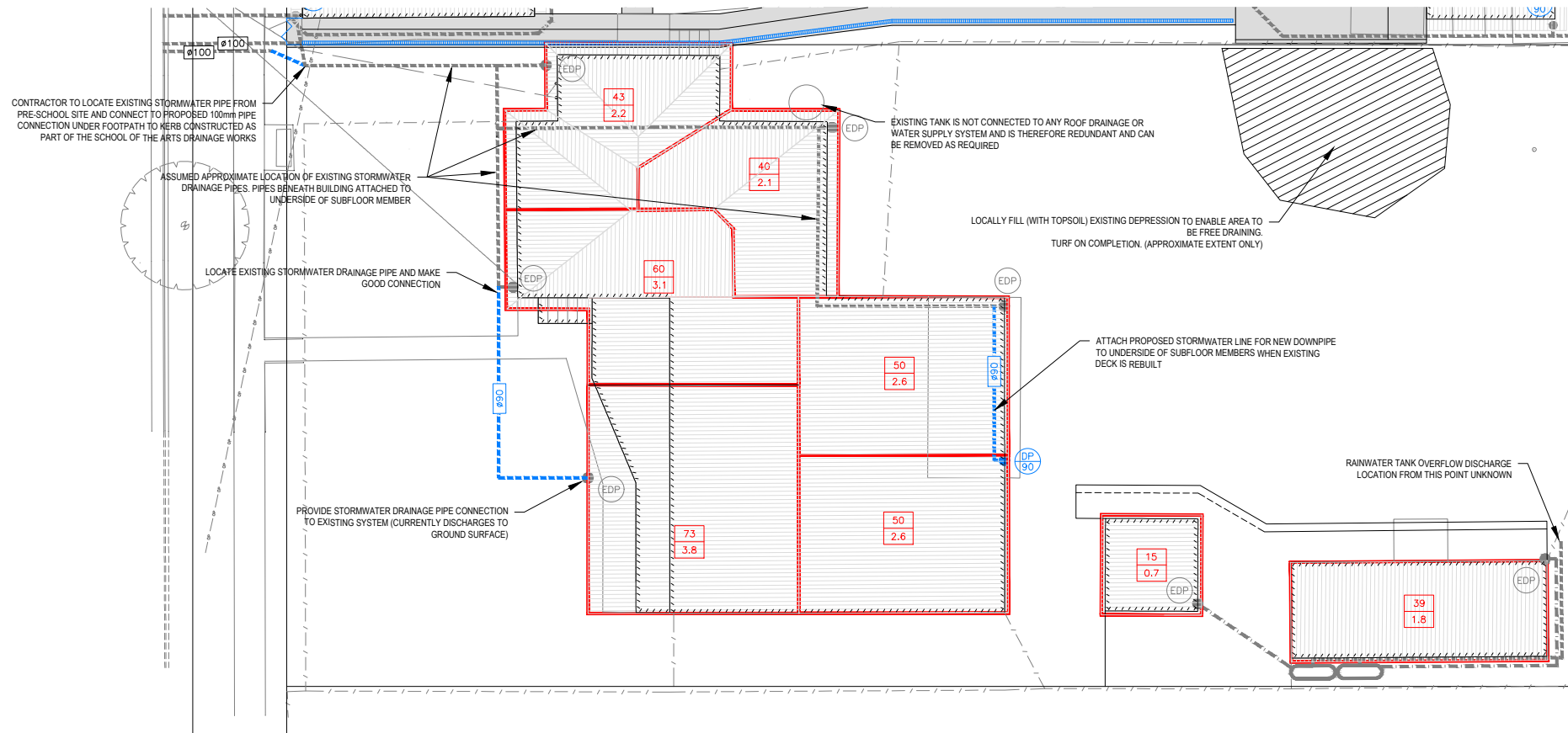
DRAWING

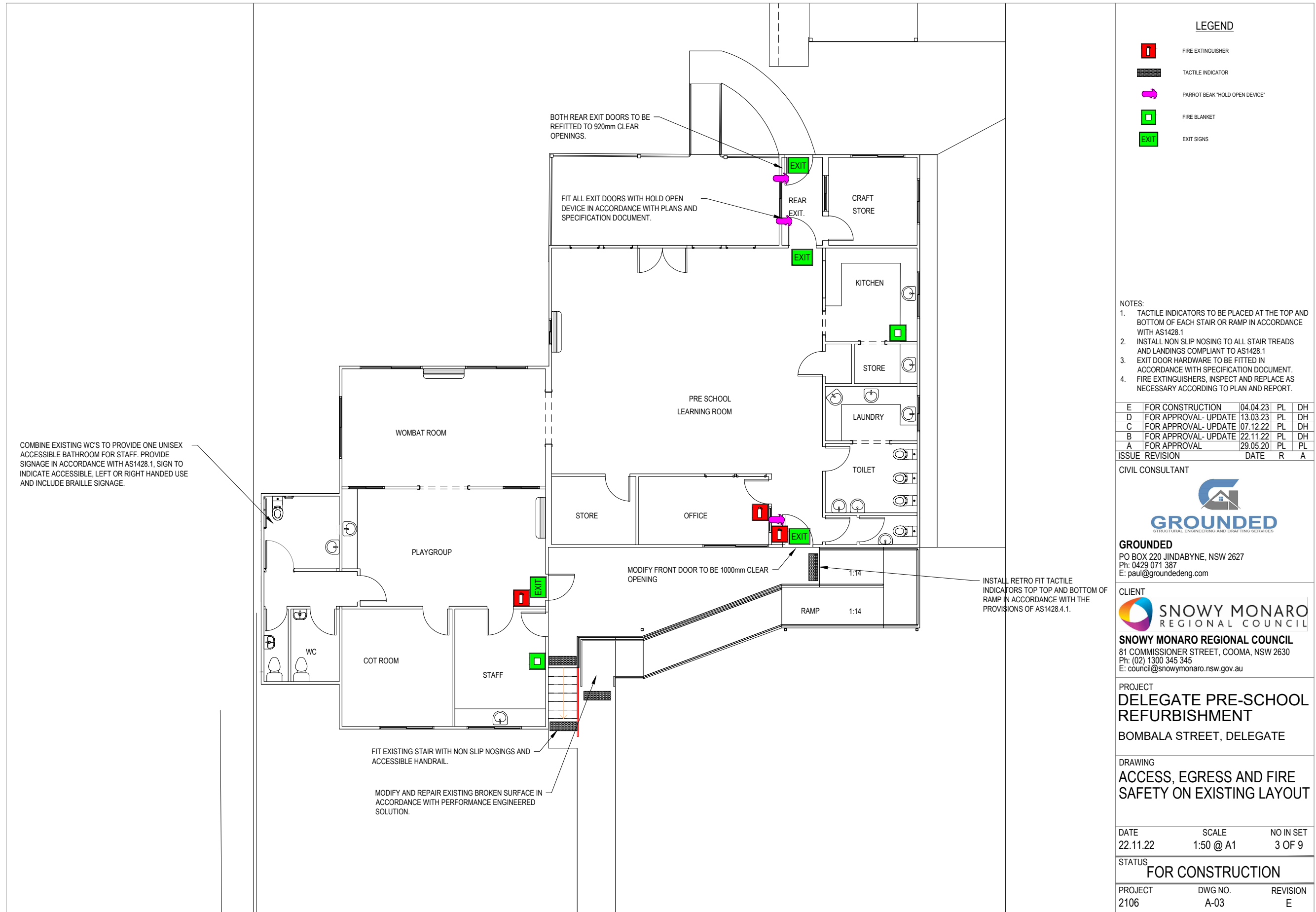
**STORMWATER DRAINAGE
 LAYOUT**

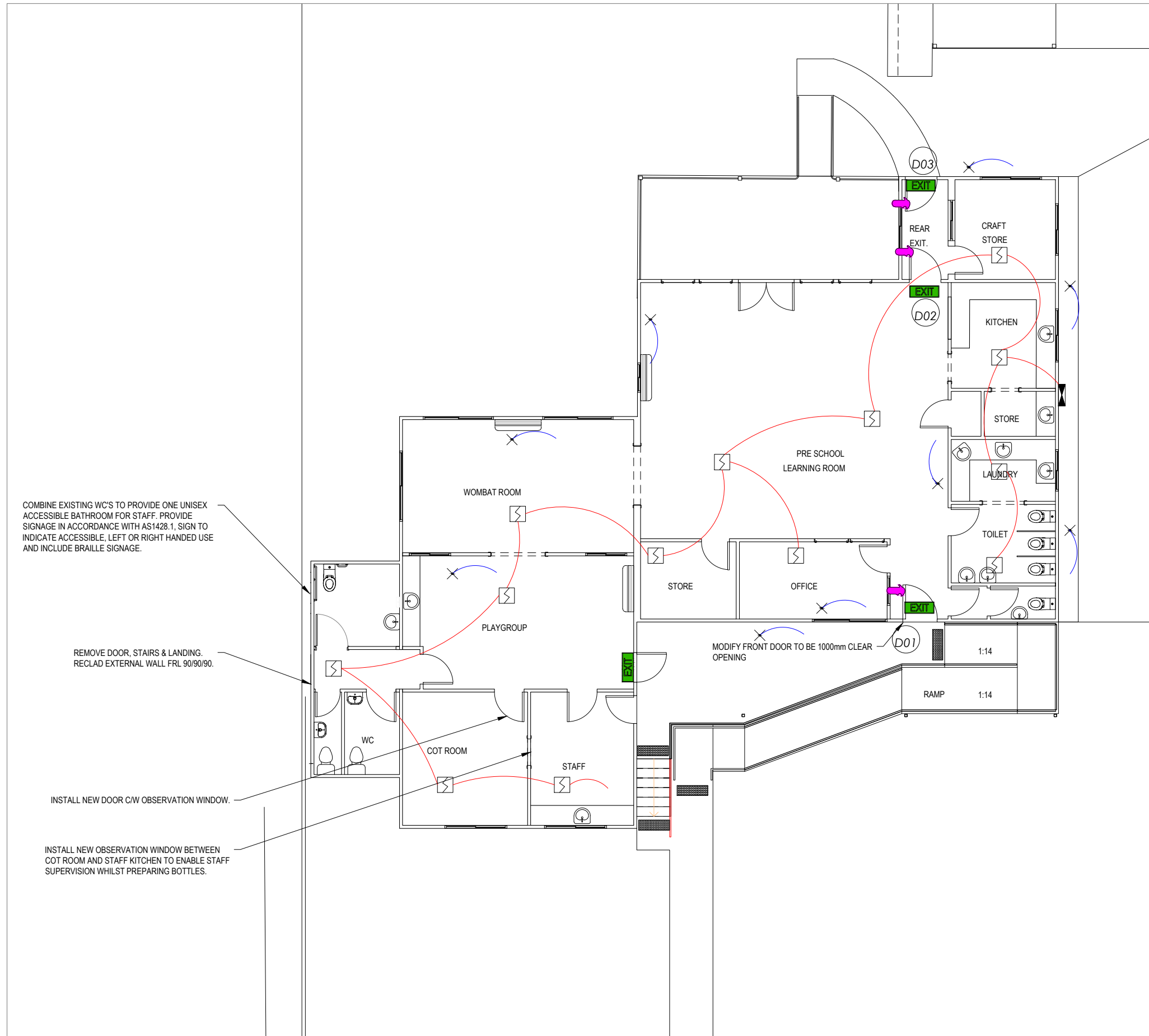
DATE	SCALE	NO IN SET
22.11.22	1:100 @ A1	2 OF 9

STATUS
FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-02	C







COMBINE EXISTING WC'S TO PROVIDE ONE UNISEX ACCESSIBLE BATHROOM FOR STAFF. PROVIDE SIGNAGE IN ACCORDANCE WITH AS1428.1. SIGN TO INDICATE ACCESSIBLE, LEFT OR RIGHT HANDED USE AND INCLUDE BRAILLE SIGNAGE.

REMOVE DOOR, STAIRS & LANDING. RECLAD EXTERNAL WALL FRL 90/90/90.

INSTALL NEW DOOR C/W OBSERVATION WINDOW.

INSTALL NEW OBSERVATION WINDOW BETWEEN COT ROOM AND STAFF KITCHEN TO ENABLE STAFF SUPERVISION WHILST PREPARING BOTTLES.

LEGEND

- EMERGENCY LIGHT
- HARD WIRED SMOKE DETECTOR
- MAIN SWITCHBOARD
- SURFACE MOUNTED, LUMINATED EMERGENCY EXIT SIGN
- REVERSE CYCLE AIR CONDITIONER

- NOTES:
1. ENGAGE MECHANICAL CONSULTANT TO CONFIRM THAT MECHANICAL VENTILATION SYSTEM COMPLIES WITH AS1668.1.
 2. CONTRACTOR TO INSTALL INSULATION TO ROOF AREA, INSULATION PURCHASED AND CURRENTLY STORED IN ROOF CAVITY IN PACKAGING.
 3. ALL ELECTRICAL WORK SHALL BE UNDERTAKEN IN ACCORDANCE WITH AS3000-2018, AS3012-2017, AS3760-2010, THE BCA AND THE PROJECT DOCUMENTATION.
 4. **MIXED CIRCUITS OF LIGHTS AND POWER WILL NOT BE PERMITTED.**
 5. SMOKE DETECTORS SHALL CONFORM WITH AS3786 AND SHALL BE HARDWIRED TO THE MAINS ELECTRICITY SUPPLY (WITH BATTERY BACKUP).
 6. PLACE EMERGENCY LIGHTING WITH NEW IN ACCORDANCE WITH AS2293.1 AND AS2293.3 INSTALL EXTERNAL EMERGENCY LIGHTING AT FRONT ENTRY AND ALONG PATH REAR OF BUILDING.
 7. PLACE LUMINATED EXIT SIGNS IN ACCORDANCE WITH PLAN AND AS2293.1 AND AS2293.3.
 8. FIRE EXTINGUISHERS, INSPECT AND REPLACE AS NECESSARY ACCORDING TO PLAN AND REPORT.

ISSUE	REVISION	DATE	R	A
D	FOR CONSTRUCTION	04.04.23	PL	DH
C	FOR APPROVAL- UPDATE	14.03.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL

CIVIL CONSULTANT



GROUNDING
 STRUCTURAL ENGINEERING AND DRAFTING SERVICES

GROUNDING
 PO BOX 220 JINDABYNE, NSW 2627
 Ph: 0429 071 387
 E: paul@groundedeng.com

CLIENT



SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

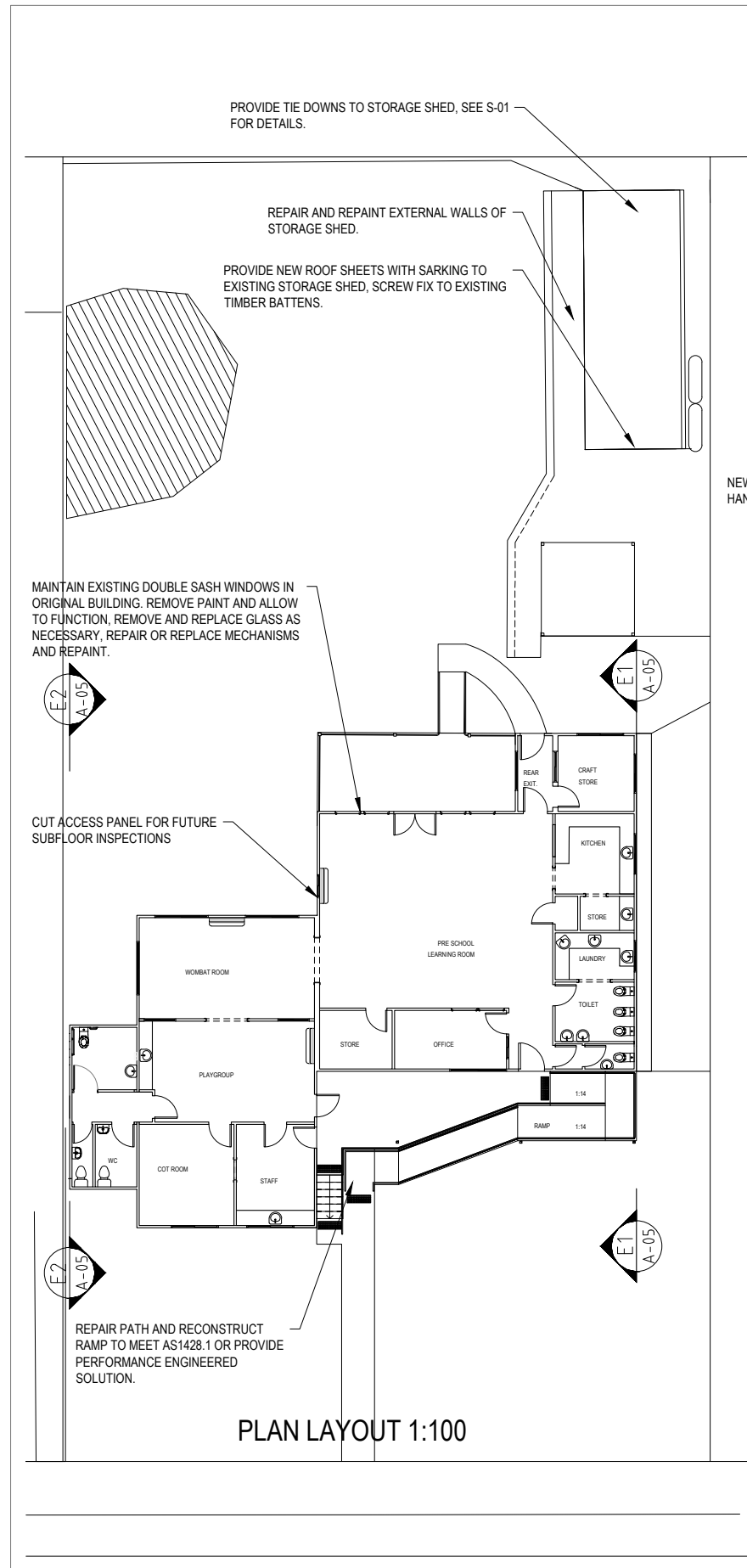
PROJECT
DELEGATE PRE-SCHOOL REFURBISHMENT
 BOMBALA STREET, DELEGATE

DRAWING
ADDITIONAL INTERNAL WORKS

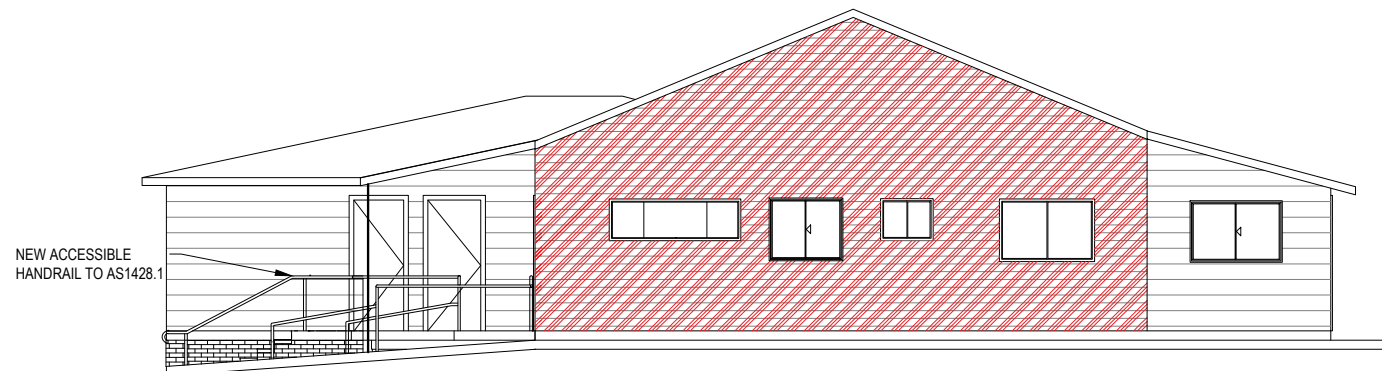
DATE	SCALE	NO IN SET
22.11.22	1:50 @ A1	4 OF 9

STATUS
FOR CONSTRUCTION

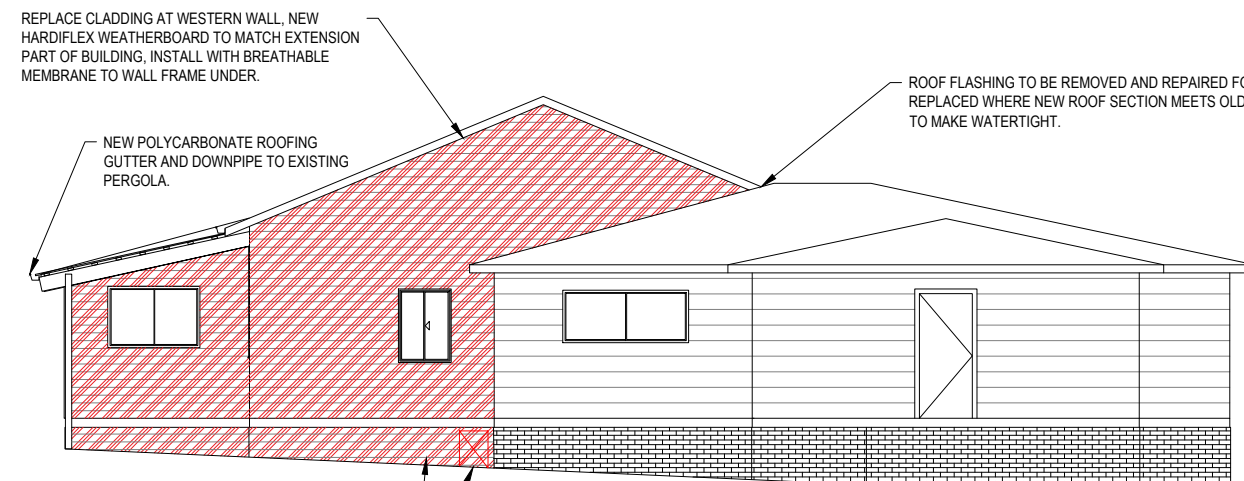
PROJECT	DWG NO.	REVISION
2106	A-04	D



PLAN LAYOUT 1:100



SECTION E1
SCALE 1:50



SECTION E2
SCALE 1:50

REMOVE ALL ORGANIC MATERIAL FROM BASE OF ALL EXTERNAL WALLS. CLAD SUBFLOOR WITH NEW 70 x 42 HARDWOOD BATTENS PAINTED TO MATCH NEW CLADDING ENSURE MINIMUM 75mm CLEARANCE FROM BOTTOM OF BOARDS TO SOIL TO REDUCE TERMITE RISK.

NEW ACCESS PANEL TO ALLOW FUTURE SUBFLOOR INSPECTIONS.

LEGEND

CLADDING TO BE REPLACED

NOTES:

- INSPECT ALL TIMBER TRIMS TO CORNERS OF BUILDING, AROUND WINDOWS AND DOORS, REPAIR OR REPLACE AS NECESSARY.

ISSUE	REVISION	DATE	R	A
D	FOR CONSTRUCTION	04.04.23	PL	DH
C	FOR APPROVAL- UPDATE	13.03.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL

CIVIL CONSULTANT



GROUNDED
 PO BOX 220 JINDABYNE, NSW 2627
 Ph: 0429 071 387
 E: paul@groundedeng.com

CLIENT



SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT

**DELEGATE PRE-SCHOOL
 REFURBISHMENT**

BOMBALA STREET, DELEGATE

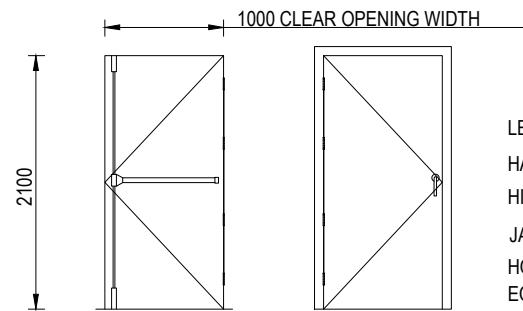
DRAWING

**ADDITIONAL EXTERNAL
 WORKS**

DATE	SCALE	NO IN SET
22.11.22	VARIED	5 OF 9

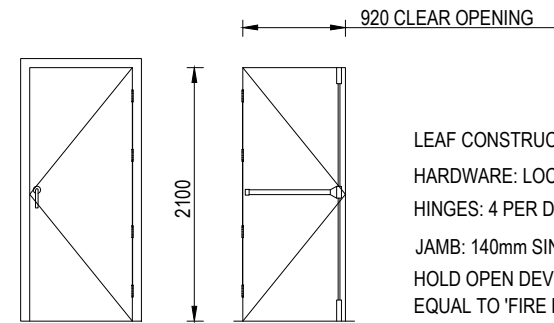
STATUS
FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-05	D



LEAF CONSTRUCTION: 40mm SOLID BLOCK DOOR
 HARDWARE: LOCKWOOD FLUIS FE300 SERIES 3 POINT EXIT DEVICE
 HINGES: 4 PER DOOR. 100mm HD FIXED PIN SS HINGE, SATIN FINISH
 JAMB: 140mm SINGLE REBATE JAMB SET
 HOLD OPEN DEVICE: PARROTS BEAK, SS SATIN FINISH.
 EQUAL TO 'FIRE RATE-HOLD OPEN DEVICE'

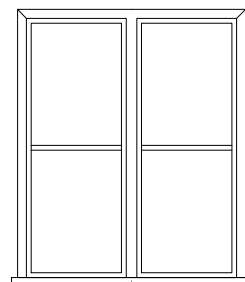
D01 FRONT ENTRY DOOR



LEAF CONSTRUCTION: 40mm SOLID BLOCK DOOR
 HARDWARE: LOCKWOOD FLUIS FE300 SERIES 3 POINT EXIT DEVICE
 HINGES: 4 PER DOOR. 100mm HD FIXED PIN SS HINGE, SATIN FINISH
 JAMB: 140mm SINGLE REBATE JAMB SET
 HOLD OPEN DEVICE: PARROTS BEAK, SS SATIN FINISH.
 EQUAL TO 'FIRE RATE-HOLD OPEN DEVICE'

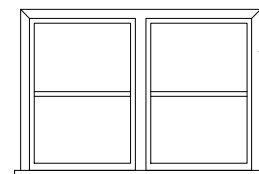
D02 REAR ENTRY/EXIT DOOR

D03



EXAMPLE OF EXISTING DOUBLE SASH WINDOW
 TYPE IN PLAYROOM AREA TO BE MAINTAINED x 2

PRINCIPAL WILL ACCEPT REFURBISHMENT OF EXISTING SASH
 WINDOWS, IF THEY ARE ABLE TO BE RETURN TO FULL SAFE
 FUNCTION. AIR FLOW IS RESTRICTED IN THE MAIN ROOM
 DURING SUMMER
 REPLACE ALL SASH ROLLERS AND CORDS, STRIP PAINT, CLEAN,
 REPAIR AND REPAINT.
 ALTERNATIVE PRICE SHOULD BE SUPPLIED TO REPLACE WITH
 NEW FUNCTIONAL ALUMINIUM FRAMED WINDOWS



EXAMPLE OF EXISTING DOUBLE SASH WINDOW
 TYPE IN OFFICE TO BE MAINTAINED x 1

C	FOR CONSTRUCTION	04.04.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL
ISSUE	REVISION	DATE	R	A

CIVIL CONSULTANT



GROUNDED
 PO BOX 220 JINDABYNE, NSW 2627
 Ph: 0429 071 387
 E: paul@groundedeng.com

CLIENT



SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT

**DELEGATE PRE-SCHOOL
 REFURBISHMENT**
 BOMBALA STREET, DELEGATE

DRAWING

**WINDOW AND DOOR
 SCHEDULE**

DATE	SCALE	NO IN SET
22.11.22	NA	6 OF 9

STATUS
FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-06	C

G. GENERAL NOTES

- G1. These notes shall be read in conjunction with all engineering drawings, the contract specification and other written instruction as may be issued. In case of discrepancy, precedence is given to drawings, notes, then specification.
- G2. These drawings shall not be used for committing to material orders, or construction until authorized and issued for construction.
- G3. Definitions:
 UNO = Unless noted otherwise
 Engineer = Nominated representative of Grounded Engineering
 Principal = Snowy Monaro Regional Council
- G4. Unless noted otherwise:
 All dimensions are given in millimetres
 All co-ordinates are to map grid Australia (MGA)
 All levels are given to Australian Height datum (AHD)
- G5. All dimensions relevant to setting out and off site work shall be verified by the contractor before construction and fabrication is commenced.
- G6. Do not obtain dimensions by scaling from drawings.
- G7. Refer all discrepancies to the principal for resolution before proceeding with work.
- G8. Workmanship and materials shall be in accordance with the contract specifications, Australian standards (including all amendments), codes of practice and the requirements of any other relevant statutory authorities. All of the above documents are those current (as verified by the contract documents) at the commencement of the contract.

M. STRUCTURAL STEEL NOTES

- M1. All workmanship and material shall be in accordance with the contract specification, AS 1500 and AS 1554 except where verified by the contract documents.
- M2. Steel components shall conform to the following table UNO
- | | | |
|---------------------------|-----------------|----------------|
| Plate | AS 3678 | GRADE 350 |
| Hot rolled sections | AS 3679 | GRADE 300 PLUS |
| CHS >80mm diameter | AS1163 | GRADE C350 |
| Iso metric nuts and bolts | AS1111 & AS1112 | |
| High strength steel bolts | AS1252 | |
- M3. Provide steel members made from whole lengths wherever possible. If necessary, make lengths up of sections joined by complete penetration full strength butt welds ground flush. Where proposed, show joints on shop drawings. Ensure members are concentric at connections (gravity or guage lines to intersect)UNO. Accurately pre form parts to avoid force and /or restraint during joining.
- M4. Welds are to be full penetration butt welds where specified
 Fillet Welds are to be 6mm continuous using E48XX electrodes or equivalent.
- M5. Structural Steel Members must be protected against corrosion in accordance with Table 3.4.4.2 of the BCA.

BOLTING NOTES

- M6. UNO connections between two structural steel members shall have a minimum of 2/M16 8.8/S Galvanised bolts in 18mm diameter holes
- M7. Bolt type and tightening procedure are designated:
 Number - size - strength - grade / tightening procedures
 eg. 4-M24 8.8/TB = 4 of 24mm diameter metric high strength structural bolts fully tensioned in bearing mode
- M8. The bolting procedure is designated as follows:
- | | |
|--------|--|
| 4.6/S | Commercial bolts of strength grade 4.6 to AS 1111 tightened using a standard wrench to a snug tight condition. |
| 8.8/S | High strength bolts of strength grade 8.8 to AS 1252 tightened using a standard wrench to a snug tight condition. |
| 8.8/TF | High strength bolts of strength grade 8.8 to AS 1252 fully tensioned to AS 4100 designed as a friction type joint. |
| 8.8/TB | High strength bolts of strength grade 8.8 to AS 1252 fully tensioned to AS 4100 designed as a bearing type joint. |
- M9. Holding down bolts to be grade 4.6. UNO supply holding down bolts with two class 5 hexagonal head nuts and two extra large flat washers. Hot dip galvanize holding down bolts, nuts and washers to AS 1214. Tie holding down bolt groups rigidly together prior to installation to ensure correct bolt location.

C. CONCRETE NOTES

- C1. All workmanship and materials shall be in accordance with AS 3600, AS 3610 and the contract specification.
- C2. Where the meaning of abbreviations used is uncertain, refer to engineer for clarification prior to proceeding.
- C3. Unless noted otherwise all cement shall comply with AS 3972:
- | | |
|----|--------------------------------|
| GP | General purpose cement |
| GB | General purpose blended cement |
| SR | Sulphate resistant cement |
- C5. Concrete shall be nominal class concrete in accordance with AS 3600 and AS 1379 and the following requirements:
- | Structural element | Concrete Grade | Exposure Class | Cement Type |
|--------------------|----------------|----------------|-------------|
| External Pavement | N25 | B1 | GP |
- C11. Footings and slabs-on-ground shall have the following minimum concrete cover to all reinforcement:
 - 40mm to unprotected ground and externally exposed surface
 - 30mm to a membrane in contact with the ground
 - 25mm to an internal surface
- C12. External elements are those exposed to weather, rain and water penetration and classified B1 UNO.

Certification & Site Parameters

Design Loads in accordance with
 AS1170.1 - Live loads
 AS1170.2 - Wind loads
 AS1170.3 - Snow loads

Wind Class: Vu = 50m/s - N3 (W41N)

Site Soil Class: S

Designed: Paul Larkin
 Design Checked By:

ANSARY CONSULTING ENGINEERS
 Tarek El-Ansary
 BE(Civil) MEngSc(Civil) MIEAust CPEng.

Signed: _____ Date: 29/05/2020

Tarek El-Ansary
 MIEAust CPEng
 Chartered Professional Engineer
 Membership No. 180355
 The Institution of Engineers, Australia

C	FOR CONSTRUCTION	04.04.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL
ISSUE REVISION		DATE	R	A

CIVIL CONSULTANT

GROUNDENG
 STRUCTURAL ENGINEERING AND DRAFTING SERVICES

GROUNDENG
 PO BOX 220 JINDABYNE, NSW 2627
 Ph: 0429 071 387
 E: paul@groundeng.com

CLIENT

SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT

DELEGATE PRE-SCHOOL REFURBISHMENT
 BOMBALA STREET, DELEGATE

DRAWING

ENGINEERING SPECIFICATIONS

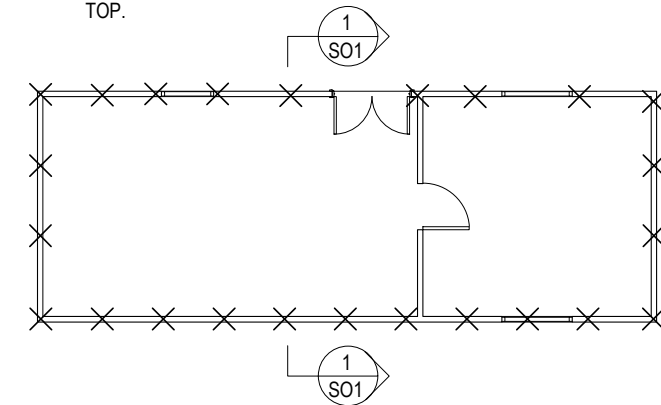
DATE	SCALE	NO IN SET
22.11.22	NA	7 OF 9

STATUS

FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-07	C

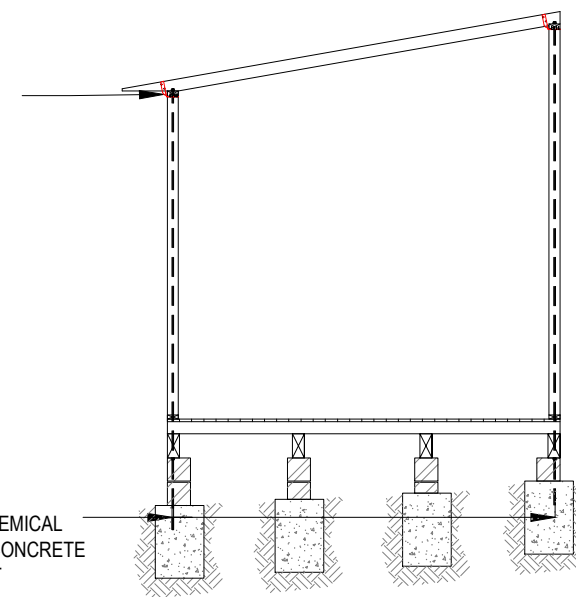
✕ DENOTES M12 THREADED ROD FROM FOOTING RUN CONTINUOUS THROUGH FRAME TO TOP PLATE. FIX WITH 30MM WASHER & M12 NUT AT TOP.



STORAGE SHED TIE DOWN PLAN

TIE DOWN EXISTING RAFTERS WITH CYCLONE STRAP OVER TO TOP PLATE

NEW M12 TIEDOWNS CHEMICAL ANCHOR TO EXISTING CONCRETE MIN 200mm EMBEDMENT



CONSTRUCTION SECTION 1

Certification & Site Parameters

Design Loads in accordance with
 AS1170.1 - Live loads
 AS1170.2 - Wind loads
 AS1170.3 - Snow loads

Wind Class: $V_u = 50\text{m/s}$ - N3 (W41N)

Site Soil Class: S

Designed: Paul Larkin
 Design Checked By:

ANSARY CONSULTING ENGINEERS
 Tarek El-Ansary
 BE(Civil) MEngSc(Civil) MIEAust CPEng.

Signed: _____ Date: 29/05/2020



C	FOR CONSTRUCTION	04.04.23	PL	DH
B	FOR APPROVAL- UPDATE	22.11.22	PL	DH
A	FOR APPROVAL	29.05.20	PL	PL
ISSUE REVISION		DATE	R	A

CIVIL CONSULTANT



GROUNDED
 PO BOX 220 JINDABYNE, NSW 2627
 Ph: 0429 071 387
 E: paul@groundedeng.com

CLIENT



SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT

DELEGATE PRE-SCHOOL REFURBISHMENT

BOMBALA STREET, DELEGATE

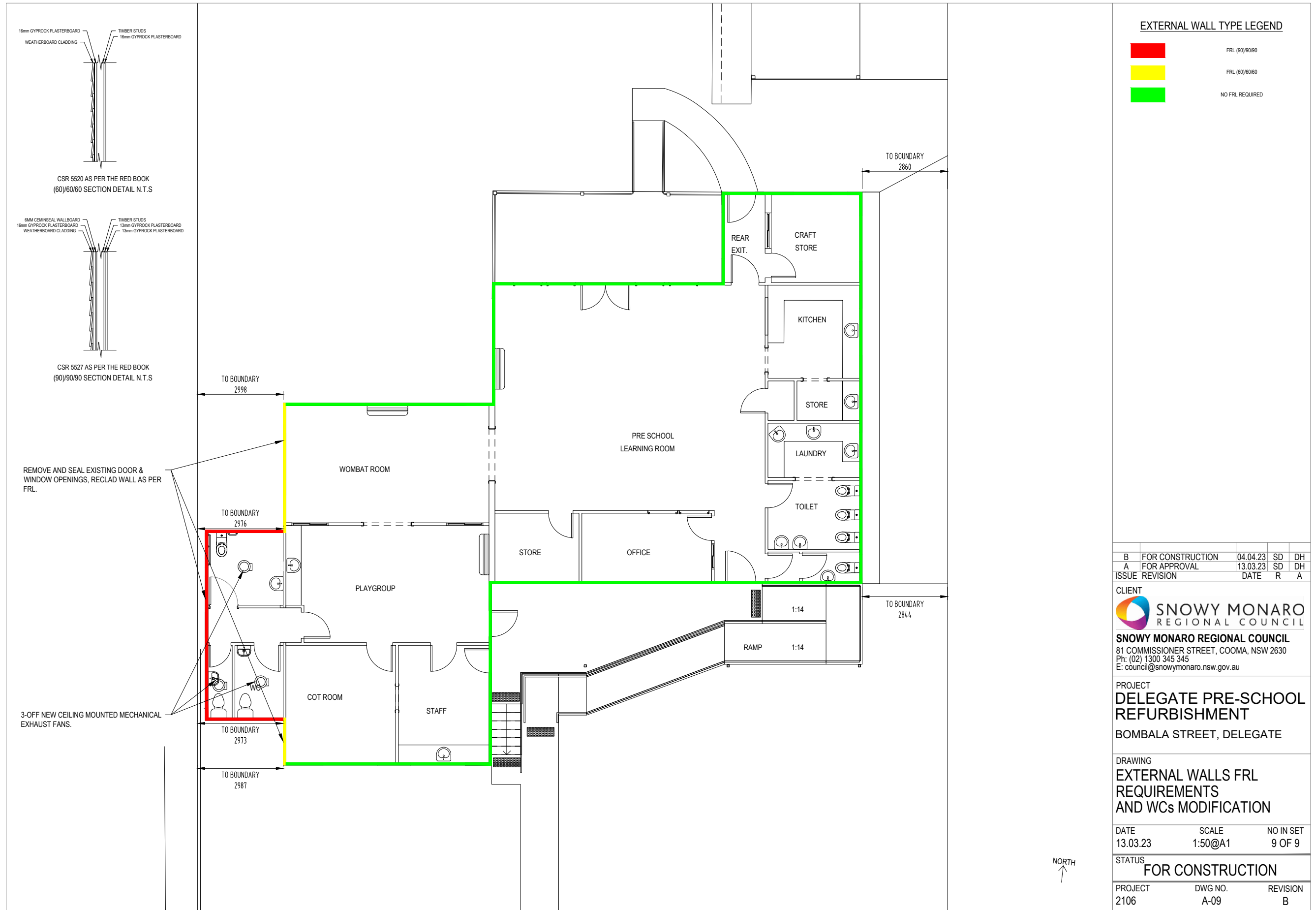
DRAWING

TIEDOWNS STRUCTURAL DETAILS

DATE	SCALE	NO IN SET
22.11.22	NA	8 OF 9

STATUS
FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-08	C



ISSUE	REVISION	DATE	R	SD	DH	A
B	FOR CONSTRUCTION	04.04.23		SD	DH	
A	FOR APPROVAL	13.03.23		SD	DH	

CLIENT
 **SNOWY MONARO REGIONAL COUNCIL**
 SNOWY MONARO REGIONAL COUNCIL
 81 COMMISSIONER STREET, COOMA, NSW 2630
 Ph: (02) 1300 345 345
 E: council@snowymonaro.nsw.gov.au

PROJECT
DELEGATE PRE-SCHOOL REFURBISHMENT
 BOMBALA STREET, DELEGATE

DRAWING
EXTERNAL WALLS FRL REQUIREMENTS AND WCs MODIFICATION

DATE	SCALE	NO IN SET
13.03.23	1:50@A1	9 OF 9

STATUS
FOR CONSTRUCTION

PROJECT	DWG NO.	REVISION
2106	A-09	B



Statement of Environmental Effects

A Statement of Environmental Effects must be submitted with all Development Applications in accordance with Schedule 1 of the *Environmental Planning & Assessment Regulations 2000*.

If an answer requires additional details to be provided on likely impact(s) and the proposed means of mitigating or reducing such impact(s), additional space is provided on the last page. This Statement of Environmental Effects is not exhaustive and should be expanded where appropriate. *If more space is required, attach additional sheets.* In accordance with Section 148B of the *Environmental Planning and Assessment Act*, it is an offence to provide information that is false or misleading.

1 Author

Name: Dong Huynh
Company (if applicable): Snowy Monaro Regional Council

2 Proposal

Proposal:	Existing Preschool	Alterations – demolition & removal of external stairs & landing, closed & re-clad external wall in accordance with FRL requirement, modify main & rear entry doors.
Number of dwellings/units proposed:	1	
Area of dwellings/units proposed:	N/A	
Number of bedrooms proposed:	N/A	
Number of storeys proposed:	1	
Proposed parking arrangements:	Street parking	
Type and extent of landscaping proposed:	Existing landscaping	
Proposed materials:	External Wall finishes	Brick & Timber cladding
	Roof finishes	Colourbond
	Internal driveways/parking	N/A
	Fences/privacy screens	Colourbond
	Others	

Statement of Environmental Effects

3 Site & Surrounding Area

3.1 Site Analysis

Property address	34 Bombala Street, Delegate
Lot/DP/SP	Lot 7 DP 758346
Site area (m ² /ha)	N/A
Existing vegetation cover	
Grass and small trees	
Existing structures	
Single storey dwelling	
Existing access arrangements	
Pedestrian footpath	
Describe how water is supplied to the site	
Town water connection	
Describe how effluent is currently managed	
Town sewer connection	
Describe how stormwater is currently managed	
Out to street	
Describe how electricity and/or gas is supplied to the site	
- Electrical grid and gas bottles	

Note: This information is also to be shown the submitted plans 250.2016.31.1 | 10/06/2016 | Page 2 of 8

Statement of Environmental Effects

3.2 Surrounding Area Analysis

Describe the types of development within the surrounding area

Residential dwellings

Outline the distances to neighboring dwellings/structures

0

Describe any Heritage items within the surrounding area

Non

Describe the existing streetscape (ie landscaping, fences and building facades)

Fences

If applicable outline the predominant Heritage style within any conservation areas

Non

Note: This information is also to be shown the submitted plans

4 Environmental Impacts

4.1 Traffic & Utility Services

Describe the type/number of vehicles expected to be parked on-site
Describe how the development will gain legal vehicular access

2 tradie utes

Describe how water will be supplied to the development

Existing town water connection

Statement of Environmental Effects

Describe how effluent associated with the development will be managed

Existing town sewer

Describe how stormwater associated with the development will be managed

Existing out to the street

Describe how electricity and/or gas will be supplied to the development

Existing connection to electrical grid

Note: This information is also to be shown the submitted plans

4.2 Neighbourhood Amenity

Describe proposed measures to minimise privacy, noise and security impacts (ie fencing/privacy screens, landscaping,

Describe proposed measures to minimise the overshadowing of neighbouring living areas (shadow diagram must be supplied for buildings over two storeys)

Describe how the proposed development will address the existing streetscape (ie front fences, landscaping, building facade etc)

If applicable describe how development will complement the existing Heritage items or conservation

Statement of Environmental Effects

4.3 Natural Environment

Describe how the proposed development will impact upon native flora and fauna (including the removal of vegetation for bushfire protection etc)

No impact

Describe proposed measures to minimise the impacts outlined above (ie Property Vegetation Plan, Biobanking etc)

N/A

Outline proposed measures to minimise any impacts on natural waterways (i.e. diversion banks, separation etc)

N/A

Outline proposed measures to minimise any potential contamination (i.e. storage of chemicals, bunded areas etc)

N/A

Outline the levels of excavation/fill associated with the development

N/A

If applicable/appropriate describe how the development will manage flood waters (levy banks, construction etc)

N/A

If applicable/appropriate describe how the development will manage bushfire events (asset protection zones, construction etc)

N/A

Note: This information is also to be shown the submitted plans

Statement of Environmental Effects

4.4 Construction Issues

Describe erosion and sediment control measures proposed (ie silt fences, hay bales etc)			
Hay bales as required			
Outline the expected duration of construction			
Total Days:	TBA		
Hours:	Monday - Friday		Saturday - Sunday
	8am	5pm	8am 12pm
Outline how the site will be secured during the construction process			
Construction security fencing			
Outline any demolition proposed as part of the development (including the removal of any asbestos materials)			
Demolition and removal of existing stairs and landing			
Outline how building materials will be stored on the site during construction (ie storage sheds/containers etc)			
Storage sheds/containers			
Describe how waste generated during construction will be managed			
<p>Waste Management Plan</p> <p>Complete a Waste Disposal Plan for all developments that include construction and/or demolition works. You may attach a Plan or use the table below. Waste includes, but is not limited to vegetation, trees, soil, construction waste, demolition waste, timber, asbestos, metals</p>			

Statement of Environmental Effects

4.5 Waste Management Plan

Type of waste	Estimated Amount/Volume	Where/how it will be stored on site	Where it will be disposed	Method of transportation/disposal
Concrete	6m3	Remove and dispose daily	Council/license tip	Ute/truck/trailer
Steel	1m3	Remove and dispose daily	Council/license tip	Ute/truck/trailer
Timber	3m3	Remove and dispose daily	Council/license tip	Ute/truck/trailer

PRIVACY INFORMATION: The information you provide in this Statement will enable your application to be assessed by Council and any relevant state agency. If the information is NOT provided, your application may not be accepted. Your application will be publicly notified in accordance with Clause 8 of Snowy Monaro Regional Council's Development Control Plan 2013. The application details will also be kept by Council in a register that may be viewed by the public at any time. The Act provides that for the purposes of public notification, specific internal layouts of a dwelling maybe excluded from a plan prepared for such exhibition.

Statement of Environmental Effects

5 Additional Notes

Large area of horizontal lines for writing additional notes.



Form | 000.0022.000.0

Aboriginal Culture & Heritage Due Diligence Report Land & Property

National Parks and Wildlife Act 1974 (NPW Act)

Due Diligence Code of Practice for Protection of Aboriginal Objects in NSW (2010)

Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW (2010)

1. Will the activity disturb the ground surface or any culturally modified trees?
2. If the activity will disturb the ground surface or any culturally modified trees then search the *Aboriginal Heritage Management Information System (AHIMS)* database of Aboriginal sites and places:
 - a. If an AHIMS Basic Search indicates no Aboriginal places or sites consider whether the landscape features, proposed activity (e.g. removal of established trees or excavation work), or knowledge of the area might suggest Aboriginal objects may be present
 - b. If the due diligence process shows that the activity may harm an Aboriginal object or declared Aboriginal Place then Council must investigate, assess, and report on the harm that may be caused by the activity.
3. Can you avoid harm to the object or disturbance of the landscape feature
 - a. Where as a result of step 2a you think it is likely that there are Aboriginal objects present in the area of the proposed activity, you need to decide whether you can avoid the harm to those objects.
 - b. Where as a result of step 2b you have concluded that the landscape features listed are present, you need to decide whether you can move your activity away from the area with the landscape feature(s) so as to avoid disturbing any Aboriginal objects which may be present.
4. Desktop assessment and visual inspection
 - a. This step only applies if your activity is on land that is not disturbed land or contains known Aboriginal objects.
 - b. Seek advice from NSW Aboriginal Land Council (NSWALC) by sending a detailed email enquiry to the Land Right Unit (LRU) at: LRU@alc.org.au. Copy the relevant LALC in to the correspondence and provide a date that a response should be received by (usually 28 days):
 - Include the Lot, DP and Reserve Number
 - Include the Reserve Information
 - Include a screen shot of the location on a map (satellite view)
 - Include details of any and all active Aboriginal Land Claims
 - Include detailed project drawings / scope of works description
5. Once advice is received from the NSWALC and LALC proceed as advised.
 - a. If an objection is received from NSWALC and/or LALC follow the advice provided accordingly. For example the LALC may request further investigations are undertaken if objects of cultural significance have been found. In this instance we would most likely request a more formal Due Diligence Report from a suitably qualified consultant. This report will determine if an Aboriginal Cultural Heritage Assessment Report (ACHAR) is required and the ACHAR will determine if an Aboriginal Heritage Impact Permit (AHIP) is required.



IMPORTANT: It is our experience that the LALC will not respond to the email. If no response is received after the notification period you must seek advice from NSWALC. Do not proceed with providing consent for the project to proceed until a resolution has been reached with either NSWALC and/or the relevant LALC.

- 6. Search Gazette Notices
- 7. Order a Title Search (if current one is not already filed in CM9)

Reserve

Delegate Preschool - Lot 7 DP 758346 R89438

Crown Land Reserves:

Reserve Number	89438
Reserve Type	RESERVE
Reserve Name	
Gazetted Date	16/5/1975
Status	CURRENT
Management Type	Council Crown Land Manager
Manager	Snowy Monaro Regional Council
Purpose	Kindergarten
Additional Purpose	
Lots	Whole: Lot 7 Section 8 DP 758346 Parish Hayden County Wellesley
Parish	HAYDEN
County	WELLESLEY
LGA	SNOWY MONARO REGIONAL
Council	SNOWY MONARO REGIONAL COUNCIL
Suburb	DELEGATE
Area (m2)	1,259.38

Aboriginal Land Claims

Aboriginal Land Claim 42626 was withdrawn over Lot 7 Sec 8 DP 758346 on 19 February 2019.

Proposal

Demolish stair, landings and rails not in use and adjoining Delegate School of Arts boundary. Make good external surface of preschool building. Preserve and protect existing sub-surface plumbing under stair. Refer attached scope of works.

Advice

The AHIMS web search result has indicated there are no Aboriginal sites or Aboriginal places within 200 metres of the area.

There is no requirement to seek consent from NSWALC or the relevant LALC as Aboriginal Land Claim 42626 was withdrawn over Lot 7 Sec 8 DP 758346 on 19 February 2019. Refer attached letter.

The Corporate Projects team and their contractors have been advised of the following:

IMPORTANT: As Crown Land Manager, Council's permission for the Corporate Projects team, and their contractors, to undertake the project to demolish the existing stairs, landing and rail is conditional upon Council's, the Corporate Projects team and their contractor's compliance with relevant legislation for the protection of items and places of possible significance to Aboriginal



culture and heritage. If, during the process of demolishing the stairs the ground is disturbed and you find, or believe you have found, an Aboriginal object, **leave it where it is and report the object and its location by emailing ahims@environment.nsw.gov.au**. Even if you believe the object is in danger of being damaged or harmed, it is very important to leave it alone and report it immediately. You may be committing an offence if you handle or move the object. The *NPW Act 1974* calls for the location of Aboriginal objects to be reported regardless of whether they are on public or private land.

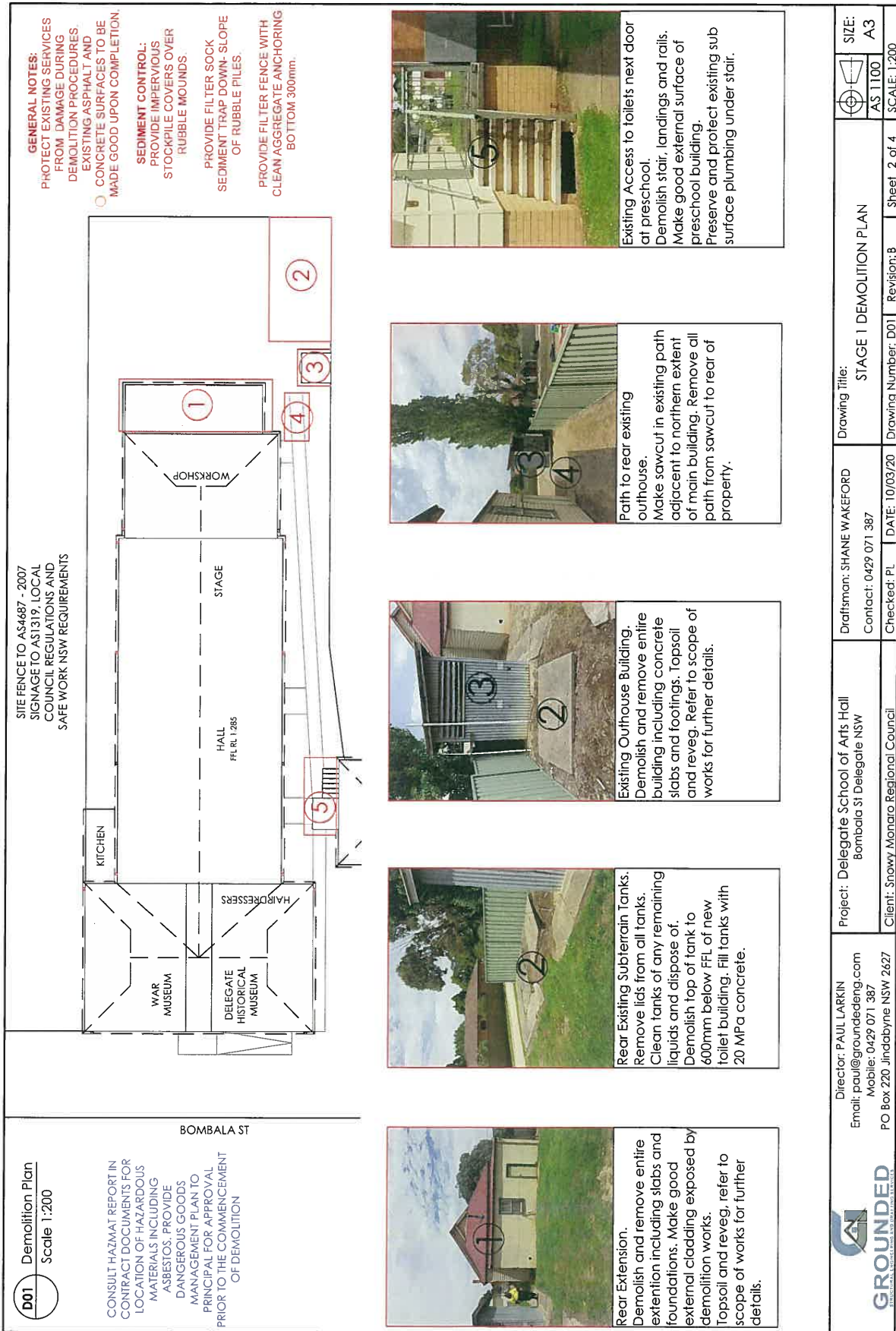
This conditional consent is not to be taken to satisfy any of Council's due diligence requirements under any legislation addressing Aboriginal culture and heritage protection, and as such Council have an obligation to exercise due diligence to ensure that any works will not harm Aboriginal places, sites, or objects, in accordance with the *National Parks & Wildlife Act 1974* (NSW) (**NPW Act**). In this regard, consent from NSWALC and MLALC is also conditional upon the compliance with Aboriginal culture and heritage provisions of the NPW Act.

Name: Gaby Tagliapietra
Title: Property Officer / Native Title Manager
Department/Agency: Land & Property
Snowy Monaro Regional Council
Signature: 
Date: 22 June 2023

This report has been prepared in good faith.

Attachments:

1. Project Briefing Document
2. AHIMS Search Result
3. Copy of advice from NSWALC, and if received, the LALC
4. Government Gazette/HLRV search
5. Current Title Search





Your Ref/PO Number : 20230622DPS

Client Service ID : 793871

Snowy Monaro Regional Council - Cooma

Date: 22 June 2023

PO 714

Cooma New South Wales 2630

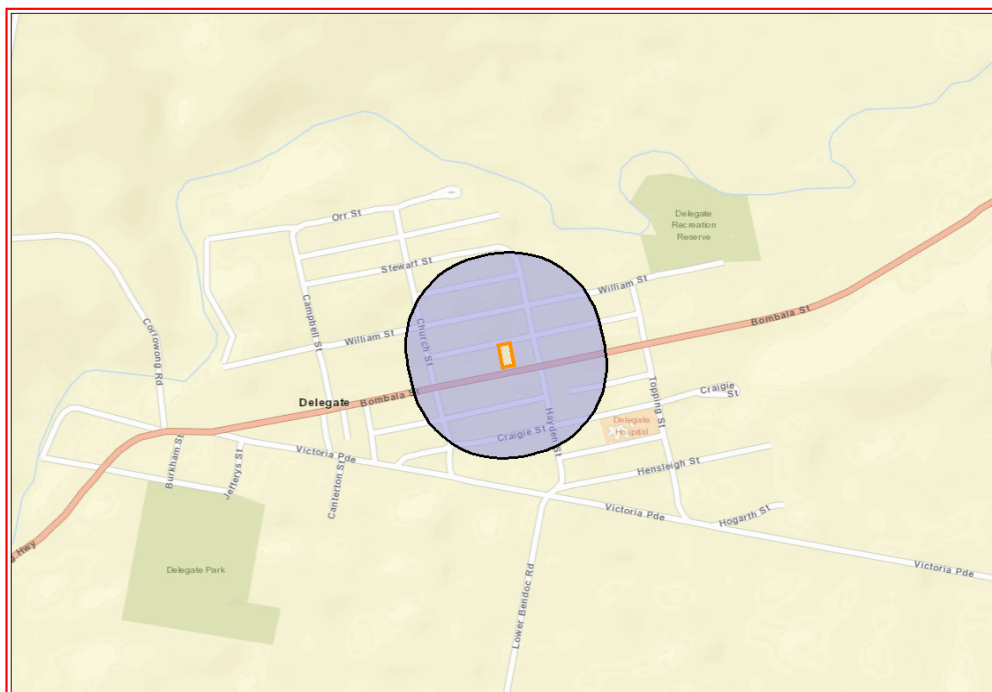
Attention: Gabriella Tagliapietra

Email: gaby.tagliapietra@snowymonaro.nsw.gov.au

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 7, DP:DP758346, Section : 8 with a Buffer of 200 meters, conducted by Gabriella Tagliapietra on 22 June 2023.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of Heritage NSW AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0 Aboriginal sites are recorded in or near the above location.
0 Aboriginal places have been declared in or near the above location.*

If your search shows Aboriginal sites or places what should you do?

- You must do an extensive search if AHIMS has shown that there are Aboriginal sites or places recorded in the search area.
- If you are checking AHIMS as a part of your due diligence, refer to the next steps of the Due Diligence Code of practice.
- You can get further information about Aboriginal places by looking at the gazettal notice that declared it. Aboriginal places gazetted after 2001 are available on the [NSW Government Gazette](https://www.legislation.nsw.gov.au/gazette) (<https://www.legislation.nsw.gov.au/gazette>) website. Gazettal notices published prior to 2001 can be obtained from Heritage NSW upon request

Important information about your AHIMS search

- The information derived from the AHIMS search is only to be used for the purpose for which it was requested. It is not to be made available to the public.
- AHIMS records information about Aboriginal sites that have been provided to Heritage NSW and Aboriginal places that have been declared by the Minister;
- Information recorded on AHIMS may vary in its accuracy and may not be up to date. Location details are recorded as grid references and it is important to note that there may be errors or omissions in these recordings,
- Some parts of New South Wales have not been investigated in detail and there may be fewer records of Aboriginal sites in those areas. These areas may contain Aboriginal sites which are not recorded on AHIMS.
- Aboriginal objects are protected under the National Parks and Wildlife Act 1974 even if they are not recorded as a site on AHIMS.
- This search can form part of your due diligence and remains valid for 12 months.

Government Gazette of the State of New South Wales (Sydney, NSW : 1901 - 2001) View title info Fri 16 May 1975 [Issue No.70] / Page 1917 / RESERVES FROM SALE.

(521)

Sydney, 16th May, 1975.

RESERVES FROM SALE

IN pursuance of the provisions of section 28, Crown Lands Consolidation Act, 1913, I declare that the Crown lands hereunder described shall be reserved from sale for the public purposes hereinafter specified and are thereby reserved accordingly.

M. A. MORRIS, Minister for Lands.

FOR KINDERGARTEN

Land District—Bombala; Shire—Bibbenluke

No. 89438, Parish Hayden, County Wellesley, 1 265 square metres, allotment 7, section 8 (Town of Delegate). Pks 75-184.

6/22/23, 3:51 PM

Searches



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7/8/758346

SEARCH DATE	TIME	EDITION NO	DATE
22/6/2023	3:50 PM	-	-

LAND

LOT 7 OF SECTION 8 IN DEPOSITED PLAN 758346
 AT DELEGATE
 LOCAL GOVERNMENT AREA SNOWY MONARO REGIONAL
 PARISH OF HAYDEN COUNTY OF WELLESLEY
 (FORMERLY KNOWN AS ALLOTMENT 7 OF SECTION 8)
 TITLE DIAGRAM CROWN PLAN 2.1915

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA107362)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

6/22/23, 3:51 PM

Searches

SMRC-LANDP-89438-7-8

PRINTED ON 22/6/2023

* Any entries preceded by an asterisk do not appear on the current edition of the Certificate of Title.
Warning: the information appearing under notations has not been formally recorded in the Register.
Hazlett Information Services hereby certifies that the information contained in this document has been provided electronically by the Registrar-General in accordance with Section 96B(2) of the Real Property Act 1900.
Date and Time of Search: Thu Jun 22 15:51:20 2023
© Office of the Registrar-General 2018



Level 4, 122 Castlereagh Street, Sydney 2000 | DX 1078 SYDNEY | GPO Box 96, Sydney 2001
Ph: 02 92615211 Fax: 02 92647752 | R Hazlett & Co. ABN 20 104 470 340 | www.hazlett.com.au

SNOWY MONARO REGIONAL COUNCIL – NATIVE TITLE ASSESSMENT FORM



SNOWY MONARO REGIONAL COUNCIL

Native Title Assessment Report

Delegate School Preschool

34 Bombala Street, Delegate

Reserve 89438

Lot 7 DP 758346

Demolishing of existing external stairs not in use

Parish of Hayden - County of Wellesley

SNOWY MONARO REGIONAL COUNCIL – NATIVE TITLE ASSESSMENT FORM

Native Title Assessment Form/Report

Assessment Section

A. Proposed Act/Dealing/Activity

Demolishing of existing external stairs not in use and adjoining the School of Arts Boundary.

B. Relevant Land/Description of Land

Delegate Preschool is located on lot 7 section 8 DP 758346, 34 Bombala St, Delegate NSW 2633. Parish of Hayden, County of Wellesley.

C. Advice

In my opinion the proposed act may impact native title, however, it complies with the application provisions of the Native Title Act 1993 being a valid future act under Section 24JA.

As the proposed act does not involve the construction or establishment of a public work there are no notification requirements.

Should native title be determined to exist, at some future date, Council may be liable for compensation under the provisions of the Native Title Act 1993 (cwth) and the Crown Land Management Act 2016, for the impact on native title rights and interests by the proposed act.

The Native Title Search by National Native Title Tribunal advises it would appear that there are no current Native Title Determination Applications as per attached document. The AHIMS web search result has indicated there are no Aboriginal sites or Aboriginal places within 50 metres of the area.

Approval is not required by the NSW Aboriginal Land Council as the ALC has been withdrawn, any previous advice and due diligence will be adhered to.

D. Basis of Advice

D1	Status
	Reserve No 89438 Gazette Date 16/5/1975 Lot / DP Lot 7 DP 758346 Parish Hayden County Wellesley
	Managed by: Snowy Monaro Regional Council Appointment Date: 2016 CLM Act


SNOWY MONARO REGIONAL COUNCIL – NATIVE TITLE ASSESSMENT FORM

		Yes / No	
<i>excluded land</i>	Search of National Native Title Register (date)	native title claims ILUAs native title determinations	No No No
		native title certificates	No
		compulsory acquisition of NT	No
		future act protection determination	No
	<i>Past Act</i>	Prior authority over the affected land extinguished NT?	No
	D2 Will the Proposed Act affect Native title?		Yes
	S.226 (2)(b) and S.227 NTA apply	Yes	
D3 Future Act Regime		Yes / No	
Subdivisions B – E	ILUA	No	
Subdivision F	non-claimant application	No	
Subdivision G	related to primary production	No	
Subdivision H	related to management or regulation of surface and subterranean water, living aquatic resources or airspace	No	
Subdivision I	related to pre-existing rights-based acts	No	
Subdivision JA	for public housing the benefit of aboriginal peoples	No	
Subdivision J	for land reserved for a public purpose	Yes	
Subdivision K	for facilities for services to the public	No	
Subdivision L	for low impact acts	No	
Subdivision M	for acts that pass the freehold test such as compulsory acquisition	No	
Subdivision ___ applies	Section	Why it is meet	
Valid Act ✓	1a,b,c	Reserve Gazetted 16/5/1975	
	1d	The earlier act was done by the Crown	
	1ei	Reserve for a particular purpose being Kindergarten	
	1eii	Consistent with Reserve purpose	
D4 Compliance			
Native title holders entitled to compensation payable by State -24JB(4) & (5)NTA. Council will likely be liable to indemnify the State for the whole of any amount of compensation payable by the State under the CLMA. Non-extinguishment Principle applies.			
As the act does not permit construction there are no notification requirements			
Is there an Aboriginal Land Claim (ALC) over this site?	No Claim Withdrawn 19/2/2019 Status of Claim: Withdrawn		

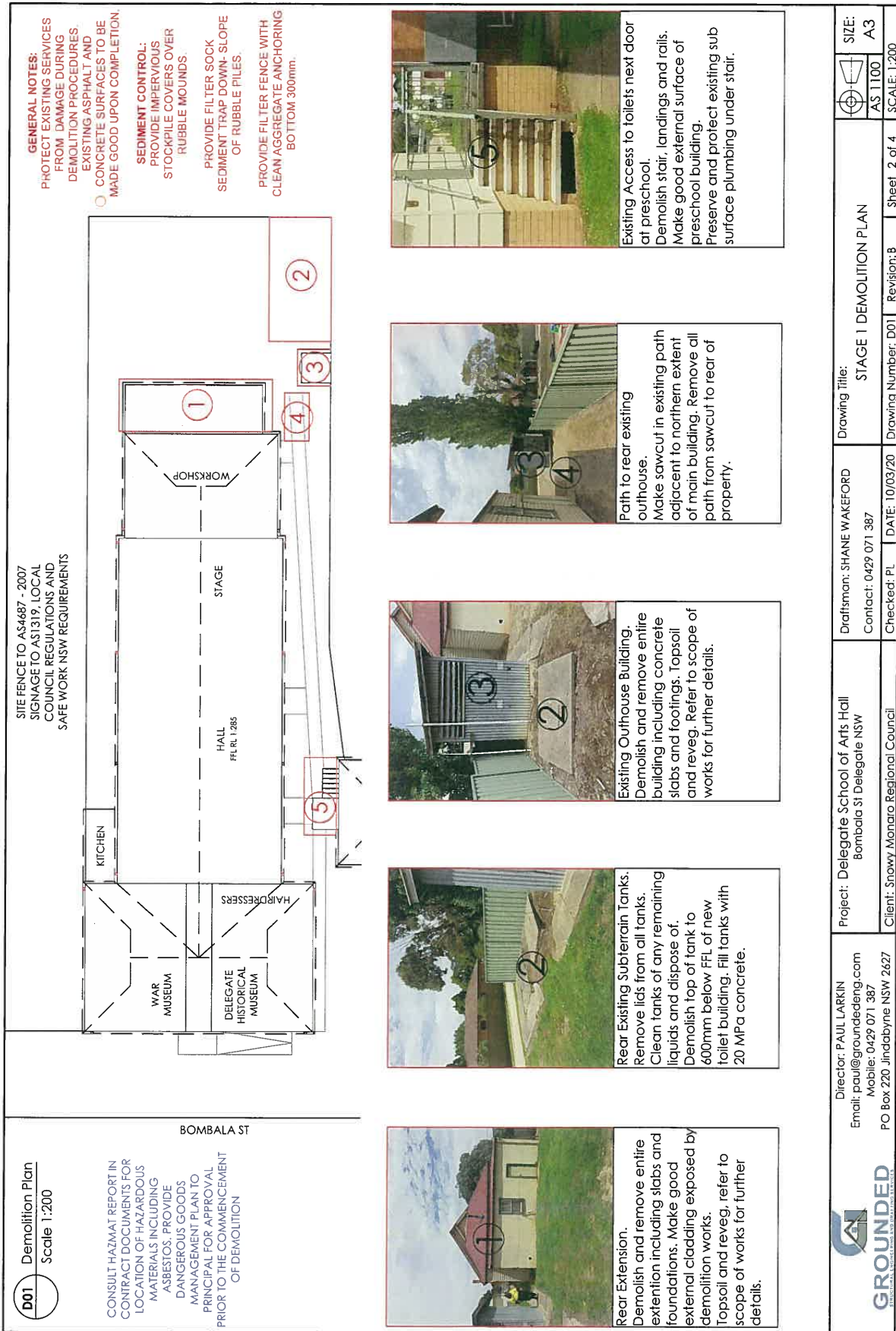
SNOWY MONARO REGIONAL COUNCIL – NATIVE TITLE ASSESSMENT FORM

Does the ALC prevent the project from progressing?	No – attach advice from ALC
Aboriginal Cultural Heritage Search	Yes – attach advice

Name, title and signature of officer making this assessment -

Name: Janine Hudson
Title: Property Officer
Department/Agency: Facilities
Signature: 
Date: 15/9/2020

This report has been prepared in good faith.

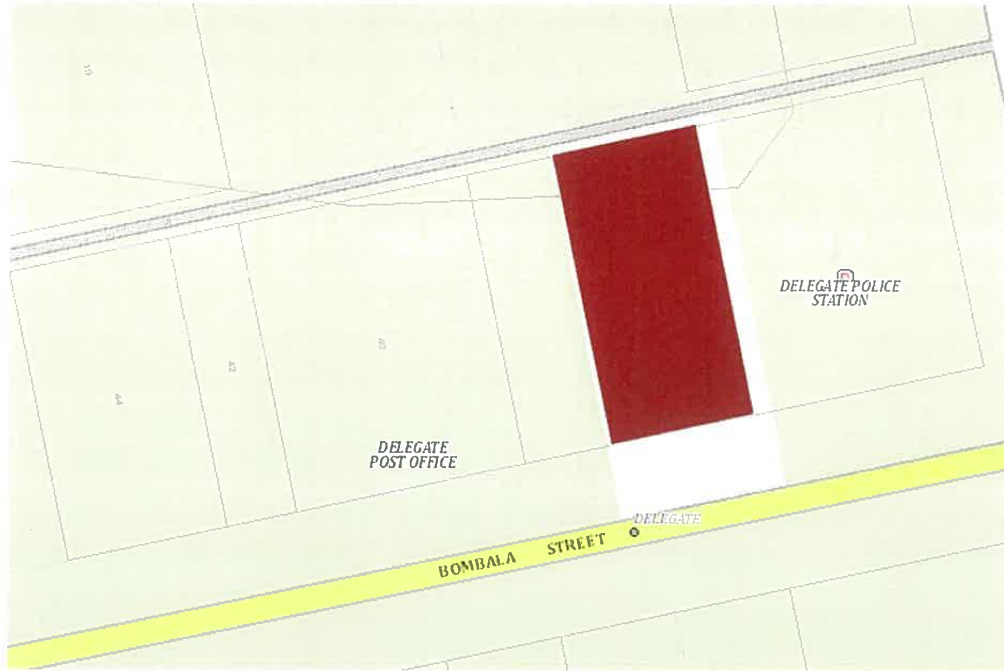


Delegate Preschool - Lot 7 DP758346 – Reserve 89438

No ALC claim in place.

Crown Land Reserves:	
Reserve Number	89438
Reserve Type	RESERVE
Reserve Name	
Gazetted Date	16/5/1975
Status	CURRENT
Management Type	Council Crown Land Manager
Manager	Snowy Monaro Regional Council
Purpose	Kindergarten
Additional Purpose	
Lots	Whole: Lot 7 Section 8 DP 758346 Parish Hayden County Wellesley
Parish	HAYDEN
County	WELLESLEY
LGA	SNOWY MONARO REGIONAL
Council	SNOWY MONARO REGIONAL COUNCIL
Suburb	DELEGATE
Area (m2)	1,259.38





Janine Hudson

From: Geospatial Search Requests <GeospatialSearch@NNTT.gov.au>
Sent: Tuesday, 12 February 2019 2:03 PM
To: Janine Hudson
Subject: RE: SR5409 - search request for Delegate School of Arts and Preschool - SR5409

UNCLASSIFIED

Native title search – NSW Parcels – Lot 11 on DP758346 and Lot 7 on DP758346
Your ref: JH - Our ref: SR5409

Dear Janine Hudson,

Thank you for your search request received on 08 February 2019 in relation to the above area. Based on the records held by the National Native Title Tribunal as at 12 February 2019 it would appear that there are no Native Title Determination Applications, Determinations of Native Title, or Indigenous Land Use Agreements over the identified area.

Search Results

The results provided are based on the information you supplied and are derived from a search of the following Tribunal databases:

- Schedule of Native Title Determination Applications
- Register of Native Title Claims
- National Native Title Register
- Register of Indigenous Land Use Agreements
- Notified Indigenous Land Use Agreements

At the time this search was carried out, there were **no relevant entries** in the above databases.

Parcel ID	Feature Area SqKm	NNTT file number	Name	Category	Percent Selected Feature
11/8/D758346	0.0008	No overlap			0.0
7/8/D758346	0.0013	No overlap			0.0

Please note: There may be a delay between a native title determination application being lodged in the Federal Court and its transfer to the Tribunal. As a result, some native title determination applications recently filed with the Federal Court may not appear on the Tribunal's databases.

The Tribunal accepts no liability for reliance placed on enclosed information

The enclosed information has been provided in good faith. Use of this information is at your sole risk. The National Native Title Tribunal makes no representation, either express or implied, as to the accuracy or suitability of the information enclosed for any particular purpose and accepts no liability for use of the information or reliance placed on it.

If you have any further queries, please do not hesitate to contact us on the free call number 1800 640 501.

Janine Hudson

From: Janice Dennis <[REDACTED]>
Sent: Tuesday, 26 February 2019 2:52 PM
To: Janine Hudson; LRU
Subject: RE: Delegate Preschool and School of Arts
Attachments: 20190219_LtrORALA_ALC42626_PtWdwl - Approved.pdf

Dear Janine,

I refer to your correspondence dated 11 February 2019 regarding the Snowy Monaro Regional Council (SMRC) proposed construction of a toilet block and buildings upgrade work at the Delegate Preschool and School of Arts at Delegate, impacting on Lot 11 DP758346 and Lot 7 DP758346.

NSWALC reviewed the request for approval of construction and building upgrade and held no objection to the proposed works. In your correspondence you had referenced Aboriginal Land Claim (ALC) 42625, as a point of clarification Lot 11 DP758346 and Lot 7 DP758346 are included in ALC 424626. NSWALC has elected to exclude Lot 11 DP758346 and Lot 7 DP758346, comprising the Delegate Preschool and School of Arts, from ALC 42626.

Please refer to the attached letter to the Office of the Registrar, Aboriginal Land Rights Act 1983 (NSW) requesting an amend of ALC 42626 by excluding Lot 7 Section 8 DP 758346 and Lot 11 Section 8 DP 758346 from the claim and leaving the balance of the claim 'on foot' for determination by the Crown Lands Minister in due course.

If you have any further questions in regard to this matter, please do not hesitate to contact me via email or direct telephone line (02) 9689 4472

Regards,

Janice

Janice Dennis
Senior Land Rights Officer

NSW Aboriginal Land Council

Parramatta, NSW, 2150.
Australia.

Work: 02 9689 4472
Fax: 02 9635 7369
Mail: PO Box 1125 Parramatta NSW 2124
Email: [REDACTED]



This message (which includes any attachments) is intended only for the addressee and may contain privileged or confidential information. If you are not the intended recipient you must not use, disclose, copy or distribute this communication. If you have received this message in error please delete the email and any attachments and notify the sender as soon as possible. There is no warranty that this email is error or virus free. If this is a private communication it does not represent the views of the NSW Aboriginal Land Council.

From: Janine Hudson [mailto:Janine.Hudson@snowymonaro.nsw.gov.au]
Sent: Monday, 11 February 2019 10:37 AM



New South Wales
Aboriginal Land Council

ABN 82 726 507 500
www.alc.org.au

19 February 2019

Ms. Nicole Courtman
Registrar
Aboriginal Land Rights Act 1983 (NSW)
P O Box 5068
PARRAMATTA NSW 2124

Our ref: 18/1978:290JD

Sent via e-mail: ALC@oralra.nsw.gov.au

Dear Registrar,

Part withdrawal of Aboriginal Land Claims 42626

We write in relation to Aboriginal Land Claim (ALC) 42626. ALC 42626 was lodged by the New South Wales Aboriginal Land Council (NSWALC) over all Reserves within the meaning of section 78 of the *Crown Lands Act 1989* within the boundary of Eden Local Aboriginal Land Council (ELALC), registered on 23 December 2016.

NSWALC wishes to amend ALC 42626 by excluding Lot 7 Section 8 DP 758346 and Lot 11 Section 8 DP 758346 from the claim. The balance of the claim to remain 'on foot' for determination by the Crown Lands Minister in due course.

If you have any queries in relation to this matter, please contact me at jarrod.chapman@alc.org.au or on 9689 4416.

Regards,


Jarrod Chapman
Acting Manager, Land and Property Unit

C.c. Penny Stewart, CEO Eden Local Aboriginal Land Council
Jason Brouff, Manager ALCIU

OUR LAND COUNCIL OUR MOB OUR FUTURE

www.ourmob.org.au

Head Office
Level 5, 33 Argyle Street
Parramatta NSW 2150
PO Box 1125
Parramatta NSW 2124
Tel: 02 9689 4444
Fax: 02 9687 1234

Western Zone
2/36 Darling Street
Riverview Business Park
Dubbo NSW 2830
PO Box 1196
Dubbo NSW 2830
Tel: 02 6885 7000

Northern Zone
Suite 2-26, Park Avenue
Coffs Harbour NSW 2450
PO Box 1912
Coffs Harbour NSW 2450
Tel: 02 6659 1200
Fax: 02 6650 0420

Eastern Zone
50/24-26 Watt Street
Gosford NSW 2250
PO Box 670
Gosford NSW 2250
Tel: 02 4337 4700
Fax: 02 4337 4710

Southern Zone
Unit 22, 2 Yallourn Street
Fyshwick ACT 2609
PO Box 619
Queanbeyan NSW 2620
Tel: 02 6124 3555
Fax: 02 6280 5650

Far West Zone
Level 3, NSW State
Government Building,
32 Sulphide Street
Broken Hill NSW 2880
Tel: 08 8087 9587
Fax: 08 8087 3851



AHIMS Web Services (AWS) Search Result

Purchase Order/Reference : JH

Client Service ID : 400097

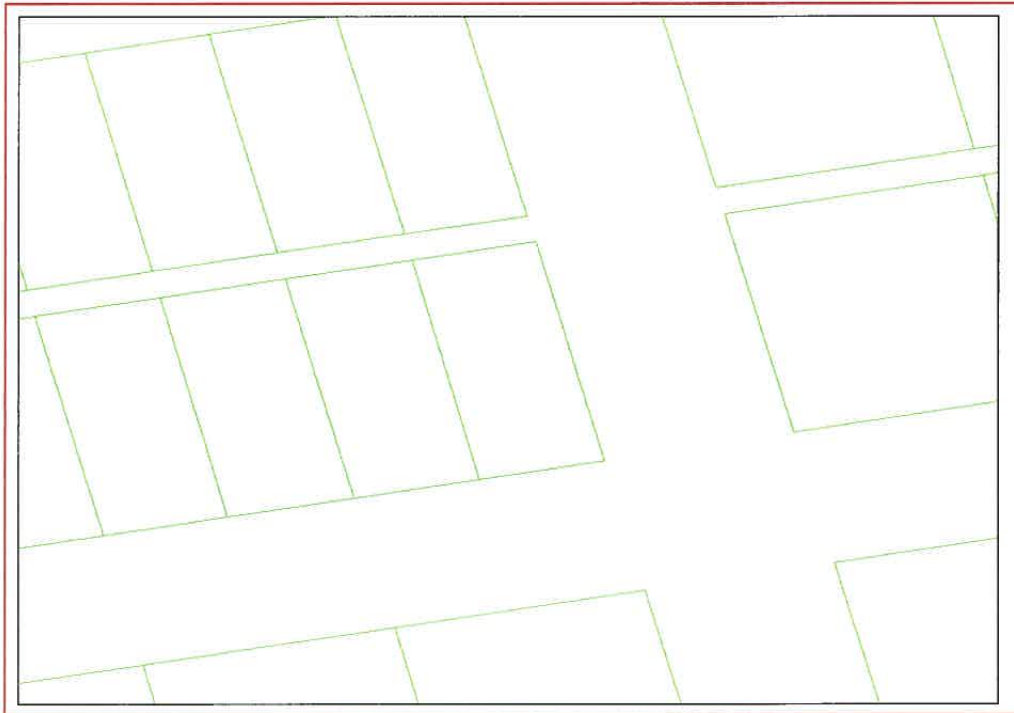
Snowy Monaro Regional Council
PO 714
Cooma New South Wales 2630
Attention: Janine Hudson
Email: janine.hudson@snowymonaro.nsw.gov.au

Date: 19 February 2019

Dear Sir or Madam:

AHIMS Web Service search for the following area at Lot : 11, DP:DP758346 with a Buffer of 50 meters, conducted by Janine Hudson on 19 February 2019.

The context area of your search is shown in the map below. Please note that the map does not accurately display the exact boundaries of the search as defined in the paragraph above. The map is to be used for general reference purposes only.



A search of the Office of the Environment and Heritage AHIMS Web Services (Aboriginal Heritage Information Management System) has shown that:

0	Aboriginal sites are recorded in or near the above location.
0	Aboriginal places have been declared in or near the above location. *



Pre-Lodgement Application Form

Portal Application number: PAN-333348

Applicant contact details

Title	
First given name	dong
Other given name/s	
Family name	huynh
Contact number	0436854359
Email	dong.huynh@snowymonaro.nsw.gov.au
Address	81 Commissioner Street
Application on behalf of a company, business or body corporate	

Owner/s of the development site

Owner/s of the development site	A company, business, government entity or other similar body owns the development site
Owner #	1
Company, business or body corporate name	Snowy Monaro Regional Council
ABN / ACN	

I declare that I have shown this document, including all attached drawings, to the owner(s) of the land, and that I have obtained their consent to submit this application. - Yes

Note: It is an offence under Section 10.6 of the Environmental Planning and Assessment Act 1979 to provide false or misleading information in relation to this application.

Site access details

Are there any security or site conditions which may impact the person undertaking the inspection? For example, locked gates, animals etc.	No
---	----

Developer details

ABN	
ACN	
Name	
Trading name	
Address	
Email Address	

Development details

Application type	Development Application
Site address #	1
Street address	35 BOMBALA STREET DELEGATE 2633
Local government area	SNOWY MONARO REGIONAL
Lot / Section Number / Plan	1/-/DP412059 <input checked="" type="checkbox"/> 2/-/DP412059 <input checked="" type="checkbox"/>
Primary address?	Yes
	Land Application LEP Bombala Local Environmental Plan 2012

Planning controls affecting property	Land Zoning RU5: Village Height of Building NA Floor Space Ratio (n:1) NA Minimum Lot Size NA Heritage NA Land Reservation Acquisition NA Foreshore Building Line NA
--------------------------------------	---

Proposed development

Proposed type of development	School based child care
Description of development	Additions and alterations
Provide the proposed hours of operation	
Proposed to operate 24 hours on Monday	
Monday	-
Proposed to operate 24 hours on Tuesday	
Tuesday	-
Proposed to operate 24 hours on Wednesday	
Wednesday	-
Proposed to operate 24 hours on Thursday	
Thursday	-
Proposed to operate 24 hours on Friday	
Friday	-
Proposed to operate 24 hours on Saturday	
Saturday	-
Proposed to operate 24 hours on Sunday	
Sunday	-
Dwelling count details	
Number of dwellings / units proposed	0
Number of storeys proposed	
Number of pre-existing dwellings on site	
Number of dwellings to be demolished	
Existing gross floor area (m2)	0
Proposed gross floor area (m2)	0
Total site area (m2)	0
Cost of development	
Estimated cost of work / development (including GST)	\$100,000.00
Do you have one or more BASIX certificates?	No
Subdivision	
Number of existing lots	
Proposed operating details	
Number of additional jobs that are proposed to be generated through the operation of the development	
Number of staff/employees on the site	

Number of parking spaces

Number of loading bays	
Is a new road proposed?	No
Concept development	
Is the development to be staged?	No, this application is not for concept or staged development.
Crown development	
Is this a proposed Crown development?	No

Related planning information

Is the application for integrated development?	No
Is your proposal categorised as designated development?	No
Is your proposal likely to significantly impact on threatened species, populations, ecological communities or their habitats, or is it located on land identified as critical habitat?	No
Is this application for biodiversity compliant development?	
Does the application propose a variation to a development standard in an environmental planning instrument (eg LEP or SEPP)?	No
Is the application accompanied by a Planning Agreement ?	No
Section 68 of the Local Government Act	
Is approval under s68 of the Local Government Act 1993 required?	No
10.7 Certificate	
Have you already obtained a 10.7 certificate?	
Tree works	
Is tree removal and/or pruning work proposed?	No
Local heritage	
Does the development site include an item of environmental heritage or sit within a heritage conservation area.	No
Are works proposed to any heritage listed buildings?	No
Is heritage tree removal proposed?	
Affiliations and Pecuniary interests	
Is the applicant or owner a staff member or councillor of the council assessing the application?	No
Does the applicant or owner have a relationship with any staff or councillor of the council assessing the application?	No
Political Donations	

Are you aware of any person who has financial interest in the application who has made a political donation or gift in the last two years?	No
Please provide details of each donation/gift which has been made within the last 2 years	

Payer details

Provide the details of the person / entity that will make the fee payment for the assessment.

The *Environmental Planning and Assessment Regulation 2021* and Council's adopted fees and charges establish how to calculate the fee payable for your development application. For development that involves building or other works, the fee for your application is based on the estimated cost of the development.

If your application is for integrated development or requires concurrence from a state agency, additional fees will be required. Other charges may be payable based on the Council's adopted fees and charges. If your development needs to be advertised, the Council may charge additional advertising fees.

Once this application form is completed, it and the supporting documents will be submitted to the Council for lodgement, at which time the fees will be calculated. The Council will contact you to obtain payment. Note: When submitting documents via the NSW Planning Portal, credit card information should not be displayed on documents attached to your development application. The relevant consent authority will contact you to seek payment.

The application may be cancelled if the fees are not paid:

First name	dong
Other given name(s)	
Family name	huynh
Contact number	0436854359
Email address	dong.huynh@snowymonaro.nsw.gov.au
Billing address	81 Commissioner Street

Application documents

The following documents support the application.

Document type	Document file name
Architectural Plans	Delegate Preschool Combined
Statement of environmental effects	SEE - Delegate Preschool

Applicant declarations

I declare that all the information in my application and accompanying documents is, to the best of my knowledge, true and correct.	Yes
I understand that the development application and the accompanying information will be provided to the appropriate consent authority for the purposes of the assessment and determination of this development application.	Yes
I understand that if incomplete, the consent authority may request more information, which will result in delays to the application.	Yes
I understand that the consent authority may use the information and materials provided for notification and advertising purposes, and materials provided may be made available to the public for inspection at its Offices and on its website and/or the NSW Planning Portal	Yes
I acknowledge that copies of this application and supporting documentation may be provided to interested persons in accordance with the Government Information (Public Access) 2009 (NSW) (GIPA Act) under which it may be required to release information which you provide to it.	Yes
I agree to appropriately delegated assessment officers attending the site for the purpose of inspection.	Yes
I have read and agree to the collection and use of my personal information as outlined in the Privacy Notice	Yes
I confirm that the change(s) entered is/are made with appropriate authority from the applicant(s).	



Tender Evaluation Report: Snowy Monaro Regional Council Audit

Procurement Officer: Cherie McNair, Manager Corporate Projects

1.0 Purpose

The purpose of this report is to provide an evaluation of the Snowy Monaro Regional Council tender: Council audit responses.

2.0 Consideration by Audit Risk and Improvement Committee

ARIC did not consider this to be an audit under their definitions and advised their only role in this process is to review the final report.

3.0 Recommendation

That Council award the contract for Audit to **Company 1** for a sum of \$362,695.

4.0 Background

Council resolution 69/23 was passed at the ordinary meeting of the Snowy Monaro Regional held on Thursday 16 March 2023.

COUNCIL RESOLUTION	69/23
That an independent audit take place before consideration of developing a business case for the demerger of Snowy Monaro Regional Council is undertaken.	
Moved Councillor Johnson	Seconded Councillor Hanna CARRIED
Record of Voting	
<i>Councillors For:</i>	<i>Councillor Frolich, Councillor Hanna, Councillor Hopkins, Councillor Johnson, Councillor Stewart and Councillor Williamson.</i>
<i>Councillors Against:</i>	<i>Councillor Beer, Deputy Mayor Higgins, Councillor Summers and Councillor Mitchell.</i>

Following this resolution, a scope was developed and provided by councillors to the executive.

As the amount was unknown and no budget for the program of work has been adopted a public tender was conducted, the tender is compliant with Section 55 of the Local Government Act 1993.

At the time of this paper, pending resolution of Council, this remains an open tender under evaluation. As such, all papers remain commercial in confidence and have been redacted and located in the confidential papers.

5.0 The Tender

5.1 Scope of work

The scope of work is as follows and is also represented in Attachment 2, Volume 3 Technical Specification.

Description	
1.0	Identify whether the funds held by the three former councils have been expended in accordance with the resolutions of the Council and to the benefit of the residents of the former council areas.
2.0	Identify whether Council funds have been spent in accordance with Council's adopted budgets and/or Council resolutions.
3.0	Review concerns that theft, embezzlement, corruption and fraud have occurred and to identify whether such incidences or activities have taken place since the creation of Snowy Monaro Regional Council in May 2016 and investigate matters where this is warranted.
4.0	Identify whether corrupt activities have been occurring in relation to the decision-making processes at Snowy Monaro Regional Council.
5.0	Identify whether any member of staff engaged in corrupt, fraudulent or unlawful behaviour.
Consultation	Consultants should prepare consultation activities, coordinated by the Project Manager for SMRC to support the audit process, which may include: <ul style="list-style-type: none"> • presentations at strategic points of the process • consultation • Minimum of one week/s notice for staff and Councillor interviews
Governance	The Audit is being commissioned by the CEO. Day to day contact for audit administration arrangements will be with Manager Corporate Projects.
Relevant Documentation	Local Government Act 1993 No 30 Independent Commission Against Corruption Act 1988 No 35 Privacy and Personal Information Act 1998 (Privacy Act) Privacy Principles of the Health Records and Information Act 2002 (Health Records Act) Government Information (Public Sector) Act 2009 (GIPA Act) AS 8001:2021 Fraud and corruption control ISO 37001:2016 Anti-bribery Management System Standard on Assurance Engagements ASAE 3500 Performance Engagements

6.0 Current arrangements

Council's Audit Risk and Improvement Committee is to provide independent assurance and assistance to Snowy Monaro Regional Council, and indirectly community members, on risk management, the control framework, legislative compliance, internal audit and external accountability responsibilities. As per the Audit, Risk and Improvement Committee Charter, adopted by Council on 19 March 2020 [Council Resolution 49/20] Section 5.7 External Audit, they will review the audit on its completion.

Under section 11 of the Independent Commission Against Corruption Act 1988 ("the ICAC Act"), a principal officer of a NSW public authority has a duty to report to the ICAC any matter where there is a reasonable suspicion that corrupt conduct has occurred or may occur.

Allegations made have been referred to ICAC who have declined to investigate. No evidence has been provided of corrupt conduct, only claims based on assumptions and rumour that they are occurring.

7.0 Proposed arrangements

It is proposed that **Company 1** be engaged to commence their program of work in August 2023, with a 23 week program to conclude in December 2023.

The Snowy Monaro Regional Council finance team are committed to the EOFY Audit with the NSW Audit Office at this time and it should be noted that they will have limited resources available.

The methodology and approach of **Company 1** is included in more detail at Attachment 3.

8.0 Expected Outcomes

It is expected that all matters in the aforementioned scope items 1.0-5.0 over the period since the creation of Snowy Monaro Regional Council in May 2016 are reviewed.

It is expected that a report detailing any and all items for further investigation are presented to Council.

9.0 Key Issues

There were a number of issues raised in the development, management and response to the tender. (Attachment 4)

The scope of the audit was broad to allow for those lodging submissions to identify the methods used to achieve the outcomes desired. This led to a wide range of responses.

The extent of work provided is considered to be indicative of the likelihood of identifying any fraud and corrupt activity.

8.0 Evaluation

8.1 Evaluation Criteria and Weighting System

The following table lists the evaluation criteria stated in the tender documents.

No.	Weighted Criteria	Weighting %
1	Price/ Fee	20
2	Relevant experience in comparable projects The consultant's recent experience in carrying out services of similar type and value to the Services.	25
3	Proposed delivery team Key personnel and sub consultants proposed to perform the services, including a tender aboriginal procurement plan (TAPP) where relevant or supply nation	20
4	Design methodology, program and understanding of project, risks and opportunities Design methodology including coordination development and integration of reviews, risk, value, constructability (where required) and staging. Detailed design program that aligns with project critical milestones, including an outline of the expected inputs to be supplied by the principal. The applicant's demonstrated understanding of the challenges, risks and opportunities associated with successfully designing the project, including working in regional areas, building successful working	35

	relationships with local government and key stakeholders and adding value through proven innovations.	
5	Sustainability performance Details of how the service provider will ensure environmental sustainability and ecologically sustainable design (ESD) principals through the design, including ISCA.	N/A
6	Community consultation methodology Community consultation methodology and approach, including engagement with the Aboriginal community. Demonstrated experience designing social infrastructure with community and Aboriginal stakeholder input.	N/A

8.2 Evaluation Outcome

A tender was developed (Attachment 1) that was advertised on Vendor Panel which opened 15.05.2023 and closed 12.06.2023.

No late tenders were received.

Tenders were received from the following organisations: Company 1, Company 2, Company 3. These are included at Attachment 2.

The Manager of Corporate Projects presented the responses and a summary report to the tender evaluation panel (TEP), which examined all of the tender responses in detail assessing the respondents acceptability against criteria listed in the tender documents. The TEP carried out further analysis on proposed methodology including likely variations. The analysis identified Company 1 as the preferred tender with the lowest risk and the most comprehensive understanding of the requirement. The TEP is included at Attachment 5. The scoring has been included at Attachment 6.

The Act does not require Council to accept the lowest tender.

8.2.1 Summary of Bid

The tender respondent can provide all relevant insurances, conforms to the Conflicts of Interests and Fair Dealings requirement and has passed all credit checks.

The proposed team is comprised largely of Forensic Services and analysts.

The proposal comprises 5 stages;
 - Planning and discovery
 - Collation and review (updated scope and costs)
 - Detailed analysis and investigations
 - Interviews
 - Presentation of results

The proposed timing would commence the audit 14 August and conclude 22 December, representing a 23 week program.

The detail of the response schedules can be found at Attachment 3 Company 1. A summary of all responses has been included at Attachment 7.

8.3 The Tender Evaluation Panel

The TEP comprised of Peter Bascomb CEO, David Rawlings CSO, Tracy Sligar CFO.

The evaluation plan is included at Attachment 5.

8.4 Pecuniary Interest and Probity Statement

No member of the TEP has a pecuniary or personal interest in the tenderers. The scope of the audit means that any and all staff are potentially covered by the audit.

The evaluation has fully complied with the Local Government Act 1993 and the conditions of tendering. No potential tenderer had access to the final specification prior to its release. All advice, written or verbal, provided to a respondent clarifying any aspect of the tender documentation was also provided to all other respondents. No tenderer was provided any advantage over other tenderers, and all were treated fairly and equally during the tendering process.

Information provided by tenderers which has been deemed confidential, has been protected, and will not be disclosed. A consistent standard for all tenderers has been used in assessing any request for confidentiality by a tenderer/s.

9.0 Finance

There is currently no provision in any approved or draft budget to cover the cost of the Audit.

The tender price submitted by the preferred tender includes:

- Establishment
- Review of all policy and existing governance to establish and develop a testing tool
- Scoping and planning of the assessment phase
- Testing and assessing compliance of expenditure
- Initial investigations
- Report detailing approach, methodology, findings and recommendations

The following exclusions apply:

This phase does not extend to full independent investigations into specific allegations. This would be subject to a separate negotiation.

All tender responders have indicated a fee and scope review once volume of data is known. There are over 2000 resolutions since SMRC has utilised InfoCouncil.

The following cost estimates are provided to give a total project cost:

Cost Estimates				
Description	Company 1 23 Weeks	Company 2 7 weeks	Company 3 6 weeks	
Engagement Fee	\$362,695.00	\$71,596.00	\$136,228.00	
SMRC Records Officer (\$50 p/h @ 200 hours project time)	\$10,000.00	\$10,000.00	\$10,000.00	
SMRC CFO (150 p/h @ 200 hours project time)	\$30,000.00	\$30,000.00	\$30,000.00	
Administrative support	\$10,000.00	\$10,000.00	\$10,000.00	
Total without contingency	\$412,695.00	\$121,596.00	\$186,228.00	
Contingency (30% C1 (50% C2 & C3)	\$108,808.50	\$35,798.00	\$68,114.00	
Total inc GST	\$521,503.50	\$157,394.00	\$254,342.00	



VP361245 SMRC – AUDIT

The Snowy Monaro Regional Council is seeking tenders from suitably qualified contractors to provide an Audit of Snowy Monaro Regional Council.

Interested parties must obtain copies of the tender documentation from Council's e-tendering system www.vendorpanel.com.au

OPEN DATE AND TIME: Tender will open **4PM AEST on 15.05.2023**

CLOSING DATE AND TIME: Tenders close at **4PM AEST 12.06.2023** and **submissions must be fully received by this time.**

ENQUIRIES: Tender enquiries should be directed to the VendorPanel's online forum.

SUBMISSIONS: Completed responses can ONLY be submitted via the electronic tender box using the word version of the Schedule/s. Respondents will receive a Successful Submission Receipt timed and dated upon completion.

Should assistance be required please use the online manual on the portal under Support/Online Manuals/Making a Submission or contact VendorPanel Customer our Support Team at support@vendorpanel.com.au or (03) 9095 6181.

Late submissions will not be accepted. Submissions must be fully received by the closing time as late submissions will not be accepted. Council is not bound to accept the lowest priced Tender or all or any part of a Tender and reserves the right to conduct the Request for Tender process and select the successful respondent(s) as it sees fit. All responses must be made by online submission. Any response made by any other means (open email, facsimile, post or in person) will not be considered.

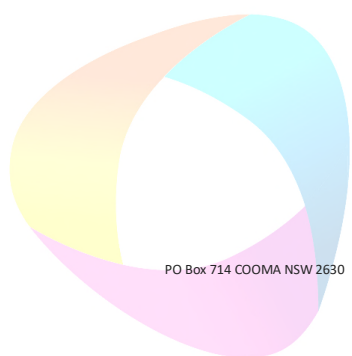


Volume 1 – Conditions of Tender

Snowy Monaro Regional Council Audit VP361245

Contract Number

Date: 15 May 2023



SNOWY MONARO REGIONAL
COUNCIL

VP361245

1 Tender Particulars

Tender Title	SMRC – AUDIT
Tender Number	VP361245
Issue Date	15-05-2023

Tender Closing Date:	12-06-2023
Tender Closing Time:	4:00 pm
Tender Lodgement:	<p>The Council's Electronic Tender Box at www.vendorpanel.com.au</p> <p>Should you require assistance completing your electronic submission, please contact The VendorPanel Technical Help Desk on 03 9095 6181</p>
Tender Questions:	Via the on-line forum only

2 Introduction

2.1 Details of the Council

The local government area of Snowy Monaro Regional Council has a population of approximately 21,000. Population growth for 5 years is estimated to be in the order of approximately 0.13% per annum.

The local government area has an area of 15,164 square kilometres.

The Council's Head Office is located at 81 Commissioner Street, Cooma NSW 2630.

Information about Snowy Monaro Regional Council operations may be obtained from Council's website at www.snowymonaro.nsw.gov.au or from Council's Customer Service Centre on 130 345 345.

2.2 Summary of the Request

The SMRC wishes to call for quotations for a Principal Consultant (PC) to an audit.

The successful contractor will be selected based on the information provided in response to this Request for Tender (RFT).

A more detailed brief of the extent of services required by Council is set out in the following documents:

- Volume 2 - Contract
- Volume 3 - Technical Specifications

2.3 Structure and Purpose of this Request for Tender (RFT)

This request is intended to provide respondents with information in relation to the project requirements and Council arrangements for the submission and evaluation of Tenders. It comprises the following.

2.3.1 Volume 1 - Conditions of Tender (This Document)

The purpose of this part is to provide instructions as to how to prepare a Tender and details that will be evaluated by Council. More specifically it includes:

- the timetable with regard to the Tender process;
- the requirements for the preparation and lodgement;
- an overview of the Tender evaluation method and criteria; and
- the procedures and protocols governing communication between Council and Respondents during the Tender process.

2.3.2 Volume 2 - Contract

- A draft copy of the terms that will apply to any contract entered into as a result of the tendering process.
- Includes:
 - A summary of the project's requirements and aims
 - Contract Conditions
 - Schedule of Contract particulars

SNOWY MONARO REGIONAL
COUNCIL

VP361245

2.3.3 Volume 3: - Technical Specifications

- **Technical Specifications:** Provides details of the design solutions that need to be addressed, documentation requirements, including outputs, deliverables, etc
- Provides further direction as to the performance of the contract, detailing the expectations of the Principal and providing further information in relation to the project to assist the Respondent in assessing costs
- Supplementary conditions

2.3.4 Volume 4: - Response Schedules

- Contains the schedules that Respondents are required to complete when submitting a Tender

2.4 Other Documents

In addition to the above, the tender invitation includes the following “Other Documents” to assist tenderers to understand the scope and nature of the project and to prepare their responses:

NIL

2.5 Tender Timetable

The timetable below provides details of the Council's intended key events and dates with regards to this Tender process. (Please note these dates may vary. Council will advise all tenderers of any changes to these dates as soon as possible after they may arise.)

Tender Documents Published	15.05.2023
Non Mandatory Briefing	N/A
Clarification and Questions	Via the Vendor Panel Portal Only
Clarification and Questions Close	08.06.2023
Tenders Submitted (Closing Date)	12.06.2023 at 4pm
Tender Evaluation	1 week following tender close
Letter of Award	TBD via resolution of Council, expected June 2023
Contract	TBD via resolution of Council, expected June 2023

2.6 Availability of this Request

As well as being made available on the Council's electronic tendering website portal at no cost this Tender may be issued from the Council by email unless otherwise varied in the Tender advertisement.

2.7 Definitions

Unless the context requires otherwise, the following terms used in this Request have the meanings ascribed to them as set out below:

Vol 1 – Conditions of Tender	Issue Date: 15/05/2023	Revision Date: -	Page 4 of 18
------------------------------	------------------------	------------------	--------------

SNOWY MONARO REGIONAL
COUNCIL

VP361245

Closing Time - means the closing time for the receipt of Tenders as set out on the Cover Page.

Conditions - means the Conditions of Tender set out in Part 1 of this Request.

Conforming Tender - means a Tender that complies with all sections of this Request.

Principle Contractor- means the successful tenderer/contractor.

Principal - means Council and/or Agency.

Cover Page - means the cover page of this Request.

Goods - means the item(s) which the Contractor is required to provide to the Principal under the contract as detailed in the Tender Document.

Late Tender - means a Tender received by the Council after the Closing Time.

Nominated Contact - means Council's "Nominated Contact Person"

Non-Conforming Tender - means a Tender other than a Conforming Tender.

Period of Contract - means the contract duration.

Principal's Representative - means the officer nominated by and representing the Principal for the purposes of the Contract.

Request - means the Principal's documentation requesting the provision of goods/services/works from suitably qualified contractors.

Request for Tender - means the Principal's documentation requesting the provisions of goods/services/works from suitably qualified contractors.

Services - means the services which the contractor is required to provide to the Principal under the Contract as detailed in the Tender Documents.

Submission / Response – means the quotation provided by the Respondent in response to the Tender.

Successful Tenderer - means the Tenderer accepted by Council to provide the Goods/Services.

Tender Evaluation Committee – means the committee responsible for evaluating responses to this Tender.

Tenderer/Respondent - means the entity replying to the Request for Tender.

Terms and Conditions of Agreement - means the contract formed by the acceptance of a Tender, and governed by the Conditions of Contract.

3 Conditions of Tender

3.1 How to Prepare Your Tender Response

- Ensure you have received all Tender Documents.
- Carefully read all parts of this document and the other three volumes.
- Review all "Other" documents provided with the Tender.
- Attend the site inspection/information session during the tender period.
- Ensure you understand the requirements.
- Complete and return the Tender Forms/Returnable Schedules including all attachments. The submission must be written in English.
- Make sure you have signed the Tender Forms/Returnable Schedules and responded

- to all of the Selection Criteria.
- Lodge your Tender before the Deadline.

3.2 Amendments to the Request/Council Rights

The Respondent must not alter or add to the Request documents unless required by these Conditions of Tender.

Without limiting its rights at law or otherwise, Council reserves the right in its absolute discretion at any time to do one or any combination of the following prior to the closing date by notice to each Respondent:

- Defer the closing date or any other date under this Tender; or
- Vary, amend, change or modify any aspect of this Tender, in which case Council will issue an addendum to all Respondents correcting any ambiguity or mistake concerning or arising out of this Tender and any such addendum will become part of this Tender;
- Prior to or after the closing date, by notice to each Respondent, issue an addendum to all Respondents correcting any ambiguity or mistake concerning or arising out of this Tender and any such addendum will become part of this Tender;
- Evaluate Tenders as Council sees appropriate in the context of its requirements for the procurement;
- Cease to proceed with the process outlined in this Request for Tender or subsequent process;
- Accept all or part of a Tender;
- Reject any Tender;
- Accept an alternate Tender;
- Obtain further information from Respondents with respect to its Tender for the purposes of clarification or explanation of its Tender. This includes holding interviews with some or all Respondents, including any personnel nominated by the Respondent in the Tender.

All Tenders lodged will become the property of Council and on no account will they be returned to Respondents. Council is not bound to accept the lowest or any Submission.

3.3 Clarification of the Request

If the Respondent has any doubt as to the meaning of any part of this Request or the scope of the work/specification required they should seek to clarify points of doubt or difficulty with the Contact Officer before submitting a Tender.

All requests for clarification must be made submitted via the online forum at www.vendorpanel.com.au

The Contact Officer will respond in writing distributing both the clarification enquiry and the response to all Tenders via Vendor Panel.

- If a Respondent considers the subject matter of a question to be confidential, it must clearly indicate this in the correspondence. Council, in its sole discretion, shall determine whether the matter raised in the question is of a confidential nature. If Council does not consider the subject matter of the question to be of a confidential nature, it shall give the Respondent the opportunity to withdraw the question.
- Council also reserves the right to issue the responses to any questions raised by one Respondent to another Respondent. Council will ensure, however, that information proprietary or confidential to a particular Respondent remains as such.
- Council will respond in writing to questions submitted by Respondents, two days following the clarification close date listed in Clause 2.5. Clarifications will be issued

to all respondents via Vendor Panel.

The Principal reserves the right not to answer requests for clarifying information made within seven days prior to the Closing Deadline. Alternatively, when submitting its Tender the Respondent may include a statement of the interpretation upon which it relies and upon which the Tender has been prepared.

3.4 Respondents to inform themselves

The Information in this Request has been provided in good faith. It is intended only as an explanation of the Principal's requirements and is not intended to form the basis of a Respondent's decision on whether to enter into any contractual relationship with the Principal.

The Information provided does not purport to be all-inclusive or to contain all information that a prospective contractor may require. Respondents and their advisers must take their own steps to verify information which they use and must make an independent assessment of the opportunity described in this Request after making such investigation and taking such professional advice as they deem necessary.

Respondents will be deemed to have:

- examined the Request and any other information available in writing to Respondents for the purpose of tendering;
- examined all further information relevant to the risks, contingencies, and other circumstances having an effect on its Tender which is obtainable by the making of reasonable enquiries;
- satisfied themselves as to the correctness and sufficiency of its Tenders including tendered prices which will be deemed to cover the cost of complying with this Request and of all matters and things necessary for the due and proper performance and completion of the work described therein; and
- satisfied themselves they have a full set of the Request documents and all relevant attachments which includes all pages which are numbered consecutively and that all supplements referred to are also included.

None of the Principal, the Principal's members, directors, officers, employees, agents or advisers make any representation or warranty as to the adequacy, accuracy, reasonableness or completeness of the Information.

Neither the Principal nor their professional advisers shall be liable for any loss or damage arising as a result of reliance on the Information nor for any expenses incurred by Respondents at any time.

Any advisers or agents appointed by the Principal, whether legal, financial, technical or other, will not be responsible to anyone other than the Principal for providing advice in connection with the Request.

3.5 Submission of Tenders

The following documents must be completed and submitted by the Respondent:

- Volume 4: - Response Schedules
- Any other relevant information that the tender believes will assist the Council to select the most suitable candidate for this project

The Respondent must submit all information called for in the Tender documents.

Where applicable, refer to each Addendum and state that the Tender allows for the instructions given in the Addendum.

General information about the Respondent, such as brochures, advertising, product or company information or marketing brochures or presentations other than those expressly requested, are to be sent with the tender submission, is not required with the Tender unless expressly requested in the Tender Schedules. If required the Tender Evaluation Committee will request these materials separately.

3.6 Lodgement of Submissions and Delivery Method

The Tender must be lodged by the closing date and time and by the method as outlined on the front cover page of this RFT.

Submissions in response to this RFT are to be lodged electronically only via Council's Electronic portal (www.vendorpanel.com.au).

Please note; no hard copies are requested or will be accepted.

Should the Tenderer experience any technical difficulties in lodging its Tenders via the prescribed electronic manner, they are to avail themselves to the technical support provided by contacting Vendor Panel's help desk on 03 9095 6181.

3.7 eTendering Conditions

VendorPanel is the electronic Tendering system used to allow the electronic publication of information in regards to this RFT, including the Request for Tender documentation, online forum for clarification and questions, issue of Tender notifications and addenda and, to accommodate the electronic submission of Tender responses.

Submissions lodged electronically will be treated in accordance with the *NSW Electronic Transactions Act 2000*, and given no lesser level of confidentiality, probity and attention than Tenders lodged by other means.

Respondents electronically lodging a Tender must accept conditions shown on the electronic Tendering website which include conditions with regards to file types and file sizes acceptable. Please review the terms and conditions with regards to the eTendering system prior to uploading your Tender response.

Council may not consider Tender responses that cannot be evaluated due to being incomplete or corrupt.

Electronic lodgement must be "fully complete" by closing time. The electronic link will cut off right on closing time and if your submission is not complete, it will be deemed as a late submission and will not be considered. File upload times will vary dependent on file size and internet speeds, and it is the respondent's responsibility to ensure that they allow sufficient time for uploads.

Tenders received via electronic transmission other than through the Council's electronic Tendering site or the expressed electronic format as identified on the cover page (including without limitation an e-mail system, facsimile) will not be accepted.

Files must be checked by a reputable virus scanning application prior to submission and be found to free from virus malicious code or other properties (including executable code) that may compromise Council's IT environment.

The MS files containing the Schedules provided by Council for completion and returned by the Tenderer must remain in the version that they were provided in, i.e., not a different version of MS Word, Excel etc.

Any PDF files must be provided in Adobe PDF format (single file preferred).

3.8 Acceptance of Submissions

Unless otherwise stated in this Request, Submissions may be for all or part of the requirements and may be accepted by the Principal either wholly or in part. The Principal is not bound to accept the lowest Submissions and may reject any or all Submissions and may waive any irregularities therein.

Acceptance of submission with a whole of life cost in excess of \$150,000 (including GST) can only be approved by the passing of a Council resolution. Once a Council Resolution has been issued accepting a tender, written notification will be provided to the successful Tenderer notifying, and detailing to the extent, that the submission has been accepted.

A Submission shall be accepted (and for all purposes shall be deemed to be accepted) when a Council resolution has been passed detailing the conditions (if any) of the acceptance of a submission and a subsequent Letter of Award will be provided to the Respondent; or is delivered by prepaid post; or sent by email or some other electronic means to the address furnished in the Offer Form. In the latter case, the time of posting shall be deemed to be the time of acceptance.

No legal or other obligation will arise between a Respondent and the Principal in relation to the conduct or outcome of the Tender process unless and until that Council Resolution has been issued and subsequently the Respondent has received written notification from the Principal of the acceptance of the Submission.

In the event that the whole of life cost of the contract is not estimated to exceed \$150,000 (including GST), the relevant Delegate will be the body responsible for the acceptance of a submission.

Unless otherwise stated in this Request, Tenders may be for all or part of the requirements and may be accepted by the Principal either wholly or in part. The Principal is not bound to accept the lowest Tender and may reject any or all Tenders submitted and may waive any irregularities therein.

The Tender and the acceptance thereof shall constitute a binding contract between the Principal and the Respondent on and subject to the terms of the:

- Letter of Acceptance or Formal Instrument of Agreement;
- General Conditions of Contract and any Special Conditions of Contract;
- The Specification.

3.9 Rejection of Tenders

A Tender will be rejected without consideration of its merits in the event that:

- a) it is not submitted before the closing date and time; or
- b) it is not submitted at the place specified in the Request.

3.10 Late Tenders

Late electronic Tender submission will be subject to the terms and conditions as outlined

in clause 3.7, eTendering Conditions, Volume 1 Conditions of Tender.

3.11 Tender Opening

Tenders will be opened in the Principal's offices, following the advertised Deadline. Any Respondent and/or member of the public may attend or be represented at the opening of a Tender.

The names of the persons who submitted a Tender by the due Deadline will be recorded at Tender opening. No discussions will be entered into between Respondents and the Principal's officers present or otherwise, concerning the Tenders submitted.

The Tender opening will be held at Council's Cooma Administration Building.

3.12 Evaluation Methodology

Tender Responses will be evaluated against the evaluation criteria set out in Clause 3.12.3 of this RFT.

3.12.1 General Evaluation Considerations

Information provided by the Tenderer in its response this RFT will be the basis of the evaluation of these criteria. Tenderers are advised to respond clearly to all of the requirements listed in Part D of this RFT in its response.

Those evaluation criteria designated as Mandatory Participation Criteria are evaluation criteria that MUST be met by the Tenderer. A Tender Response that fails to fully comply with those evaluation criteria may be excluded of the Tender Response without further consideration.

Technical and Commercial evaluation criteria are evaluation criteria which will be taken into account by the Tender Evaluation Committee when conducting an overall value for money assessment of the Tender Response. Failure to fully comply with those evaluation criteria may reduce the Tenderer's overall score but will not result in the exclusion of the Tender Response from further consideration.

Council may, in its sole discretion, seek clarification from any Tenderer regarding information contained in the Tender Response and may do so without notification to any other Tenderer.

A Tenderer may be invited to a one-on-one evaluation conference in order to review and clarify the Tender Response and to enable Council to interview key personnel identified in the Tender Response.

In general Tenders will be evaluated for:

- The capability of the Tenderer to meet the functional and technical requirements as outlined in this RFT;
- The overall value for money of the solution;
- The Tenderer's previous experience performing similar services in Australia and its demonstrated capability to provide services of comparable complexity and size;
- The additional benefits and value add the Tenderer has provided in its response;
- Overall suitability of the Tenderer and Sub-contractors, its probity, financial standing, reputation and quality assurance system in place;
- Compliance with proposed conditions of Contract;
- Industry (or Subject Matter Expert) participation plans;

SNOWY MONARO REGIONAL
COUNCIL

VP361245

- Tenderer's ability and capacity to meet the requirements;
- Quality of Referee reports; and
- Other issues relating to the fitness for purpose of the products offered including sub-contractors, Tenderer's Quality Standard and Quality Assurance System.

Specifically, the Tender will be assessed against the Mandatory Participation Criteria detailed at 3.12.2 and the Technical and Commercial Evaluation Criteria detailed at 3.12.3

The quality and the format of the Tender Response will be taken into account in evaluating the Tender Response.

Council is not bound or required to accept the lowest price, or any Tender Response, whether or not it is a Conforming Tender Response.

3.12.2 Mandatory Participation Criteria

If Mandatory Participation Criteria are to be specified, they will be detailed in this document (table in Clause 3.12.3) and in the Response Schedules.

Each Submission will be assessed on a Yes/No basis (in effect, a Pass / Fail scenario) as to whether the compliance criterion is satisfactorily met. An assessment of "No" against any criterion may eliminate the Submission from consideration.

3.12.3 Evaluation Criteria

Tenders will be assessed against both Commercial (Pricing etc.) and Technical (Non-Price) Criteria.

Tenders will be assessed using a weighted scoring process based on information provided with the Tender.

Tender Evaluation	
Item	Description
Mandatory Criteria	
6.1	Tender Form
6.2	Statement of Compliance
6.3	Departures, Clarifications and Assumptions
6.4	Insurance
6.5	Schedule of Work Health and Safety Management
6.6	Schedule of Environmental Management Not required for this tender
6.7	Schedule of Industrial Relations Information
6.8	Statement of Conflict of Interests and Fair Dealings
6.9	Not used
Evaluation Criteria	
6.10	Executive Summary of Proposal (including Capacity and Capability)

SNOWY MONARO REGIONAL
COUNCIL

VP361245

6.11	Understanding of the Requirements
6.12	Relevant experience
6.13	Key Personnel
6.14	Local Industry Participation - Schedule of Proposed Subcontractors and Consultants
6.15	Schedule of Contract / Project Program Information
6.16	Contract Particulars
6.17	Schedule of Prices

3.13 Financial Capacity

Tenderers must have sufficient financial capacity to perform the services required under the Agreement.

In submitting a Tender, the Respondent will be taken to have consented the Principal accessing this financial viability / risk assessment and information, including any personal information contained therein.

Tenderers who are identified as a financial risk as a result of these reviews may, at Council's discretion, be passed over and removed from further participation in the evaluation process. Tenderers must have sufficient financial capacity to perform the services required under the Agreement.

3.14 Alternate or Non-Conforming Submissions

The Principal reserves the right to accept Alternate or Non-Conforming Tender Submissions.

If a Respondent wishes to submit an Alternate or Non-Conforming Tender it must also:

- a) Submit a conforming Tender
- b) Submit an unmarked copy of the Alternate or Non-Conforming Tender; and
- c) Submit a copy of the non-conforming Tender in a marked-up form, which identifies all departures from the conforming Tender. The detail provided must fully describe and price any conditions, qualifications, or departures from the specification for the Alternate or Non-Conforming Tender.

Council may, at its absolute discretion, consider an Alternative or Non-Conforming Tender; however it is not obliged to do so.

3.15 Departures, Clarifications and Assumptions

The Respondent is to declare and detail any Departures, Clarifications or Assumptions that have been taken into account and included in its response to the RFT in Volume 3 Request for Quotation.

These Departures, Clarifications or Assumptions can address any conditions or positions in the Conditions of Contract or requirements as detailed in the Specification supplied that are material to the response.

Submissions will be accepted as accepting and complying with all terms and conditions of the Tender, the Conditions of Contract and the Specification unless expressly noted.

3.16 Tender Validity Period

All Tenders will remain valid and open for acceptance for a minimum period of ninety (90) days from the closing date and time or forty-five (45) days from the Principal's decision for determining the Tender, whichever is the later unless extended by mutual agreement between the Principal and the Respondent(s) in writing. Respondents may withdraw their Tender at any time after the expiration of the Tender Validity Period.

3.17 Variation of Tender

- a) Before the Principal accepts any of the received Tenders to Contract, a person who has submitted a Tender may, subject to subparagraphs below, vary the Tender:
 - i. by providing the Principal with further information by way of explanation or clarification, or
 - ii. by correcting a mistake or anomaly.
- b) Such a variation may be made either:
 - i. at the request of the Principal, or
 - ii. with the consent of the Principal at the request of the Respondent, but only if, in the circumstances, it appears reasonable to the Principal to allow the Respondent to provide information or correction.
- c) If a Tender is varied in accordance with this paragraph, the Principal will notify in writing all other Respondents that have the same or similar characteristics as the varied Tender, and provide them with the opportunity of varying their Tender in a similar way.
- d) The Principal will not consider a variation of a Tender if the variation would substantially alter the original Tender.

3.18 Identity of the Respondent

The identity of the Respondent and the Contractor is fundamental to the Principal. The Respondent will be the individual, individuals, corporation or corporations named as the Respondent in whose execution appears on the Tender Form in Volume 3.

3.19 Tendered Price

The price outlined in the Tender must quote all prices inclusive of GST.

The price tendered will be net and what the Principal will be required to pay pursuant to the Contract and must include all costs associated with the Contract.

The price tendered should be firm for the duration of the contract.

The Respondent must provide its Australian Business Number (ABN), or, if it does not have an ABN, the reason for not having one.

Payments between Council and the Contractor will be exclusively in Australian dollars (AUD).

3.20 Conditions of Contract

Tenders will be deemed to have been made, on the basis of, and to incorporate the General Conditions of Contract and any Special Conditions of Contract as provided in the supplied contract located in Volume 2 and Volume 3 of this RFT.

3.21 Precedence of Documents

In the event of any conflict or inconsistency between the terms and conditions in this Request and those in the Conditions of Contract, the terms and conditions appearing in the Principal's Conditions of Contract Request will have precedence.

3.22 Ownership of Tenders

All documents, materials, articles and information submitted by the Respondent as part of or in support of a Tender will become property of the Principal and will not be returned to the Respondent at the conclusion of the Tender process. The Respondent will be entitled to retain copyright and other intellectual property rights therein, unless otherwise provided by the Contract.

The Respondent does not acquire intellectual property rights in the Request documents. Respondents shall not reproduce any of the Request documents in any material form (including photocopying or storage in any medium by electronic means) without the written permission of the Principal other than for use strictly for the purpose of preparing Tenders.

3.23 Registration or licensing of Contractors

Where an Act requires that a contractor (as defined by the Act) be registered or licensed to carry out the work described in the Request, the Respondent shall state in the appropriate Response Schedule, its registration or licence number. The Tender may not be considered if the Respondent fails to provide such registration or license number.

3.24 Work Health Safety Obligations

Lodgement of a Tender will itself be an acknowledgement and representation of requirements in relation to WHS, which the Respondent will comply with all relevant legislation and agrees to provide evidence of compliance, and give access to all relevant information to demonstrate compliance for the duration of any contract that may be awarded.

4 Participation in the Tender Process

4.1 Jurisdiction

The Project, the RFT and the final Contract Documents will be governed by the law of NSW. By lodging a Tender the Respondent irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts of NSW.

4.2 Costs of Tender

Respondents remain responsible for all costs incurred by them in connection with its Tender whether before or after the submission date and whether incurred directly by them or their advisers regardless of whether such costs arise as a direct or indirect consequence of amendments made to the Request by the Principal. For the avoidance of doubt, the Principal shall have no liability whatsoever to Respondents for the costs of any negotiations conducted in the event that the Principal decides not to accept any Tenders.

4.3 Canvassing of Officials

Any Respondent who solicits or attempts to solicit support for its Tender or otherwise seeks to influence the outcome of the Tender process by:

- a) offers of any inducement, fee, or reward, to any member or officer of the Principal, or any person acting as an adviser for the Principal; or
- b) canvasses any persons referred to in this document; or
- c) contacting any member or officer of the Principal about the Request or any process relating thereto, except as authorised by this Request including (but without limitation) for the purposes of discussing the possible employment transfer of the Respondent member or officer, may, at the discretion of the Principal, be disqualified from any further involvement in this Tender process (without prejudice to any other civil remedies available to the Principal and without prejudice to any criminal liability which such conduct by a Respondent may attract).

4.4 Confidentiality

The Principal makes information available on condition that it is treated as confidential by the Respondent and is not disclosed, copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling a Tender to be made, for example by disclosure by a Respondent to its insurers or professional advisers, provided they have each given an undertaking at the time of receipt of the relevant information (and for the benefit of the Principal) to keep such information confidential. Other than specified above, or as required by law, and save insofar as the information is in the public domain, Respondents shall not make any of the information available to any other parties in any circumstances without the prior written consent of the Principal nor use it for any purpose other than that for which it is intended.

4.5 Government Information (Public Access) (GIPA) Requirements

Where the arrangement involves the Respondent providing services on behalf of Council, section 121 of the GIPA 2009 requires that the following be included in any contract, and this will be part of the contract with Council:

1. The Contractor must, within seven (7) days of receiving a written request by the Agency (Principal), provide the Agency with immediate access to the following information contained in records held by the Contractor:
 - a. information that relates directly to the performance of the services provided to the Agency by the Contractor pursuant to the Contract;
 - b. information collected by the Contractor from members of the public to whom it provides, or offers to provide, the services pursuant to the Contract; and
 - c. information received by the Contractor from the Agency to enable it to provide the services pursuant to the Contract.
2. For the purposes of sub-clause (1), information does not include:
 - a. information that discloses or would tend to disclose the Contractor's financing arrangements, financial modelling, cost structure or profit margin;
 - b. information that the Contractor is prohibited from disclosing to the Agency by provision made by or under any Act, whether of any State or Territory, or of the Commonwealth; or
 - c. information that, if disclosed to the Agency, could reasonably be expected to place the Contractor at a substantial commercial disadvantage in relation to the Agency, whether at present or in the future.
3. The Contractor will provide copies of any of the information in sub-clause (1), as

requested by the Agency, at the Contractor's own expense.

Any failure by the Contractor to comply with any request pursuant to sub clause (1) or (3) will be considered a breach of an essential term and will allow the Agency to terminate the Contract by providing notice in writing of its intention to do so with the termination to take effect seven (7) days after receipt of the notice. Once the Contractor receives the notice, if it fails to remedy the breach within the seven (7) day period to the satisfaction of the Agency, then the termination will take effect seven (7) days after receipt of the notice.

4.6 Non Collusion

Any Respondent who:

- a) fixes or adjusts the amount of its Tender by or in accordance with any agreement or arrangement with any other Respondents; or
- b) enters into any agreement or arrangement with any other Respondent that it shall refrain from Tendering or as to the amount of any Tender to be submitted; or
- c) causes or induces any person to enter such agreement or to inform the Respondent of the amount or approximate amount of any rival Tender for the Contract; or
- d) canvasses any of the persons previously discussed in connection with the Tender or the outcome of the Tender process; or
- e) offers, agrees, or does; pay any sum of money, inducement or valuable consideration. This being directly or indirectly to any person for doing, having done, causing, or caused to be done in relation to any other Tender or proposed Tender any act or omission; or
- f) communicates to any person other than the Principal the amount or approximate amount of its proposed Tender (except where such disclosure made in confidence in order to obtain quotations necessary for the preparation of the Tender, for insurance or contract guarantee bonds and/or performance bonds or professional advice required for the preparation of a Tender), may, at the discretion of the Principal, be disqualified from any further involvement in this Tender process (without prejudice to any other civil remedies available to the Principal and without prejudice to any criminal liability which such conduct by a Respondent may attract).

4.7 Publicity

Respondents must obtain the written approval from the Contact Officer before any disclosures relating to the Tender or the contract are made to the press or in any other public domain. Respondents must not undertake any publicity activities with any part of the media in relation to the Tender or contract without the agreement of the Principal, including agreement on the format and content of any publicity.

4.8 Tenderer's Obligations

- a) Tender responses must comply with the local Government (General) Regulation 2005 and the NSW Local Government Act 1993.
- b) Submission of a response to a RFT will itself be an acknowledgement and representation by the Tenderer that it is aware of and will comply with the requirements of the Local Government (General) Regulation 2005 and the NSW Local Government Act 1993.
- c) The Tenderer must comply with the specified conditions of tendering as provided in this document because it will be an essential consideration in the evaluation process.
- d) The Tenderer acknowledges and accepts that when requested by Council, it may be required to register (at no cost) and maintain compliance and insurance

- certificates with Council's quotation system (Vendor Panel or equivalent).
- e) Where an Act requires that a contractor (as defined by the Act) be registered or licensed to carry out the services described in the Request, the Tenderer shall provide when requested, its trade registration or license number. The Tender may not be considered if the Tenderer fails to provide such registration or license number.
 - f) The Tenderer and subcontractors must not be bankrupt or insolvent.
 - g) The Tenderer has not, within 3 years prior to submitting a Tender, been found guilty of breaching any Act or Regulation which breach might be considered contrary to the values and principles of good corporate citizenship. Such legislation includes any legislation (State or Commonwealth) dealing with industrial relations, workplace health and safety, anti-discrimination and disability.
 - h) Council's policy is to engage in the highest standards of ethical behavior and fair dealing. Council requires the same standards from those with whom it contracts. Tenderers acknowledge Council's Code of Conduct that is available from www.snowymonaro.nsw.gov.au, The Tenderer acknowledges that it has read, understood and agrees to comply with the requirements referred to therein.
 - i) Council reserves the right to undertake a Financial and Performance assessment on any or all short-listed Tenderers (including consortium members) when evaluating submissions. The Tenderer must provide additional financial, corporate and past performance information if requested by Council's 3rd party provider.
 - j) The Tenderer by lodging a submission acknowledges that it has full knowledge of all aspects relating to the RFT and it has not relied on any express or implied statement, representation, accuracy or completeness of the information contained in this RFT, or otherwise provided on Council's behalf.
 - k) Where prospective suppliers have made assumptions in preparing their Tender, these are to be clearly defined in the Tender response schedule.
 - l) Tenderers, consortium members and their respective officers, employees, agents and advisers must not engage in any collusive bidding (other than bidding by consortia to the extent permitted by this RFT), anti-competitive conduct of any other similar unlawful conduct with any other Tenderer or any other person in relation to the preparation of lodgement of their tender.
 - m) Tenderers must not make any public statements in relation to this RFT or any subsequent contract arising out of this RFT, without Council's prior written approval.

4.9 Post Tender Negotiation

Council may engage one or more tenderers in detailed discussions and negotiations with the goal of maximising the benefits of the Request for Tender as measured against the evaluation criteria to fully understand the tenderer's offer, including risk allocation. As part of this process, tenderers may be asked to clarify, improve or consolidate any of the technical, commercial, legal, financial and operational aspects of their tenders.

4.10 Alternative Tender Submissions and Innovation

In the pursuit of Best Value Outcomes, Council encourages tender submissions proposing alternative and/or innovative solutions to achieve Council's desired outcomes. Whilst innovative tender submissions may be technically be considered non-conforming with the goods, Services or works specified, Council may accept a tender submission that does not conform in all respects to the stated tender requirements if the submission demonstrates a superior value outcome.

SNOWY MONARO REGIONAL
COUNCIL

VP361245

Should tenderers opt to submit alternative tenders proposing alternative products to those nominated, these products at a minimum must be of the same quality standard or better than products nominated in the specification.

If an alternative tender submission is offered, the submission must be sufficiently detailed to enable Council to reasonably determine its merits against conforming submissions.



Volume 3 - Technical Specification

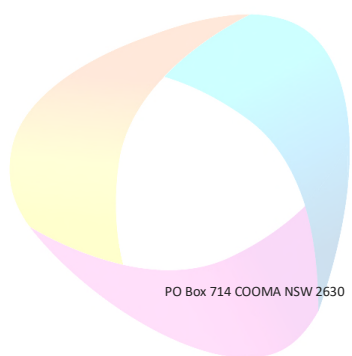
Audit

Snowy Monaro Regional Council

Contract Number

VP361245

Date: 15 May 2023



1.0 Introduction

Our Snowy Monaro region is proud and diverse. Its eclectic mix of people contributes to the growing and vibrant community that almost 21,000 people love and call home. With roots in agriculture, timber, snow sports and the Snowy Mountains Hydro-Electric Scheme, our region boasts an indelible diversity.

The region covers 15,162 square kilometres, surrounded by rolling plains country and mountain ranges. With 28% of our region consisting of national parks or reserves. The remaining area is largely privately owned rural land.

The Snowy Monaro Regional Council (SMRC) was formed via proclamation on 12 May 2016 as a result of the merging of Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council.



This document is the third of four main tender documents that have been prepared to assist the Respondents to understand the extent and nature of the project and the expectations of the Snowy Monaro Regional Council (SMRC).

This document, Volume 3 – Technical Specifications, aims to set out the technical requirements of the project.

1.1 Vision and Values

Council's vision is "A trusted community partner" and this is achieved by ensuring we strive to achieve our 5 key values at all times.

Value	Description
Solutionary	Someone who finds revolutionary answers to life's problems.
Together	Harmony, cooperation, united action, mutual action, stable and well organised.
Accountable	Required or expected to justify actions or decisions, responsible, able to be explained or understood.
Innovative	Original and creative thinking, introducing new and advanced and original ideas, products, methods.
Caring	Displaying kindness and concerns for others.



1.2 Background Information

Snowy Monaro Regional Council is seeking the services of a suitably qualified firm to undertake an independent audit. Members of the community have expressed concern about council's finances and about corrupt or unlawful activity at the Council.

2.0 The Project

SMRC wishes to call for tenders for a Principal Consultant (PC) to undertake a suitable audit. An approach and methodology to be provided as part of the proposal.

The audit team will need to establish a constructive relationship with the audited entity so that there are 'no surprises' in the final Report. The audit team will explain the audit process at commencement and will maintain appropriate communication throughout the audit.

SMRC will provide all information the audit team requests that is relevant to the audit; unrestricted access to all people in Council from whom it is necessary to obtain audit information (subject to timeframes below); access to internal and external reviews and audits in relation to the topic.

SMRC will provide 'read only' access to the Council's electronic systems. Council's IT department will arrange necessary access including guest login IDs or access terminals on-site. A legal release form covering confidentiality will be required by the successful tenderer.

2.1 Scope of Work

The Principal Consultant is responsible for the delivery of the audit services as well as the engagement, coordination and management of subcontractors (consultants) required to complete the works.

The audit will need to be capable of covering multiple financial systems, with 5 separate financial systems (Civica and its predecessors, TechOne) needing to be included in the audit. Records are stored electronically and as physical documentation, with records potentially on hard drives, server files, Council's record management system and business paper system.

It is expected that all matters 1.0-5.0 cover the period since the creation of Snowy Monaro Regional Council in May 2016.

	Description
1.0	Identify whether the funds held by the three former councils have been expended in accordance with the resolutions of the Council and to the benefit of the residents of the former council areas.
2.0	Identify whether Council funds have been spent in accordance with Council's adopted budgets and/or Council resolutions.
3.0	Review concerns that theft, embezzlement, corruption and fraud have occurred and to identify whether such incidences or activities have taken place since the creation of Snowy Monaro Regional Council in May 2016 and investigate matters where this is warranted.

	Description
4.0	Identify whether corrupt activities have been occurring in relation to the decision-making processes at Snowy Monaro Regional Council.
5.0	Identify whether any member of staff engaged in corrupt, fraudulent or unlawful behaviour.
Consultation	Consultants should prepare consultation activities, coordinated by the Project Manager for SMRC to support the audit process, which may include: <ul style="list-style-type: none"> • presentations at strategic points of the process • consultation • Minimum of one week/s notice for staff and Councillor interviews
Governance	The Audit is being commissioned by the CEO Day to day contact for audit administration arrangements will be with Manager Corporate Projects.
Relevant Documentation	Local Government Act 1993 No 30 Independent Commission Against Corruption Act 1988 No 35 Privacy and Personal Information Act 1998 (Privacy Act) Privacy Principles of the Health Records and Information Act 2002 (Health Records Act) Government Information (Public Sector) Act 2009 (GIPA Act) AS 8001:2021 Fraud and corruption control ISO 37001:2016 Anti-bribery Management System Standard on Assurance Engagements ASAE 3500 Performance Engagements

2.2 General

The Schedule shall be deemed to fully compensate the Contractor and includes all costs and charges necessary for the proper completion of the Audit in accordance with the contract requirements and applicable standards and specifications, including:

- The design and documentation of all audit elements/components
- Engage, brief, direct and coordinate all necessary sub-contractors/consultants required to deliver the audit requirements;
- Investigative activity;
- Prepare all required reports, and other documents as set out herein;
- Site visits by the Contractor to familiarise themselves and undertake all necessary investigations to complete the Services;
- Carry out all required work to meet the project brief as it is developed and make any modifications and adjustments requested by the SMRC Project Manager;
- Receive and respond to queries from SMRC, within 48 hours of receiving query.
- All meetings with the principal , authorities, consultants, contractors and others related to the scope of the project

- All labour costs, including overtime rates, and any applicable allowances;
- All costs associated with the development, certification and completion of all reports.
- All travel to and from site, accommodation, meals and allowances.
- All items to be charged in accordance with the schedule. No variation for items not covered in the schedule will be entertained without prior written approval by the SMRC's Representative or their delegate.

3.0 Supplementary Conditions

3.1 General

- The Principal under this Agreement will be the Snowy Monaro Regional Council.
- The PC and its consultants/sub-contractors must maintain the insurances listed in Schedule 1 of Volume 2 'Contract'
- If the PC is not a sole trader, insurance covering Workers' Compensation and related liability in accordance with the requirements of the Workers' Compensation Act 1987 (NSW); and if the PC is unable to obtain workers' compensation insurance because the PC is a sole trader or partnership, the PC must hold appropriate personal accident insurance.
- Title to and intellectual property in or in relation to the work under the Agreement vests in the Principal upon its creation.
- The Agreement may be terminated at any time. The PC will be paid reasonable costs incurred prior to termination.

3.2 Communication

The parties agree and consent that notices and communications may be by electronic communication in accordance with the Electronic Transactions Act 2000 (NSW).

3.3 Workplace Health and Safety

The PC must ensure that all persons performing services on the site or sites under the agreement, including but not limited to your employees and managers, Sub-Consultants, subcontractors and suppliers comply with all SMRC Safety and WHS policies, including:

- Health and Safety Policy (available from Council's website)
- Smoke Free Work Environment Procedure (available from Council's website)
- Alcohol and Other Drug Procedure (available from Council's website)
- Code of Conduct (including the model Code of Conduct) (available from Council's website)
- Vision and Values (available from Council's website)
- Statement of Business Ethics (available from Council's website)

Documents available at <https://www.snowymonaro.nsw.gov.au/180/Council-Policies>

If any design or Deliverable prepared as part of the Services, or any part of the Services, is required by the WHS Legislation to be authorised, licensed or registered, procure that such design, Deliverable or other part of the Services is authorised, licensed or registered in accordance with the WHS Legislation. All terms used in this clause have the meanings given to them in the WHS Legislation

3.4 Investigation

The Contractor is responsible for engaging the relevant consultants/subcontractors to undertake investigations to enable them to provide audit information that meets the intent and requirements of the project.

3.5 Document Format

Provide all information and documentation in electronic format.

- Microsoft Word .docx format.
- Adobe Acrobat .pdf format.
- Final Handover documents
- Documents may be transmitted electronically by email or, if necessary (due to large file size), by means of a web-based file transfer facility.

3.6 Meetings

The Contractor may request meetings for Audit purposes. SMRC will require one (1) week notice in advance in arranging access to staff and Councillors.

3.7 Change Requests

The Contractor, using a suitable Change Request Form, must confirm in writing to the Principal details of all changes requested by the Principal.

When either the Principal or the Client orally requests a change, the Contractor must seek written confirmation from the Principal using a Change Request Form.

Keep a running log of all changes requested and confirmed. Advise the Principal of time and cost implications no later than 7 days after confirmation of a change request.

3.8 Submissions

Provide fortnightly status that includes the following:

- The status of the deliverables against Agreed Program of milestones;
- Significant actions or issues that require direction or resolution;
- Advice of any delays that have occurred beyond the control of the Contractor;

3.9 Cost Estimate

The PC must provide a cost estimate as part of the tender response.

3.10 Project Budget

The Audit budget is subject to special Council approval. This will reflect the fees and charges as proposed in tender documentation - Cost Estimate.

3.11 Payment

Payment will be at the completion of each Delivery Milestones based on the following percentage of the total contract price:

1.0	Contract Signature	30%
2.0	As per provided program	TBD%
3.0	Final Documentation	40%

All payments will be as per the 'Contract'.

All invoices MUST reference the Purchase Order Number

3.11 Compliance

Documentation must comply with the applicable standards, regulations, codes, specifications.

3.12 Documentation Services

Prepare and issue Design documentation to align with delivery milestones consisting of Reports to clearly describe and set-out the intent for further audit development.

It is the Contractors responsibility to ensure that this information is complete.

Complete all Report documents and have all documents signed by a Principal of the company, or Authorised Officer, of the relevant discipline. Final documentation represents finished documentation complying with the brief, statutory requirements/codes, free of ambiguities and mistakes and outlining work in sufficient detail without requirement for further information.

- Provide all documentation in electronic format

3.13 Program

The PC must provide a Project Program in the form of a simple Gantt chart to reflect delivery of the audit and the proposed timeframes.

The PC must provide a project program setting out the following:

Audit procedures (see below table)

Any other items the PC sees as relevant.

Planning	<p>Scope and focus</p> <p>Audit plan (Audit plan including planned scope and focus of audit)</p> <p>Audit Procedures that will be used to undertake the audit including; Evidence and Information initially expected to be required; Access requirements, including specification of how data is required to be provided;</p> <p>Fieldwork envisaged to be carried out as part of the process</p> <p>Schedule in the form of a simple Gantt chart to reflect delivery of the audit and the proposed timeframes, which must include as a minimum: Overview of expected timeframes for carrying out the proposal; Interview Program</p>
Identified Team	
Conduct Audit	<p>Evidence and Information required</p> <p>Interview Program and Requirements</p>
Reporting	<p>Draft Report</p> <p>Potential Recommendations</p> <p>Final Report</p> <p>Recommendations</p>

SNOWY MONARO REGIONAL COUNCIL
Audit



3.13 Delivery Milestones

The Program for part of the submission from the Principal Consultant. SMRC will coordinate the appointment of the audit and then follow proposed program as agreed.



Volume 4 – Response Schedules

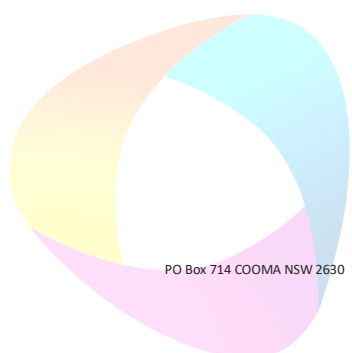
Audit

Snowy Monaro Regional Council

Contract Number

VP361245

Date: 15 May 2023



SNOWY MONARO REGIONAL COUNCIL

VP361245

Volume 4 RESPONSE SCHEDULE - TENDER FORMS

Audit

6.1 Tender Forms

6.1.1 Tenderer's Details

Tenderer's Details			
Business Name			
Trading As			
Date Established			
Business Type	<i>Note – if trading as a trust, a copy of the Trust Deed must be attached and provided in the response (please delete this note prior to submission)</i>		
ABN		ACN	
Registered Address			
Postal Address			
Telephone Number		Facsimile Number	
General Email Address		Website Address	
Address of Office Responding			
Postal Address			
Telephone Number		Facsimile Number	
Contact Person Name			
Position in Company			
Telephone Number		Mobile Phone Number	
Email Address			

Hereby Tenders to perform the work for:

6.1.2 Tender Details

Tender Details	
Contract Title	Audit
Contract Number	VPXXXXXX
In accordance with the following documents:	
	Volume 1 – Conditions of Tendering

SNOWY MONARO REGIONAL COUNCIL

VP361245

Tender Details	
	Volume 2 –Contract.
	Volume 3 – Technical Specifications
	Volume 4 – Response Schedules
	Other Documents
and Addenda Numbers	<Enter Text> Please list addenda numbers or 'N/A' (please delete this note prior to submission)

6.1.3 Contract Manager

Please provide the details of the proposed Contract Manager to be responsible for managing the agreement.

Response – Contract Manager Details	
Name	<Enter Text>
Position	<Enter Text>
Phone Number	<Enter Text>
Mobile Phone Number	<Enter Text>
Email Address	<Enter Text>
Comments	<Enter Text> Note – any comments input here will not form part of any assessment of the Tender (please delete this note prior to submission)

6.1.4 Compliance with Acts and Regulations

The Tenderer warrants that it has NOT, within 5 (five) years prior to submitting the Tender, been found to have breached any Act or Regulation which breach might be considered contrary to the values set out in the RFT document or the Council. If you have NOT breached the act, answer “No”.

The list below includes without limitation the following Acts. Has the Tenderer breached the:

Regulation or Act	Breached – Yes/No	Details
Fair Work Act 2009 (Cth)		<Enter Text Here or 'N/A'>
Industrial Relations Act 1996 (NSW)		<Enter Text Here or 'N/A'>
Work Health & Safety Act 2011 (NSW)		<Enter Text Here or 'N/A'>
Workplace Injury Management & Workers Compensation Act 1998 (NSW)		<Enter Text Here or 'N/A'>
Privacy Act 1988 (Cth)		<Enter Text Here or 'N/A'>

SNOWY MONARO REGIONAL COUNCIL

VP361245

Disability Discrimination Act 1992 (Cth)	<Enter Text Here or 'N/A'>
Fair Trading Act 1987 (NSW)	<Enter Text Here or 'N/A'>
Racial Discrimination Act 1975 (Cth)	<Enter Text Here or 'N/A'>
Sex Discrimination Act 1984 (Cth)	<Enter Text Here or 'N/A'>
Age Discrimination Act 2004 (Cth)	<Enter Text Here or 'N/A'>
Anti-Discrimination Act 1977 (NSW)	<Enter Text Here or 'N/A'>

If you answered Yes to any of the above, please provide details.

6.2 Statement of Compliance

Declaration	
Provide the Name and Position of the person making this Declaration who is authorised by the Tenderer to make statements and submit a response on behalf of the Tenderer.	
Name:	
Position:	
I confirm my understanding that no physical signature is required on this Declaration and that by lodging this Tender in accordance with Volume 1, I am automatically providing an electronic signature.	<input type="checkbox"/>
I confirm that the Tenderer offers to provide the requirements described in this RFT at the prices contained in the response.	<input type="checkbox"/>
I confirm that the Tenderer has capacity to supply to the requirements described in this RFT.	<input type="checkbox"/>

6.3 Departures, Clarifications and Assumptions

The Tenderer is required to submit a conforming offer in accordance with the Request for Tender.

The Tenderer is required to identify any departures from, clarifications, or assumptions to the Tenderer's offer that do not fully meet all of the requirements of the Tender detailed including Volumes 1 and 2, any addenda issued and any other documents that form part of the Tender.

All such departures, clarifications and assumptions must be fully documented in the table below.

Should the Tenderer seek to vary any term or matter set out in this RFx, and/or considers that its Proposal does not comply with any requirement specified in this RFx, that matter must be specified and addressed in the table below.

Any departures and/or clarifications and assumptions not shown on this Schedule will not be considered.

Compliance with Tender Requirements	
This offer is fully Compliant with all of the requirements of the Tender and the Terms and Conditions of Contract. (if the answer to this question is 'No' the Tenderer shall complete the table below)	<input type="checkbox"/> Yes <input type="checkbox"/> No
All departures from, clarifications, and assumptions made by the Tenderer, including those related to the Terms and Conditions of Contract are listed in the table below	<input type="checkbox"/> Yes <input type="checkbox"/> No

Clause Reference	Area relating to	Assumption Detail

SNOWY MONARO REGIONAL COUNCIL

VP361245

6.3.1 Notification of Addendums (if any)

Please acknowledge receipt of any addendum(s) that have been issued by providing a list of all addendum numbers below separated by a comma. If no addendums have been issued for this RFT please enter "Nil" in the space below.

--

6.4 Insurance

The table below details the Insurance requirements as determined by the Council to be required for this contract. The levels of cover for Public Liability is \$20 Million, and Professional Indemnity of \$10 Million. These are the minimum acceptable levels of cover for this contract and will be required to be maintained for the entirety of the contract (any insurance requirements that will need to extend beyond the completion of the contract will be noted individually). Please provide detail of insurance coverage in the table below against each of the insurance requirements detailed.

Additionally, the Tenderer shall submit as a separate attachment with its response, Certificates of Currency for the Insurances detailed in the table below:

Insurance Type	Policy Number	Expiry Date	Value \$
Public Liability:			
Professional Indemnity:			
Workers Comp:			

6.5 Schedule of Work Health and Safety Management Information

This questionnaire forms part of the Principal's Tender evaluation process and is to be completed by Respondents.

The objective of the questions in the table below is to provide an overview of the status of Tenderer's safety management system.

Tenderers may be required to verify their responses noted in their questionnaire by providing evidence of their ability and capacity in relevant matters

6.5.1 Work Health Safety Systems, Policies and Management

WHS Systems, Policies and Management	
Does the Tenderer have a third party accredited WHS management system? (if the answer to this question is 'Yes', please provide details of the accreditation in the response area provided below and attach a copy of the current certification)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the Tenderer have WHS management system? (if the answer to this question is 'Yes', please provide details of the accreditation in the response area provided below)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the Tenderer have a current WHS Policy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the Tenderer have a WHS consultation mechanism for all employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the Tenderer have WHS training strategy for all employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the Tenderer have a process for WHS hazard identification, assessment and control?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Response – WHS Systems
Insert response here (please delete this note prior to submission) <Enter Text>

6.6 Schedule of Environmental Management

6.6.1 Environmental Management Systems

N/A to this tender

Response – Environmental Management

Insert response here (please delete this note prior to submission)

<Enter Text>

6.7 Schedule of Industrial Relations Information

6.7.1 Federal and NSW Awards

List the Federal and NSW awards to which the Tenderer is bound.

Response – Federal and NSW Awards

Insert response here (please delete this note prior to submission)

<Enter Text>

6.7.2 Enterprise, Workplace or Other Enforceable IR Agreements

List the enterprise, workplace or other enforceable industrial relations agreements to which the Tenderer is bound, and attach copies of those agreements to this Schedule.

Response – Enterprise, Workplace or Other Enforceable IR Agreements

Insert response here (please delete this note prior to submission)

<Enter Text>

Undertaking to provide information

The Tenderer, if awarded the contract, will, on request, provide appropriate information to verify compliance with these awards, enterprise or workplace agreements and all other legal obligations relating to employment.

6.8 Statement of Conflict of Interests and Fair Dealings

Conflicts of Interest: Independent Commission Against Corruption (ICAC) Guidance

A conflict of interest arises when the Tenderer, in performing the obligations under the Contract, is influenced or seen to be influenced by other interests.

There will be occasions when the performance of the obligations under the Standing Offer Deed will affect a personal or other interest that the Tenderer, or its employees or agents, may also have. Such interests may be able to be valued in money terms. Other interests which are less direct and do not involve money may also be affected.

Everyone has interests which are personal to them or someone close to them and it is not just the possession of these interests which gives rise to a problem. Similarly, from time to time individuals will deal with a matter as part of their work which affects a personal interest that they have. Again, that in itself may not cause any difficulties if the conflict is resolved in favour of the duty to perform the obligations under the Contract. It is inevitable that conflicts of interest will arise. It is important to emphasise that the mere fact that someone has a personal interest in a matter is not necessarily wrong. It is how the conflict is dealt with which can give rise to problems.

The first step is to recognise what situations could give rise to conflicts. Then the conflict must be resolved in favour of the duty to perform the obligations under the Contract.

Pecuniary Interests

Pecuniary or financial interests may result from owning property, holding shares or positions in companies or trusts, debts owed to other people, receiving gifts, income from working elsewhere as well as for Local Government Procurement, hospitality and sponsored travel. This list is not exhaustive.

It is not necessary for individuals to hold these interests themselves. A member of their family or close associate may hold them. This is seen to be the same as being an interest of the individual employee or agent of the Tenderer because of the closeness of the relationship.

It is not necessary that the Tenderer, or its employee/s or agent/s would or will act in favour of their personal interest. If they are in a position of conflict, there is that temptation. The aim is to prevent situations arising.

Non-pecuniary Interests

There may also be interests which do not have a financial component (that is, non-pecuniary interests). These might include a personal interest arising out of relationships based on common interest such as sporting, social or cultural activities as well as family, sexual and other relationships.

How Should Conflicts be Resolved?

The aim of resolving these conflicts is to prevent personal considerations from influencing the performance of the obligations under the Contract. Once conflicts have emerged they may be capable of resolution or avoidance by removing the source of the conflict or by making the interest public and thereby limiting the risk of personal interest prevailing over the duty to perform the obligations under the Contract.

The source of the conflict could be removed by requiring the individual to dispose of the

SNOWY MONARO REGIONAL COUNCIL

VP361245

interest which has caused the conflict.

Alternatively, it could be removed by a Tenderer, or its employees or agents being precluded from performing any obligations under the Contract regarding the matter in which he or she has the interest.

Each of these two responses would have the effect of removing the source of the conflict.

Adapted from guidance material prepared by the New South Wales Independent Commission Against Corruption (ICAC).

Conflicts of Interests and Fair Dealings	
1	<p>The Tenderer has read the above guidance information from the ICAC. The Tenderer confirms that it is compliant with this section – Conflicts of Interest and Fair Dealings, and having nothing to declare.</p> <p>(If the answer to this section is 'No', the Tenderer is to complete Item 2 below)</p>
	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
2	<p>The Tenderer discloses any and all information with regards to any real or perceived Conflicts of Interests or barrier to Fair Dealing where these exist, below.</p>
	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

Details Regarding Conflicts of Interest and Fair Dealings

Insert response here (please delete this note prior to submission)

<Enter Text>

6.9 Bank Guarantee

N/A

6.10 Schedule of Executive Summary of Proposal (including Capacity and Capability)

N/A

6.11 Schedule of Understanding of Requirement

Please provide detail of your understanding of the requirement of the Tender no longer than 2 pages in length in the response space provided below.

Response – Understanding of Requirement

Insert response here (please delete this note prior to submission)

<Enter Text>

6.12 Schedule of Recent Relevant Experience and Referee's

Tenderers shall provide detailed information to demonstrate the Tenderer's experience and capability in relation to this Request for Tender by providing detail of 3 previous contracts / projects similar to this contract / project, completed within the last 5 years. In the table provided below.

Contract / Project 1	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Date Completed	<Enter Text>
Contract / Project Value	<Enter Text>
Project Details	<Enter Text>
Referee	<Enter Text>
Name	<Enter Text>
Position	<Enter Text>
Office Phone Number	<Enter Text>
Mobile Phone Number	<Enter Text>
Email	<Enter Text>

Contract / Project 2	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Date Completed	<Enter Text>
Contract / Project Value	<Enter Text>
Project Details	<Enter Text>
Referee	<Enter Text>
Name	<Enter Text>
Position	<Enter Text>
Office Phone Number	<Enter Text>
Mobile Phone Number	<Enter Text>

SNOWY MONARO REGIONAL COUNCIL

VP361245

Contract / Project 2	
Email	<Enter Text>

Contract / Project 3	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Date Completed	<Enter Text>
Contract / Project Value	<Enter Text>
Project Details	<Enter Text>
Referee	<Enter Text>
Name	<Enter Text>
Position	<Enter Text>
Office Phone Number	<Enter Text>
Mobile Phone Number	<Enter Text>
Email	<Enter Text>

6.13 Schedule of Key Personnel and Experience

The Tenderer shall provide details, including relevant experience, of the Tenderer's proposed Key Personnel this contract / project.

This information shall be sufficient to demonstrate that proposed Key Personnel have successfully completed a minimum of 2 similar contracts / projects. Details of the relevant experience of the Key Personnel proposed for use on the contract / project shall be provided in the Table below.

The Key Personnel nominated in the Table below are to be available for interview, if required, by the Principal during the Tender evaluation.

In the event that the Tender is successful, the Tenderer shall be bound by the information provided in this Schedule and shall not alter the personnel used for the works without the prior written permission of the Principal.

Proposed Key Personnel 1	
Name	<Enter Text>
Position	<Enter Text>
Proposed Role & Responsibility	<Enter Text>
Qualifications / Experience	<Enter Text>
<i>Relevant Experience Example 1</i>	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Project Value	<Enter Text>
Details of Contract / Project	<Enter Text>
Role & Responsibilities on Contract / Project	<Enter Text>
<i>Relevant Experience Example 2</i>	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Project Value	<Enter Text>
Details of Contract / Project	<Enter Text>
Role & Responsibilities on Contract / Project	<Enter Text>

SNOWY MONARO REGIONAL COUNCIL

VP361245

Proposed Key Personnel 2	
Name	<Enter Text>
Position	<Enter Text>
Proposed Role & Responsibility	<Enter Text>
Qualifications / Experience	<Enter Text>
Relevant Experience Example 1	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Project Value	<Enter Text>
Details of Contract / Project	<Enter Text>
Role & Responsibilities on Contract / Project	<Enter Text>
Relevant Experience Example 2	
Contract / Project Name	<Enter Text>
Client	<Enter Text>
Project Value	<Enter Text>
Details of Contract / Project	<Enter Text>
Role & Responsibilities on Contract / Project	<Enter Text>

Note to Tenderer – Copy and paste table as required to accommodate all Key Personnel

6.14 Local Industry Participation - Schedule of Proposed Subcontractors and Consultants

Provide details of all proposed subcontractors and consultants included within the Tenderers response.

Confirm (by entering 'Yes' in the third column of the table below) that the recent WHS, Environmental and Industrial Relations Management performance of each subcontractor and consultant has been reviewed by the Tenderer and found to be satisfactory.

Subcontractor / Consultant work	Name and Address of Subcontractor / Consultant	Confirmation of satisfactory WHS, IR and Environmental performance
<Enter Text>	<Enter Text>	<Enter Text>
<Enter Text>	<Enter Text>	<Enter Text>
<Enter Text>	<Enter Text>	<Enter Text>
<Enter Text>	<Enter Text>	<Enter Text>
<Enter Text>	<Enter Text>	<Enter Text>
<Enter Text>	<Enter Text>	<Enter Text>

6.15 Schedule of Contract / Project Program Information

Submit a preliminary program in MS Project or in the form of a bar chart or network diagram detailing key milestones and dates to satisfy the contract / project over its complete term.

The program is to be attached to the Tender response.

SNOWY MONARO REGIONAL COUNCIL

VP361245

6.16 Contract Particulars

Complete the following items:

Item	Reference	Response	
3	Item 14 – Latent Conditions	[##insert]	
5	Item 16 – Variation pricing – percentage for profit and/or overheads:	(a) Percentage for profit for deductions	10 %
		(b)Percentage for profit and overheads for cases other than deductions	10 %

6.17 Schedule of Prices

Provide a completed Schedule by inserting the tendered rates and amounts, where appropriate.

The correct total shall be the maximum amount of the Contract Sum.

Audit

Item	Description	Cost ex. GST
	Total (Ex GST)	\$ -
	GST	\$ -
	Grand Total (Inc GST)	\$ -

Risk Type	Risk Class (Nature of Risk)	Identified Risks (What Can Go Wrong?)	Risk Analysis				Risk Treatment/ Controls (What/ When/ Where/ How)	Hierarchy of Controls	Controls Owner (Who)	Residual Risk Evaluation				Treatment To Be Implemented?	Treatment Completed? (Date)
			L	C	Score	Risk Rating				L	C	Score	Risk Rating		
Operational	Service Delivery	Lack of resources in finance team cause delays	3	4	12	HIGH	Staff shortages will continue to affect support from the finance team, additional staff recruited to support BAU	2		3	4	12	HIGH		
Operational	Service Delivery	Lack of resources in finance team place additional stressors on existing staff	3	4	12	HIGH	Staff shortages will continue to affect support from the finance team, additional staff recruited to support BAU	2		3	4	12	HIGH		
Operational	Service Delivery	Lack of resources in records team cause delays/ Limited resources in the records team to assist with records access could cause project start-up delays	3	4	12	HIGH	Additional administrative staff could be assigned to support records staff member/consultants.	2		3	4	12	HIGH		
Operational	Health & Safety	Increase in psychological injuries due to audit being undertaken, these include; - job demands - poor support - bullying and harassment	4	5	20	EXTREME	Changes to the NSW Regulation on psychosocial risk (1.10.2022) require council to respond to, manage and prevent psychosocial risks. As senior staff are subjected to same risks a clear and tightly controlled communications plan and support network will need to be established.	2		3	4	12	HIGH		
Strategic	Reputation and Image	Culture and values of the organisation further diluted by perceptions around audit	3	4	12	HIGH						0	LOW		
Operational	External Political Environment/Reputation and Image	Audit may disrupt decision making due to conflicts of interest across all levels of leadership (Councillors, executive and management) - bottlenecks and barriers to decision making may result in ineffective leadership	3	4	12	HIGH						0	LOW		
Operational	Reputation and Image	Loss of Staff	3	3	9	HIGH						0	LOW		
Operational	Financial Stability	Insufficient funds investigations	3	4	12	HIGH	Provide additional funding for investigations Refer to OLG/ICAC for investigation	3	Council	2	1	2	LOW		
Operational	Financial Stability	Lack of information within scope for adequate quote	3	4	12	HIGH	Provide additional funding for contingency	3	Council	2	1	2	LOW		
Operational	Financial Stability	Reduction in budget in Roads Maintenance likely to fund project	3	4	12	HIGH						0	LOW		
Strategic	Reputation and Image	Community misinformation continues	3	4	12	HIGH	Ensure COMMS update all stakeholders and community	2		3	3	9	HIGH		
Operational	Service Delivery	Audit 'confirms' community perception around misconduct within Council and impacts day to day operations, management and leadership	3	4	12	HIGH						0	LOW		
Strategic	Service Delivery	Audit 'confirms' community perception around misconduct within Council and impacts ability to retain and recruit staff	3	4	12	HIGH						0	LOW		
Strategic	Service Delivery	Audit 'confirms' community perception around misconduct within Council and impacts effective government relations (state and federal)	3	4	12	HIGH						0	LOW		
Operational	Health & Safety	Not appropriately mitigating risk to SMRC employees as required by NSW Safe Work Legal Obligations, resulting in legal action, union action	4	3	12	HIGH						0	LOW		
Operational	Reputation and Image	Adverse community feedback	3	4	12	HIGH						0	LOW		
Operational	Reputation and Image	Adverse government feedback	3	4	12	HIGH						0	LOW		
Operational	Financial Stability	Lack of resources in finance cause delays in BAU or with NSW Audit Office requirements	4	4	16	HIGH						0	LOW		



Procurement Tender Evaluation Plan

Snowy Monaro Regional Council: Audit VP361245

Record of versions

Version	Date Published	Reason for Amendments	Resolution	Author or Document Owner

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

Contents

Introduction	4
Conflict of Interest	4
Convernance & Probity	
Details	4
Tender Evaluation Plan	5
Evaluation Criteria	5
Evaluation Team	6
Chairperson	6
Evaluation Methodology	6
Record Keeping and Document Security	8
Evaluation Team Endorsement	8

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

Introduction

This Tender Evaluation Plan (TEP) sets the framework and controls to be applied in the evaluation. It is the responsibility of each member of the evaluation team to follow the TEP. The TEP may be amended prior to commencement of the evaluation if required with the endorsement of the Chairperson. You must clearly document your reasons for making the amendments.

The objective of this evaluation plan is to document a fair, unbiased, rational and transparent evaluation process for the assessment of responses. The actions of the Evaluation Team (ET) must be in accordance with the contents of this Plan.

Conflict of Interest

All Snowy Monaro Regional Council (SMRC) staff are obliged to comply with the Code of Ethics and Conduct and report any real or perceived conflict of interest. If anyone evaluating submissions identifies a conflict of interest they must declare the conflict and follow the management plan. A code of conduct for Procurement Activities is to be signed by any non SMRC people involved in the procurement.

Governance and Probity

All procurement will be conducted with probity in mind. This will ensure ethical behaviour during the process. Probity includes the following principle:

- Fairness and impartiality
- Consistency and transparency
- Security and confidentiality
- Identification and resolution of conflict of interest

Details

Key Information	Detail
Procurement Title	Snowy Monaro Regional Council Audit VP361245
Work Order Number	TBD
CM9 Reference	
Estimated Value (Budget)	\$500,000
Closing Date	12 June 2023
Closing Time	4pm
Contact Name	Cherie McNair, Manager Corporate Projects
Contact Number	0436928508

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

Tender Evaluation Plan

Evaluation Criteria

The basis for evaluation will be the following criteria, as described in the request documentation. The criteria are weighted according to the importance of each.

Mandatory Criteria	Detail
1	Tender submitted prior to tender close date and time.
2	<p>Certified management systems: The Service Provider must have in place a corporate WHS Management System (AS/NZS 4801) which is certified by the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) and aligned with AS/NZS ISO 45001 (or AS4801 until 13 July 2023).</p> <p>The service provider must have in place a quality management system that has been independently certified that it is compliant with AS/NZS ISO 9001:2016 Quality management systems or equivalent for smaller companies.</p>
3	Declaration of compliance with the schedule of compliance dealing with modern slavery.

No.	Weighted Criteria	Weighting %
1	<p>Price</p> <p>Fee</p>	20
2	<p>Relevant experience in comparable projects</p> <p>The Consultant's recent experience in carrying out services of similar type and value to the Services.</p>	25
3	<p>Proposed delivery team</p> <p>Key personnel and sub consultants proposed to perform the services, including a Tender Aboriginal Procurement Plan (TAPP) where relevant or Supply Nation</p>	20
4	<p>Design methodology, program and understanding of project, risks and opportunities</p> <p>Design methodology including coordination development and integration of reviews, risk, value, constructability (where required) and staging.</p> <p>Detailed design program that aligns with project critical milestones, including an outline of the expected inputs to be supplied by the principal.</p> <p>The Applicant's demonstrated understanding of the challenges, risks and opportunities associated with successfully designing the Project, including working in regional areas, building successful</p>	35

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

	working relationships with Local Government and key stakeholders and adding value through proven innovations.	
5	Sustainability performance Details of how the Service Provider will ensure environmental sustainability and ecologically sustainable design (ESD) principals through the design, including ISCA.	N/A
6	Community consultation methodology Community consultation methodology and approach, including engagement with the Aboriginal community. Demonstrated experience designing social infrastructure with Community and Aboriginal stakeholder input.	N/A

Evaluation Team

The Evaluation Team (ET) is responsible for reviewing the responses, applying the evaluation methodology, scoring the criteria, recording appropriate comments and discussing the final recommendation. The ET will document the basis of and reasons for any recommendations and ensure minutes are taken of all meetings when required whilst ensuring that all requirements relating to confidentiality and conflict of interest are adhered to. Team members will possess the necessary technical/subject matter skills to effectively assess responses.

A Panel member (voting or non-voting) cannot also be an approval delegate. The approval delegate must not participate in the evaluation.

Chairperson

At the commencement of an evaluation meeting the Chairperson must ask all team members if there are any potential conflicts of interest. If any are identified the team member must follow the process outlined on the SMRC process. The Chairperson will ensure the application of any approved plan to manage and conflict.

Evaluation Methodology

The evaluation consists of the following stages:

- Compliance - The ET will conduct an initial review to identify the responses that meet the mandatory requirements. Non-conforming responses may be removed for further consideration. SMRC may in its absolute discretion, evaluate a tender submission against the Price and Non-Price Criteria set out in this section, notwithstanding that is may not have satisfied the Mandatory Criteria requirements.
- Non-Price assessment - Each member will score the non-price responses against each weighted criterion using the "Procurement Evaluation Worksheet" and the scoring methodology below:

Score	Descriptor	Rationale
10	Compliance	Addresses and exceeds all key points with very little or no risk the requirements will not be met

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

8	Very Good	Fully addresses key points and exceeds it in some, with very little risk the requirements will not be met
6	Good	Meets key points all areas with little risk the requirements will not be met
5	Minor Issues	Almost addresses key points and is workable with acceptable risk the requirements will not be met
2	Some Compliance	Minimal compliance with the key points, elements of risk that the requirements will not be met
0	Non-Compliant	Non-compliance either stated or demonstrated by the respondent or there is insufficient information

- Pricing assessment - Pricing will be scored using the formula:

$$Price\ Score = \frac{Lowest\ Tender\ Price \times 100}{Tender\ Price}$$

(where "Tender Price" is the price of the submission being evaluated)

The evaluation of non-price criteria will be based on information provided in the Tenders.

Tenders considered unsatisfactory for any of the non-price criteria may not be considered further.

Under the two-envelope system, the ET will assess the tenders, conduct an initial review to identify the responses that meet the mandatory requirements and then come to a consensus on the non-price evaluation after which the Chairperson will then request price responses and distribute to the ET to assess and come to a consensus on.

Consideration may also be given to other factors including, but not limited to: whole of life costs; ability to meet requirements of Snowy Monaro Regional Council; delivery time, quality offered; previous performance; experience; capability; work health and safety performance; environmental management performance; community relations; value adding; and conformity.

Tenders may be accepted that do not conform strictly with all requirements of the RFT documents.

The ET is not bound to accept the lowest priced or any tender. Tenders which do not comply with any requirement of, or which contain conditions or qualifications not required or allowed by the RFT documents, may be passed over.

The value of any qualification in any Tender may be assessed, without reference to the Tenderer, and compare tenders on the basis of the Principal's assessed valuation. No tender, or qualification or departure from the RFT documents, is accepted unless and until the Principal gives an acceptance or agreement in writing. Alternative tenders will be assessed and evaluated using the same criteria and evaluation methodology as complying tenders.

- Shortlisting & due diligence - The Chairperson may contact respondents and request clarification of their response or to arrange and interview. Respondents may correct and obvious error, discovered by the panel or the respondent, in their response but may not materially change their response. Any changes must be documented. The ET may undertake an inspection of respondents' premises and may request a detailed credit report or financial analysis to confirm

SNOWY MONARO REGIONAL COUNCIL

Procurement Tender Evaluation Plan

satisfactory financial and performance history and long-term financial stability.

- Recommendation - The Chairperson of the ET will draft a recommendation for approval by the appropriate financial delegate for approval, demonstrating how value-for-money has been achieved. You should create an index ranking all shortlisted respondents.

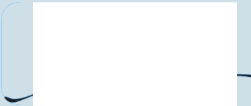

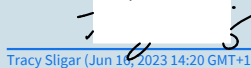
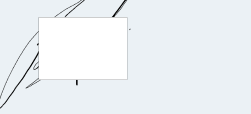
Not divulge information on the deliberations and decisions of the Tender Evaluation Panel at least until a formal recommendation has been approved by the appropriate delegate and the successful bidder has been formally notified.

Record Keeping and Document Security

All documents will be treated as Commercial-In-Confidence and securely maintained. The Chairperson is responsible for ensuring all submissions, evaluation meetings, contact with respondents and approvals are documented and stored in CM9.

Evaluation Team Endorsement

DECLARATION:
 By signing below I acknowledge that I have read, understand and agree to comply with this evaluation plan. I have considered the nature of this procurement, my professional duties and my personal interests and will follow the Standards of Conduct in participating in this evaluation.

Evaluation Team Members' Endorsement				
Date	Name	Signature	Role	Voting
14.06.2023	Cherie McNair Manager, Corporate Projects		Convenor	No
14.06.2023	David Rawlings Chief Strategy Officer		Panel Member	Yes
14.06.2023	Tracy Sligar Chief Finance Officer	 <small>Tracy Sligar (Jun 16, 2023 14:20 GMT+10)</small>	Panel Member	Yes
14.06.2023	Peter Bascomb Chief Executive Officer		Panel Chair	Yes












Procurement Tender Evaluation Plan_Audit

Final Audit Report

2023-06-19

Created:	2023-06-16
By:	Cherie McNair (cherie.mcnair@snowymonaro.nsw.gov.au)
Status:	Signed
Transaction ID:	CBJCHBCAABAA92tmy8MIZxOmuZzReUy3YYrk5la9TZTm

"Procurement Tender Evaluation Plan_Audit" History

-  Document created by Cherie McNair (cherie.mcnair@snowymonaro.nsw.gov.au)
2023-06-16 - 2:09:32 AM GMT- IP address: 27.124.99.254
-  Document emailed to Tracy Sligar (Tracy.Sligar@snowymonaro.nsw.gov.au) for signature
2023-06-16 - 2:10:42 AM GMT
-  Email viewed by Tracy Sligar (Tracy.Sligar@snowymonaro.nsw.gov.au)
2023-06-16 - 4:14:18 AM GMT- IP address: 27.124.99.254
-  Document e-signed by Tracy Sligar (Tracy.Sligar@snowymonaro.nsw.gov.au)
Signature Date: 2023-06-16 - 4:20:18 AM GMT - Time Source: server- IP address: 27.124.99.254
-  Document emailed to David Rawlings (David.Rawlings@snowymonaro.nsw.gov.au) for signature
2023-06-16 - 4:20:20 AM GMT
-  Email viewed by David Rawlings (David.Rawlings@snowymonaro.nsw.gov.au)
2023-06-19 - 0:43:32 AM GMT- IP address: 27.124.99.254
-  Document e-signed by David Rawlings (David.Rawlings@snowymonaro.nsw.gov.au)
Signature Date: 2023-06-19 - 0:44:28 AM GMT - Time Source: server- IP address: 27.124.99.254
-  Document emailed to Peter Bascomb (peter.bascomb@snowymonaro.nsw.gov.au) for signature
2023-06-19 - 0:44:29 AM GMT
-  Email viewed by Peter Bascomb (peter.bascomb@snowymonaro.nsw.gov.au)
2023-06-19 - 0:48:10 AM GMT- IP address: 27.124.99.254
-  Document e-signed by Peter Bascomb (peter.bascomb@snowymonaro.nsw.gov.au)
Signature Date: 2023-06-19 - 0:48:30 AM GMT - Time Source: server- IP address: 27.124.99.254
-  Agreement completed.
2023-06-19 - 0:48:30 AM GMT

Project Name		Council Audit					
Evaluation Schedules							
Assessment Panel:		Collated Scores					
Date:		16.06.2023					
Scale: 10 = Compliance, 5 = Minor issues, 2 = Some compliance, 0 = No compliance							
Complisry Criteria	Tenderers Name:	Company 1		Company 2		Company 3	
	Assessment	Response	Comments	Response	Comments	Response	Comments
Compulsory pre-tender site inspection	N/A		N/A		N/A		N/A
6.1 Tender Form							
6.1.1 Tenderers Details	Completed Y/N	Y		Y		Y	
6.1.2 Tender Details	Completed Y/N	Y		Y		Y	
6.1.3 Contract Manager	Completed Y/N	Y		Y		Y	
6.1.4 Compliance with Acts and Regulations	Completed Y/N	Y		Y		Y	
6.2 Statement of Compliance							
6.2.1 SoC filled and signed	Completed Y/N	Y		Y		Y	
6.3 Departures, Clarifications and Assumptions							
Compliance with Tender Request	Completed Y/N	Y		Y		Y	
Required Post Tender Clarifications Y/N	Completed Y/N	N	N/A	N	N/A	N	N/A
Departures, clarifications and assumptions listed in table	Completed Y/N & Details specified	Y		Y		Y	
6.3.1 Notification of Addendums	Completed Y/N	Y		Y		Y	
6.4 Insurances							
Public Liability Insurance - 20m	Completed Y/N	Y		Y		Y	
Professional Indemnity Insurances - 10m	Completed Y/N	Y		Y		Y	
Workers Comp	Completed Y/N	Y		Y		Y	
Plant and motor vehicle	Completed Y/N	N	N/A	N	N/A	N	N/A
6.5.1 Work Health and Safety							
Does the Tenderer have a 3rd Party accredited WHS mgmt system	Completed Y/N	N	N/A	N	N/A	N	N/A
Does the Tenderer have a WHS mgmt system	Completed Y/N	Y		N		N	
Does the Tenderer have a current WHS Policy	Completed Y/N	Y		Y		Y	
Does the Tenderer have a WHS consultation mechanism for all employees	Completed Y/N	Y		Y		Y	
Does the Tenderer have WHS training strategy for all employees	Completed Y/N	Y		Y		Y	
Does the tenderer have a process for WHS Hazard identification, assesemnt and control	Completed Y/N	Y		Y		Y	
6.6.1 Schedule of Environmental Management							
Does the Tenderer have a third party accredited Environmental Management Systems	Completed Y/N	N	N/A	N	N/A	N	N/A
Does the tenderer have a Environmental MGMT system	Completed Y/N	N	N/A	N	N/A	N	N/A
Does the Tenderer have a current environmental policy	Completed Y/N	N	N/A	N	N/A	N	N/A
Does the tenderer have a process for Environmental hazard I.D, assessment and control	Completed Y/N	N	N/A	N	N/A	N	N/A
6.7 Industrial Relations							
6.7.1 Federal and NSW Awards	Completed Y/N	Y		N		Y	
6.7.2 Enterprise, Workplace or Other Enforcable IR Agreements	Completed Y/N	Y		N		Y	
6.8 Statement of Conflict of Interest and Fair Dealings							
6.8.1 Compliant conflicts of interest	Completed Y/N	Y		Y		Y	
6.9 Bank Guarantee							
Bank Guarantee or Retention	Completed Y/N	N	N/A	N	N/A	N	N/A
Complisry Criteria = PASS / FAIL		PASS		PASS		PASS	
Weighted Criteria							
Non-Price Evaluation							
Capacity and Capability		Weighting					
Weighted Criteria 4	15%	Completed Y/N					
		Score	26	20	20		
		Criteria Total	39	30	30		
Understanding of requirement		Weighting					
Weighted Criteria 4	15%	Completed Y/N					
		Score	22	22	19		
		Criteria Total	33	33	28.5		
Recent Relevant Experience and Referees		Weighting					
Weighted Criteria 2	25%	Completed Y/N					
		Score	25	21	19		
		Criteria Total	62.5	52.5	47.5		
Personnel and Experience		Weighting					
Weighted Criteria 3	20%	Completed Y/N					
		Score	26	23	20		
		Criteria Total	52	46	40		
Local Industry Participation Subcontractors and Consultants		Weighting					
	0%	Completed Y/N					
		Score	0	0	0		
		Criteria Total	0	0	0		
Program Information		Weighting					
Weighted Criteria 4	5%	Completed Y/N					
		Score	22	21	21		
		Criteria Total	11	10.5	10.5		
Contract Particulars		Weighting					
	0%	Completed Y/N					
		Score	0	0	0		
		Criteria Total	0	0	0		
Non-Price Evaluation TOTAL		80%	197.50	172.00	156.50		
Price Evaluation							
Schedule of Prices							
			\$ 398,694.50	\$ 74,596.80	\$ 136,228.40		
Tenderer provided detailed schedule of prices	20%	Completed Y/N					
		Criteria Total	13.08027826	69.90963419	38.28155509		
Price Evaluation TOTAL		20%	26.16	139.82	76.56		

TENDER TOTAL	223.661		311.819		233.063	
--------------	---------	--	---------	--	---------	--

12-Jun-23	SMRC Audit	VP 361245	Company 1	Company 2	Scenario 1	Scenario 2	Scenario 3	Company 3
	Credit Risk (ACN/ ABN cheks)		Medium	Low				Low
	Insurance		As required	As required				As required
	Declarations of Conflicts of interests		Nil	Nil				Nil
	Proposed Teams		Partner Forensic Services, Manager Forensic Services, Forensic Technology Specialist, Senior Analyst	Partner Forensic (Sydney) Executive Director Forensic (Melbourne) Director Forensic (Sydney), Manager Forensic (Sydney), Manager Forensic (Sydney) Senior Business Analyst				
	Stages		Stage 1: Planning and discovery Stage 2: Collation and review of key evidence Stage 3: Detailed analysis and investigations Stage 4: interviews Stage 5: Presentation of results	Stage 1: Planning, consultation and agreed strategy Stage 2: Information Gathering and Processing Stage 3: Conduct engagement and case management Stage 4: Investigation Stage 5: Reporting			Stage 1: Determine Scope Stage 2: Select Investigative approach Stage 3: Conduct the Forensic Audit Stage 4: Presentation of Evidence	
	Timing		Commence 14 August 2023 Completion 22 December 2023 23 week program	Commence 21 August 2023 Completion 6 October 2023 7 week program			Commence 3 July 2023 Completion 15 August 2023 6 week program	
	Hours		85	112	132		323	
	Av Cost per hour (excl gst)		(estimate) \$450.55	\$ 498.30	\$ 492.71	\$ 493.09	\$ 421.75	
	Av Cost per week of engagement		\$ 15,769.34	\$ 6,050.00	\$ 7,883.42	\$ 9,298.28	\$ 22,704.66	
	Estimated Price		\$	\$ 42,356.00	\$ 55,184.00	\$ 65,088.00	\$ 123,844.00	
	gst		\$	\$ 5,518.40	\$	\$	\$ 12,384.00	
	Total		\$ 362,695.00	\$ 60,702.40	\$	\$	\$ 136,228.00	
	Main Exclusions/Clarifications		Noted there are numerable unknown variables including: nature and volume of resolutions, number of budgetary decisions requiring review, number of related transactions, associated procurement and contractual compliance requirements	For these estimates to be meaningful, they would need to first have a thorough understanding of the requirements of the engagement, including the extent of our likely work and the nature and availability of relevant information to complete it. We are not yet in a position to do that for this proposed engagement.			116,000 excl travel costs in fees	
			Updated scope and fee at Planning and Review stage.	Ability to provide an estimation of time and fees was limited.				
			Costs estimates to be provided for specific investigations	Weekly liaison on audit progress and fees associated with the engagement				
			Each full investigation will form a separate engagement through a contract variation process. However, we will be able to leverage work already completed as part of the audit. Our proven investigative methodology will be applied to each investigation. This methodology ensures that each investigation is conducted in a thorough, impartial, and legally defensible manner, aligned to investigative best practice and the principals of natural justice.	Due to high-level nature of the information provided in the Request for Tender, we note that our ability to provide an accurate estimation of time and fees was limited. Please be assured that the Contract Manager commits to liaising with the client on a weekly basis regarding the audit's progress and the fees associated with the engagement.				
			In keeping with SMRC's 'no surprises' approach to fee transparency, our projected timeframe and proposed budget is based on a series of assumptions and full review of the entire data set. Should our assumptions as to these variables prove to be less than anticipated, the proposed milestone timeframes and fees could be reduced accordingly. Alternative approaches, such as a sample-based method are also a possibility. To assist SMRC in understanding costs and budgetary control, our plan includes preparation and agreement of an updated scope and costs estimate in the 'Planning and Review' phase. At this stage, the nature and volume of information, including the volume of resolutions, budgets and transactions that require review will be clearer. The updated plan will be tabled and discussed as part of the end of phase collaboration meetings.	Should you ask us to do so, we can provide you with estimates of the costs we are likely to incur, either on a stage-by-stage or all-of-engagement basis. However, for these estimates to be meaningful, we would need to first have a thorough understanding of the requirements of the engagement, including the extent of our likely work and the nature and availability of relevant information to complete it. We are not yet in a position to do that for this proposed engagement. In order to provide you with an indication of fees, however, we have prepared a fee estimate based on our understanding of the limited information available to us.				
			Whilst it is understood that there are concerns of theft, embezzlement, corruption and fraud (and these will be considered as part of the overall compliance testing process), the extent of those investigations (e.g. how many witnesses/subject officers may need to be interviewed and any additional evidence they may provide) is presently unknown. Our fee estimate takes into account the initial consideration of concerns, however excludes separate investigations that may be required and agreed with SMRC					
	Methodology		Strengths of detailed risk-based audits, financial based forensic investigations and forensic technology driven review and analysis of large volumes of data across different systems.	We will provide SMRC with a comprehensive investigation plan which will clearly define the forensic audit scope, evidence and information required, access requirements and our envisaged fieldwork. Additionally, we will present a Gantt Chart illustrating the expected delivery of the forensic audit including key milestones and timelines.			Listed a number of acts and control systems. Planning of scope, planning extraction of evidence, extraction of electronic evidence, conduct audit, provide feedback, conduct interviews, finalise audit and provide written opinion to SMRC	
			Robust methodology Need to withstand scrutiny Partner Drive - lead partner listed at all stages (not just oversight)	Reasonable and expected methodology Large list of staff provided, no key details on levels of activity for each			Clear, legal based methodology	
			Multidisciplinary team (accountants, auditors, former law enforcement investigators, forensic accountants, forensic technology and data analysts, risk and compliance specialists)	Multidisciplinary team. CVs provided no clarity around involvement of senior staff			Multidisciplinary team. CVs provided no clarity around involvement of senior staff	
			Extensive experience: noted specific local government experience Leverage technology and data analysis	Limited local government experience listed				
	Resolutions (over 2000 since merger)		Tool driven matrix approach designed to map spending against budgets and resolutions	Forensic accounting audit of council expenditure of funds held by Bombala, Cooma-Monaro and Snowy River Shire Councils, over a six-year period. This forensic audit will have two key focuses based on our understanding of the requirements: • Determination of the nature of funds expenditure, and whether this was in accordance with council resolutions and to the benefit of the residents. • Determination of whether the funds were spent in accordance with budgets.			Conduct preliminary scoping of available electronic evidence, communicate outcome of scoping available.	
			We propose a matrix-based approach that links resolutions, budget and spending to provide an overall measure of compliance. This will allow for exceptions to be called out for review and, if required – flagged for further investigation.	Forensic investigations into allegations of theft, embezzlement, corruption and fraud, and determine whether such conduct took place since the creation of SMRC on 12 May 2016. The investigation will also focus on whether this conduct had occurred in relation to the decisionmaking processes at SMRC. If such conduct is identified, full investigations into specific instances of these will take place, as well as the identification and investigation of any individuals determined to be involved.				
	Independent		Should the review of concerns or the evidence indicate issues of theft, embezzlement, corruption or fraud, our proven approach will ensure that we are able to work with SMRC to pivot into completing a wholly independent investigation	Our role will be to conduct a comprehensive forensic audit, requiring us to maintain full control and responsibility for the engagement from its inception to the delivery of the final report.			Must be conducted in a confidential manner, must be conducted in accordance with procedural fairness, must be impartial	
	Excl. Travel & Acom		not included in fee, charged at cost					
	Outcomes		Report: findings & recommendations	Report: findings & recommendations			Report: Compliance with resolutions, expenditure complies with budgets, approved policies and procedures, expenditure incurred for the benefit of council ratepayers, expense incurred in accordance with model code of conduct, any transactions identified as corrupt, a criminal offence, suitable for admission to the supreme court of NSW	



Audit Risk & Improvement Committee Paper.

Noting that Council Resolution 69/23 resolved that an independent audit of the Council is undertaken with the following scope;

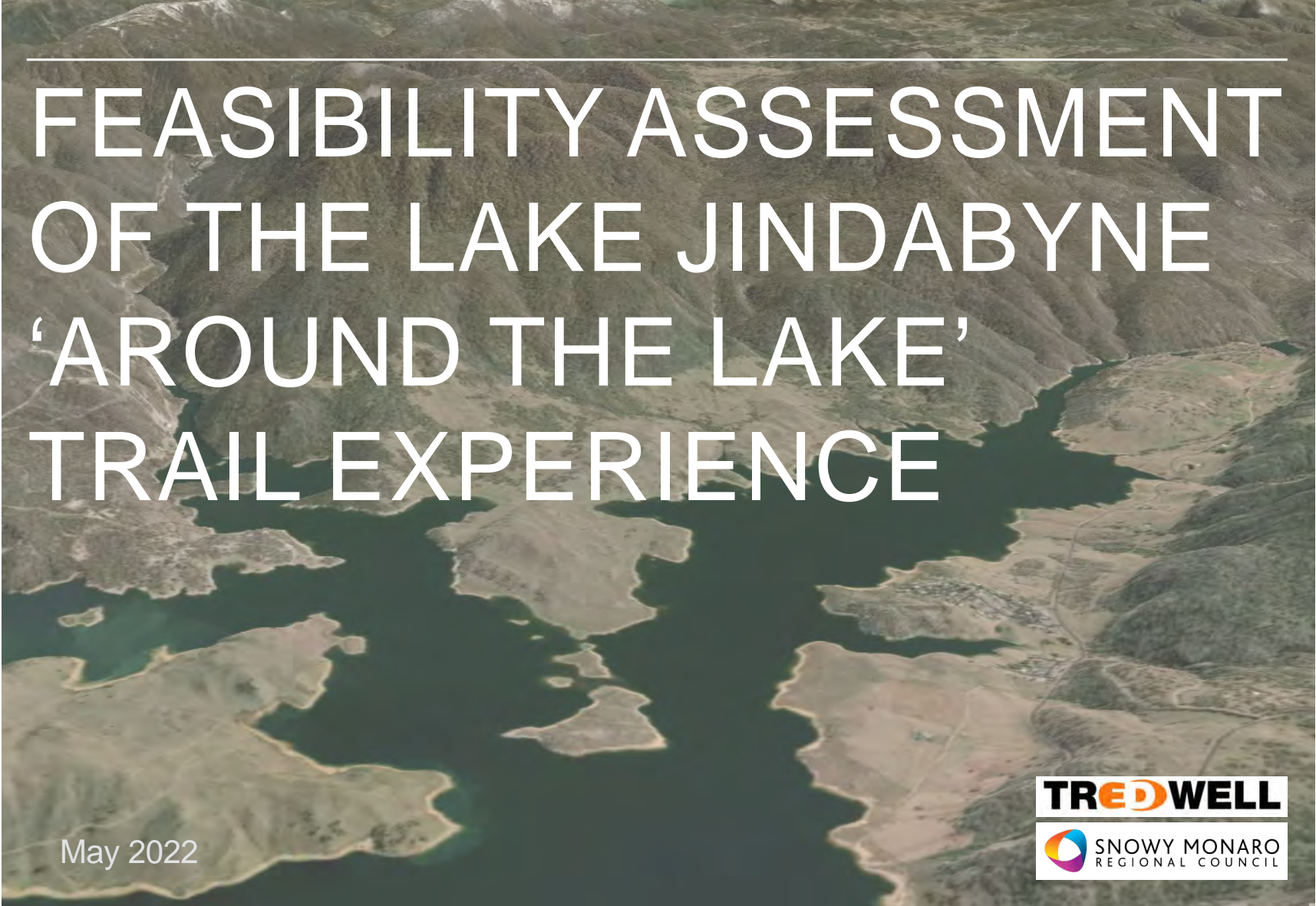
- *Identify whether the funds held by the three former councils have been expended in accordance with the resolutions of the Council and to the benefits of the residents of the former council areas.*
- *Identify whether Council funds have been spent in accordance with Council's adopted budgets and/or Council resolutions.*
- *Review concerns that theft, embezzlement, corruption and fraud have occurred and to identify whether such incidences or activities have taken place since the creation of Snowy Monaro Regional Council in May 2016 and investigate matters where this is warranted.*
- *Identify whether corrupt activities have been occurring in relation to the decision-making processes at Snowy Monaro Regional Council.*
- *Identify whether any member of staff engaged (sic) in corrupt, fraudulent or unlawful behaviour.*

Whilst completely supporting the governance structure of Council which leaves the passing of resolutions entirely to elected Councillors, the ARIC is responsible for providing independent assurance and advice to the Council on control risk management, compliance, internal audit and external responsibilities. We therefore make the following observations for Council to consider;

- The resolution is extremely broad. Audits are typically targeted at higher-risk areas as identified by the Council's risk register and other risk-related data so that finite audit resources can be utilised efficiently. The resolved scope would require almost every operation, transaction, policy, process and procedure for the previous 7 years to be extensively reviewed without any risk-based selection of areas to be reviewed.
- Such a review will give the entity selected to perform it almost a 'blank cheque' without any defined standards for the work to be completed. While an initial data gathering exercise is likely to be attractively priced, "complete" assurance would be very costly. We believe a prudent estimate of the cost to the Council would be around \$2.5m. We understand that the resolution was uncostered at the time it was passed.
- We also observe that amendments or additions to the Council's audit plans should be tabled at the ARIC for comment or endorsement in accordance with the ARIC Charter. This should have occurred prior to tender. That said, the ARIC could not manage the proposed review process as this is completely outside our remit. We would receive and consider any reports resulting from the review, in the same way we currently would with reports from Internal Audit, External Audit, Council employees and other stakeholders.
- In the event that the review uncovers reasonable grounds to suspect corruption, the Chief Executive Officer as Principal Officer of Council is duty bound to report this to the ICAC.
- It is important that the tender submissions are managed in accordance with the Local Government (General) Regulation 2021, particularly clause 178.

We would be more than happy to discuss this with Councillors should they wish to do so.

Snowy Monaro Regional Council Audit, Risk & Improvement Committee

An aerial photograph of Lake Jindabyne, showing the dark water of the lake surrounded by brownish-green hills and valleys. The text is overlaid in large, white, sans-serif font.

FEASIBILITY ASSESSMENT OF THE LAKE JINDABYNE 'AROUND THE LAKE' TRAIL EXPERIENCE

May 2022





Disclaimer

We make every reasonable effort to ensure the information we source for your report is true, correct and accurate and that we fully and properly represent our findings to you.

We endeavour only to work with reputable and experienced partners to obtain information and prepare our findings. Despite these efforts, the content and information provided by any third party is outside of our control and we do not make any warranty, representation or guarantee that such information is true, correct and free from errors or omissions.

We will take all reasonable steps to verify any information obtained by us from third parties however we are not liable, whether directly or indirectly, for any loss, cost, expense, claim or inconvenience arising as a result of your use of such information.

For further information:

Tredwell Management Services

TREDWELL

T: (08) 82346387

E: admin@tredwell.com.au

W: www.tredwell.com.au

Contents

00	Executive Summary		
01	Introduction	1	
	Project Overview Project Background 'Around the Lake' Trail Experience Options		
02	Site Appraisal	6	
	Topography Land Tenure Existing Facilities and Access Existing Usage Constraints and Opportunities		
03	Background Review	13	
	Key Documents Review of Key Documents		
04	User Markets and Trends	25	
	Social and Tourism Trends Impacts of COVID-19 Snowy Mountains Tourism Target Markets Key Trail Developments The Mountain Bike Rider Market Mountain Bike Riding Economic and Participation Analysis		
05	Consultation	32	
	Consultation Process Key Stakeholder Perspectives Local Clubs/User Group Perspectives Community Perspectives		
06	Trail Planning and Development	39	
	Trail Planning and Assessment Model 8 Stage Trail Development Process Mountain Bike Trail Guidelines Sustainable Trails Types of Mountain Bike Trails Trail Hierarchy/Significance Trail Difficulty Rating System Shared Use Trails The Importance of Singletrack IMBA Epic Rides Trail Management		
07	Option Analysis	49	
	Option Analysis Option A: Foreshore Shared Trail Option B: Iconic Backcountry Ride Option C: Water-Based Transport Link Option D: Gravel Ride Route Option E: Status Quo Multi Criteria Option Analysis		
08	Recommendation	67	
	Recommended Option Concept Next Steps Vessel and Service Options Overview of Other Options		
09	Water Based Transport Examples	71	
	Appendix	76	
	Appendix A: Lake Jindabyne Service Investigation		

00

Executive Summary



Executive Summary

The Snowy Monaro Regional Council (SMRC) is home to a diverse variety of trail experiences and users, with a range of landscapes and heritage features offering great potential as destinations for trail developments. Local and state government authorities, along with other land managers across the region, have contributed to the development of recreational trails in recent years, and a wide range of concepts have been proposed to Council by the community.

A key component of the scope for the Snowy Monaro Regional Trails Masterplan (Vol I) is to prepare a feasibility assessment of the Lake Jindabyne 'Around the Lake' Trail Experience. This is to ensure that Council is well informed about the opportunities and constraints associated with this trail concept, and that the project is appropriately prioritised with consideration of all trail opportunities across the region.

A major project is underway to provide a connected 60km walk/bike trail experience around the southern half of the lake, between Creel Bay and Kalkite. The project will be delivered in stages over a four-year period with final completion in July 2024. This project has been awarded \$11.8 million funding by the Regional Growth-Environment and Tourism fund, funded through Restart NSW.

There is no current plan in place for the connection of this trail between Kalkite and Creel Bay via the northern extent of Lake Jindabyne. While some options had been previously explored at a high level, additional investigations were required to

understand the constraints and opportunities associated with the northern section of the lake, and assessment of options to deliver an 'around the lake' experience. This is the project driver behind this Feasibility Assessment.

The five options considered in this Feasibility Assessment were:

- A) Foreshore Shared Trail: A shared trail along the lake's edge, providing access to the northern extent of the Lake Jindabyne foreshore. Approximately 32km.
- B) Iconic Backcountry Ride: A mountain bike trail incorporating the Lake Jindabyne foreshore, high country and the Snowy Plains. Approximately 66km.
- C) Water-Based Transport Link: A water-based transport service linking key destinations of the Lake Jindabyne Shared Trail (e.g. Kalkite and Creel Bay) across the lake.
- D) Gravel Ride Route: A marked route for cyclists along roads and management trails between Kalkite and Creel Bay, utilising existing Gungarlin Campground and vehicle bridges over the Eucumbene and Snowy Rivers. Approximately 80km.
- E) Status Quo: Maintaining the Lake Jindabyne Shared Trail (Southern Section) which terminates at Kalkite in the east and Creel Bay in the West. Anticipated completion: July 2024.

00 Executive Summary

The process for assessing these options included site appraisal, background review, user markets and trends, consultation, review of best-practice trail planning and management, and an options analysis.

In the options analysis, each option was subject to a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, followed by a Multi Criteria Analysis to provide an objective review against a set of criteria based on project objectives.

Key criteria used in this assessment included:

1. Connect Kalkite and Creel Bay
Provision of a connected trail experience around Lake Jindabyne.
2. Iconic visitor drawcard
Contribution to the region as a compelling tourism destination.
3. Community and user group support
Likelihood of the development to be supported by the community and trail user groups.
4. Broad user market
Attraction of a broad range of users and large market segment.
5. Maintenance of high quality experience
Ability to maintain service levels which ensure high quality trail experience with well maintained infrastructure.
6. Flexible experience options
Ability for trail users to tailor the experience to suit time, ability, fitness and personal appeal.

00 Executive Summary

7. Trail user safety
Ability to effectively manage risks to personal safety.
8. Environment and cultural heritage
Likelihood of delivery with mitigation of impacts to environmental and cultural heritage values.
9. Integration with facilities
Integration with existing facilities/destinations, townships and contribution to the broader trail network.
10. Snowy Mountains SAP Draft Master Plan Alignment with initiatives identified in the *Snowy Mountains SAP Draft Master Plan* (2021).
11. Land owner support and collaboration
Likelihood to gain support, approval and collaboration from landowners.
12. Snowy Hydro assets and operations
Likelihood of delivery with mitigation of impacts to Snowy Hydro assets and/or operations.
13. SMRC organisational capacity
Likelihood of SMRC having capacity to effectively deliver and manage as lead agency.
14. Private sector investment
Likelihood of attracting private sector investment.

Each criteria was given a rating out of three for each of the five options. A higher score indicates higher achievement of the criteria. Anticipated project costs were also considered.

Scores achieved for each of the options were:

A) Foreshore Shared Trail:	21
B) Iconic Backcountry Ride:	25
C) Water-Based Transport Link:	34
D) Gravel Ride Route:	23
E) Status Quo:	32

Preferred option: C) Water-Based Transport Link.

It is recommended that the NSW Government, in partnership with SMRC, and in consultation with key stakeholders, undertake further investigations into the viability of establishing a water based transport service on Lake Jindabyne, which would service recreational trail users as well as other members of the public. While this option has been determined as the most suitable option to deliver a Lake Jindabyne 'Around the Lake' trail experience, further investigations are required into the technical and financial viability. It is expected that the operation of the water based transport service would be most viable as a commercial venture, with the potential need for public financial support during the initial phases of development. As demonstrated in the review of water taxi case studies (refer Appendix A), the majority of successful services in comparable contexts are privately operated.

As well as recreational benefits, the development of water based transport on Lake Jindabyne would also bring benefits to the region associated with improved connectivity and mobility (e.g. taking pressure off roads such as Kalkite Road and Kosciuszko Road), and complementing the region's tourism offerings with experiences such as scenic cruises, private charters and lake tours. It is anticipated that the water based transport would complement many of the developments which are planned for the region as part of the Snowy Mountains State Activation Precinct.

From a recreational perspective, the concept should be designed to transport trail users and their bikes between Jindabyne and the terminus points of the Lake Jindabyne Shared Trail at Creel Bay and Kalkite. The service may also have interim stops, such as at East Jindabyne and Western Lake Jindabyne. The most appropriate vessel and service options will depend upon the specific operator and stakeholder requirements.

The service is likely to be most effective if operated by a private operator on a user pays basis. Government can support this endeavour through undertaking feasibility studies, pilot projects, preparation of commercial prospectus/request for proposals, determining minimum standards, planning and establishing support facilities, subsidising operations, and procuring vessels.

00 Executive Summary

It is envisaged that the service would operate on a schedule during peak seasons (i.e. summer tourism season), and be available on-demand during other periods.

The level of infrastructure required to facilitate this concept will be heavily dependent on the type of vessel selected. Access/egress points may require boat ramps, pontoons or platforms, and will require support facilities such as car parking, ticketing areas, amenities and signage.

It is recommended that:

1. SMRC formally propose the concept of a water-based transport link across Lake Jindabyne to key stakeholders (i.e. Snowy Hydro, NPWS, NSW State Government) to seek in-principle support and understand key stakeholder requirements of such a service.
2. SMRC advocate for the inclusion of water-based transport on Lake Jindabyne as a component of the Snowy Mountains SAP Masterplan, specifically to connect Kalkite, Creel Bay and Jindabyne.
3. SMRC, in partnership with the NSW Government, commission a technical and financial feasibility study for the concept of water-based transport on Lake Jindabyne (specifically linking Kalkite, Creel Bay and Jindabyne).

A wide range of vessel and service options should be considered, including the use of new and emerging technologies, and provision of iconic and unique tourism experiences.

Consideration should be given to the following:

- Vessel requirements
E.g. ability to operate on Lake Jindabyne with water level fluctuations, access/egress/docking, fuel/electric charge sources, storage).
- Service level requirements
E.g. service routes and schedules, frequency of service, seasonality, safety requirements, quality assurance.
- Capital investment
E.g. access/egress infrastructure and support facilities.
- Operational costs of service
E.g. labour/staffing, vessel maintenance, fuel, insurances, licence fees, marketing.
- Business model/revenue
E.g. service fee structure, subsidy options, packaged tourism offerings.
- Demand/patronage estimation
E.g. patron capacity, complementary products, target markets, market trends.
- Broader context e.g. Final Snowy Mountains SAP Masterplan, roles and requirements of government agencies, Snowy Hydro operational requirements, *Kosciuszko National Park Plan of Management*.

A wide range of destinations utilise water-based transport to provide access for transport and tourism purposes. Many of these transportation vessels and services cater for the needs of recreational trail users, including cyclists and their bikes.

There is no 'one size fits all' approach to the design and specification of water based transport vessels and services. Examples are provided to support the identification of the Lake Jindabyne Service's desired characteristics and options available.

The following range of examples of different water-based transport options are highlighted:

- Lake Wānaka Water Taxi, NZ
- Bay2Bay Water Taxi, Taupō, NZ
- Picton Water Taxi, Queen Charlotte Sound, NZ
- Abel Tasman Sea Shuttle, Abel Tasman National Park, NZ
- Lake St Clair Ferry Service, Cradle Mountain-Lake St Clair National Park, Tasmania
- Freycinet Aqua Taxi, Coles Bay, Tasmania
- Lakes Explorer, Lakes Entrance, Victoria
- Aquaduck, Gold Coast and Sunshine Coast, Queensland
- Perth Waterbike Adventures, Western Australia
- Hovertravel, Isle of Wight, United Kingdom

01 Introduction



01 Introduction

Project Overview

The Snowy Monaro Regional Council (SMRC) is home to a diverse variety of trail experiences and users, with a range of landscapes and heritage features offering great potential as destinations for trail developments. Local and state government authorities, along with other land managers across the region, have contributed to the development of recreational trails in recent years, and a wide range of concepts have been proposed to Council by the community.

This Feasibility Assessment has been developed to ensure that the Snowy Monaro Regional Council and the community are well informed about the opportunities and constraints associated with concept of the Lake Jindabyne 'Around the Lake' Trail Experience.

Scope and Approach

The development of the feasibility assessment includes the following key components:

- Site visits and appraisal
- Review of background documents and strategic context
- Understanding of market demand and trends
- Consultation with the community and key stakeholders
- Guidance on best-practice trail planning and development processes
- Assessment of various options to deliver a Lake Jindabyne 'Around the Lake' Trail Experience
- Recommendation on pursuing the opportunity
- Development of a concept which addresses the recommended option and next steps

01 Introduction

Project Background

Lake Jindabyne Shared Trail (Southern Section)
A major project is underway to provide a connected 60km walk/bike trail experience around the southern half of the lake, between Creel Bay and Kalkite via locations such as Gaden Trout Hatchery, Jindabyne, Tyrolean Village and East Jindabyne, as shown on the following map. The trail design will target mountain bike riders, walkers and trail runners.

The project involves extending the existing trail network to Kalkite Village on the East side of the lake and the Thredbo Valley Track to both Creel and Hatchery Bay on the West. Project funding will also cover improvements to the existing trail network along with supporting infrastructure such as car parking, trailheads and visitor day-use areas.

The project will be delivered in stages over a four-year period with the final completion in July 2024.

This project has been awarded \$11.8 million funding by the Regional Growth-Environment and Tourism fund, funded through Restart NSW. The funding program provides funding for infrastructure that supports regional economic growth, creates local employment opportunities and drives growth in the visitor economy.



01 Introduction

The Lake Jindabyne Shared Trail (Southern Section) project has six components, which are:

1. Gaden to boat ramp via Hatchery Bay

This section formalises the link between the Thredbo Valley Track and the Lake Jindabyne Shared Trail. NPWS and Council have been working together to create the interlinking trail network which creates a 50km ride between Thredbo and Jindabyne.

The Hatchery Link will also undergo trail maintenance and upgrade works.

2. Banjo to Cobbon/Dam Wall Access

Investigation of options for trail connection via foreshore and/or existing public easements between Banjo Patterson Park and Cobbon Crescent.

Existing pedestrian access across Jindabyne Dam will also be designed and upgraded for shared walker and rider.

3. Mill Creek/Tyrolean

This section will include the addition of car parking and upgrades to parts of the trail network. A concept plan for trail improvements will be prepared with community input.

4. Tyrolean to East Jindabyne

The trail corridor has been determined and planning consent is complete for stage 1. This area will also require a trailhead/car parking and a day-use area. The site location is yet to be determined.

5. East Jindabyne To Kalkite

13km shared-use trail. Proposed trail design will be easy (level green classification) MTB, walking and trail running (grade 3).

6. Thredbo River Picnic Area to Creel Bay

4.5km of shared-use trail to Creel Bay. NPWS is working on the extension between The Lower TVT at Gaden to The Thredbo River Picnic Area.

There is no current plan in place for the connection of this trail between Kalkite and Creel Bay via the northern extent of Lake Jindabyne. While some options have been explored at a high-level, additional investigations are required to understand the constraints and opportunities associated with the northern section of the lake, and assessment of options to deliver an 'around the lake' experience. This is the project driver behind this Feasibility Assessment.

01 Introduction

'Around the Lake' Trail Experience Options

The options being considered in this Feasibility Assessment are:

A) Foreshore Shared Trail

A shared trail along the lake's edge, providing access to the northern extent of the Lake Jindabyne foreshore. Approximately 32km.

B) Iconic Backcountry Ride

A mountain bike trail incorporating the Lake Jindabyne foreshore, high country and the Snowy Plains. Approximately 66km.

C) Water-Based Transport Link

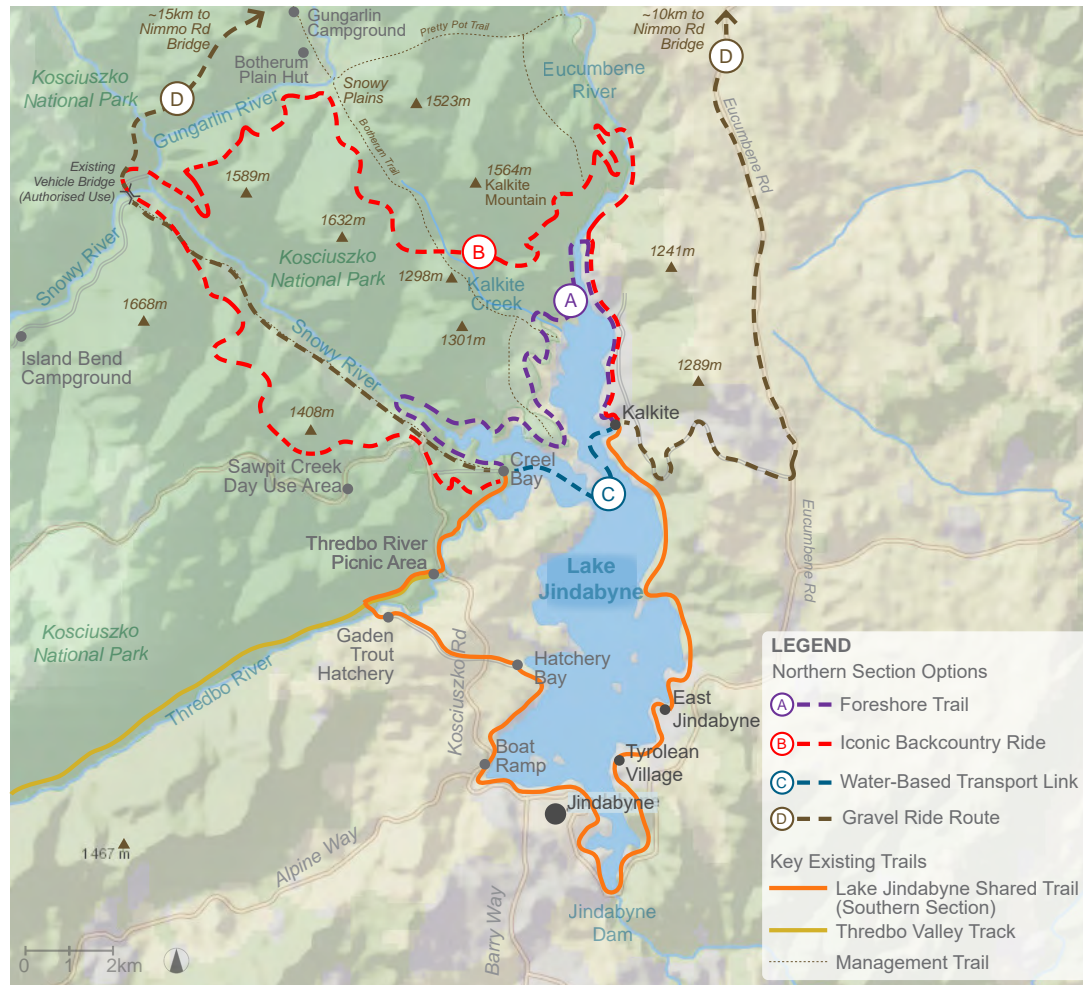
A water-based transport service linking key destinations of the Lake Jindabyne Shared Trail (e.g. Kalkite and Creel Bay) across the lake.

D) Gravel Ride Route

A marked route for cyclists along roads and management trails between Kalkite and Creel Bay, utilising existing Gungarlin Campground and vehicle bridges over the Eucumbene and Snowy Rivers. Approximately 80km.

E) Status Quo

Maintaining the Lake Jindabyne Shared Trail (Southern Section) which terminates at Kalkite in the east and Creel Bay in the West. Anticipated completion: July 2024.





02 Site Appraisal

Topography

The rugged topography of the land to the north of Lake Jindabyne is dominated by a series of mountains, ridges and intervening valleys with wild alpine rivers. The Snowy and Eucumbene Rivers are two of the most significant streams in the broader region and are key components in the Snowy Mountains Hydroelectricity Scheme.

The Snowy River flows into Lake Jindabyne from the north west, to the south of Creel Bay, with an approximate width near the lake's edge of 145m, narrowing to approximately 65m from 1500m upstream to the west.

The Eucumbene River flows into Lake Jindabyne from the north, with a width near the lake's edge of more than 300m, narrowing to approximately 65m from 3500m upstream to the north.

The relief of the area between the Snowy and Eucumbene Rivers is approximately 620m. The highest peak reaches an elevation of more than 1600m while the edge of Lake Jindabyne is at approximately 980m above sea level. The most prominent and known peak is Kalkite Mountain which overlooks Lake Jindabyne from the north west, with a peak elevation of 1564m.

The area on the eastern side of the Eucumbene River, north of Kalkite, is less mountainous, with peaks reaching elevations of up to 1309m.

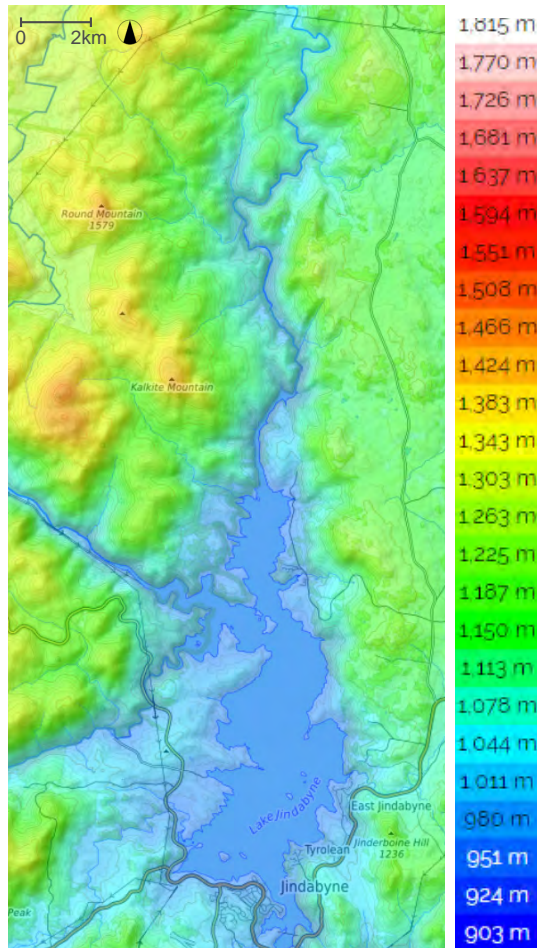
The area's topographical profile is illustrated on the map to the right, as well as the digital elevation model and 3D terrain view on the following page.

Topographic Map

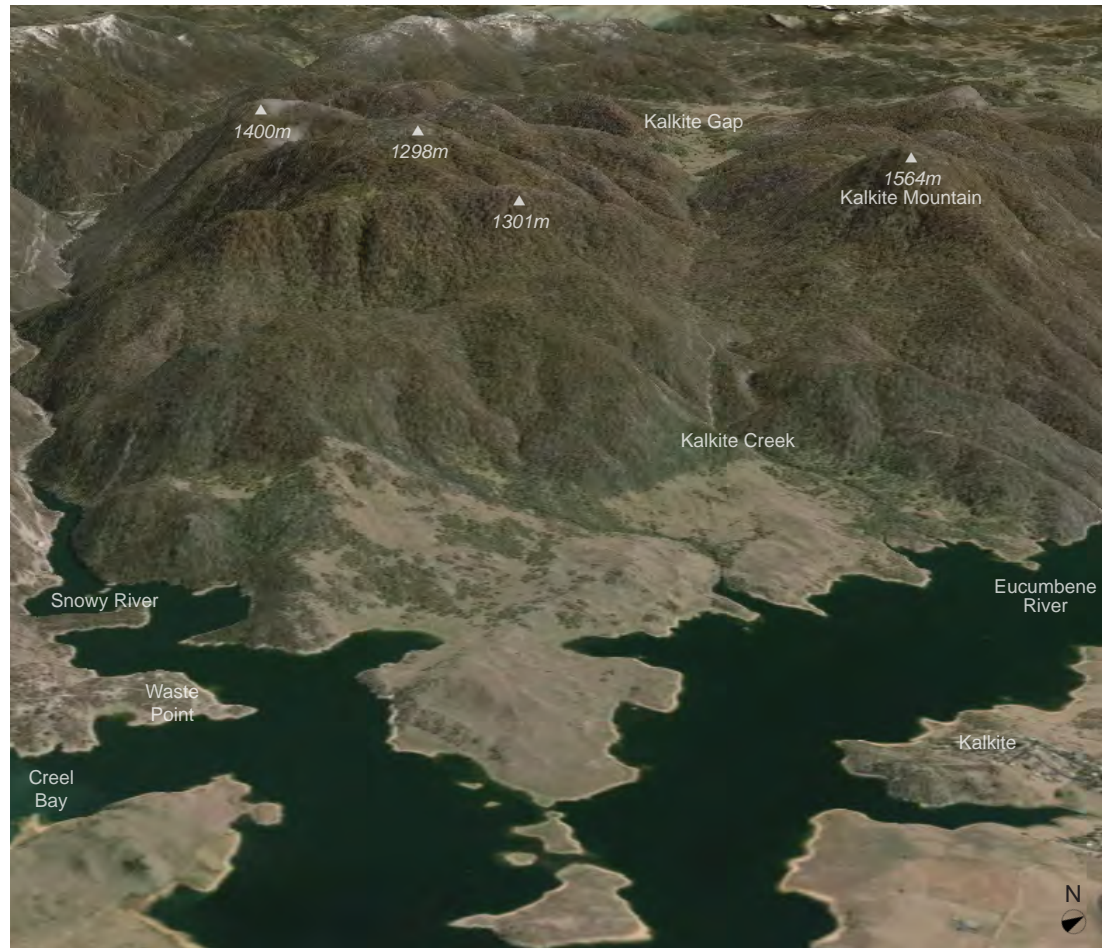


02 Site Appraisal

Digital Elevation Model



3D Terrain View



02 Site Appraisal

Land Tenure

The areas surrounding the northern extent of Lake Jindabyne are subject to the following land tenures, as shown in the map to the right:

National Parks and Wildlife Service:

The land to the north west of Lake Jindabyne is entirely contained within Kosciuszko National Park and is subject management in line with the Kosciuszko National Park Plan of Management.

Private Freehold:

The land between Kalkite and Nimmo Road (i.e. along the eastern side of the Eucumbene River) is entirely private freehold land. Between Kalkite and the Eucumbene Crossing proposed in Option B, there are more than 10 parcels of private freehold land.

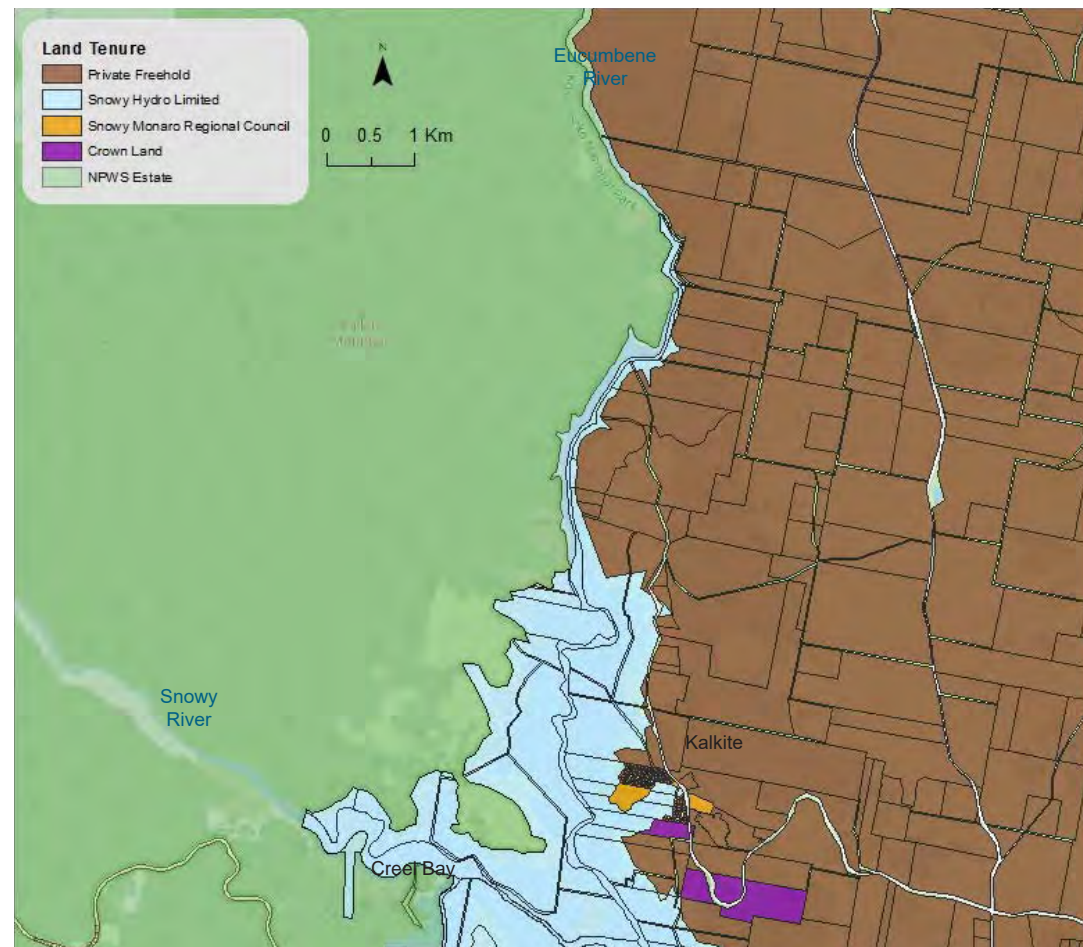
Snowy Hydro Limited:

Lake Jindabyne itself and the direct foreshore area is managed by Snowy Hydro Limited for the purpose of operating the Snowy Mountains Hydroelectricity Scheme. Snowy Hydro allows access to the lake and its foreshore for recreation (as exemplified in the Lake Jindabyne Shared Trail (Southern Section)). The lake and rivers are managed in partnership with the NSW Roads and Maritime Service.

Snowy Monaro Regional Council:

SMRC manage a number of small parcels/corridors of land near Kalkite Village for the purpose of open space and recreation.

Land Tenure Map



02 Site Appraisal

Existing Facilities and Access

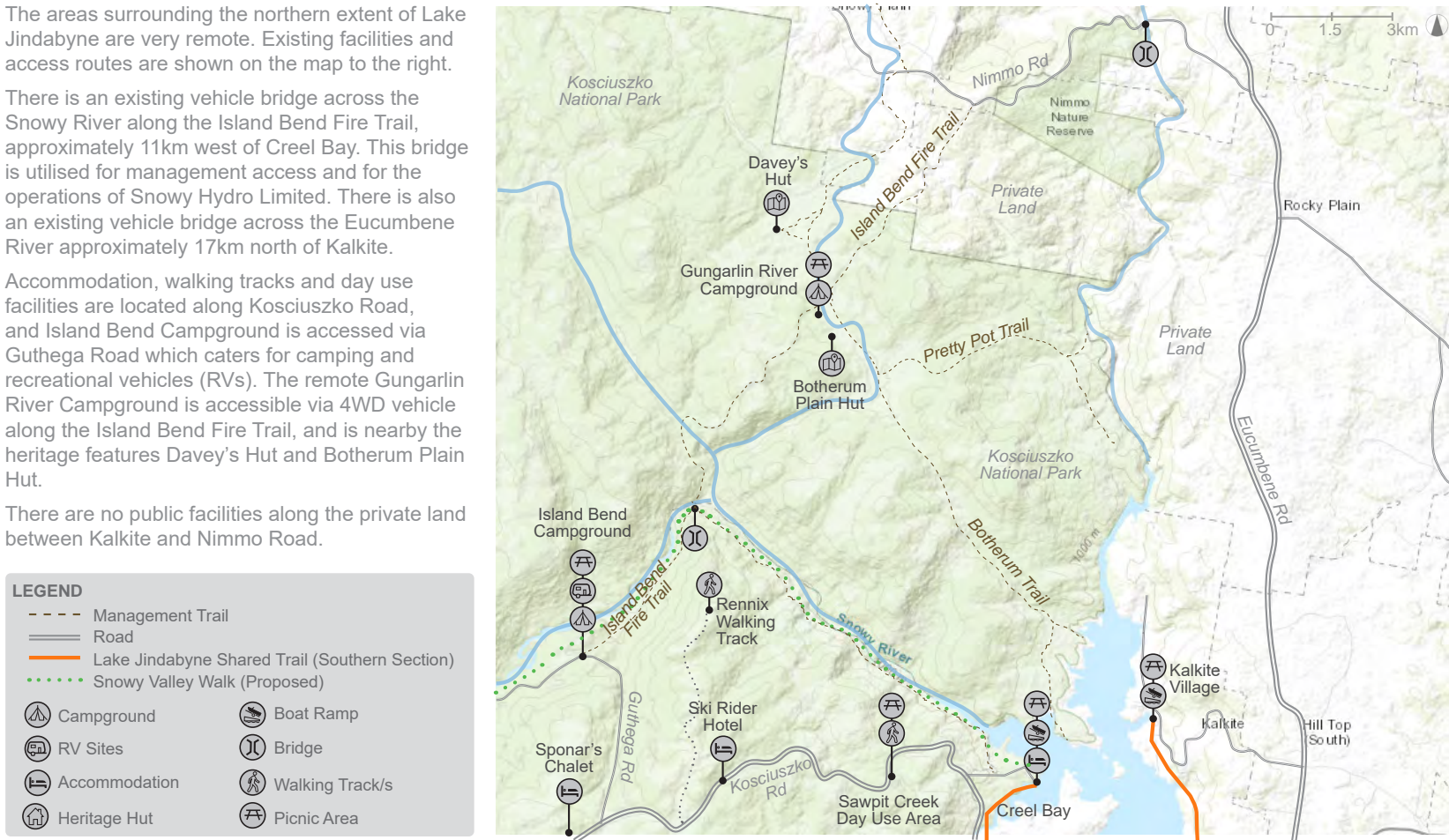
The areas surrounding the northern extent of Lake Jindabyne are very remote. Existing facilities and access routes are shown on the map to the right.

There is an existing vehicle bridge across the Snowy River along the Island Bend Fire Trail, approximately 11km west of Creel Bay. This bridge is utilised for management access and for the operations of Snowy Hydro Limited. There is also an existing vehicle bridge across the Eucumbene River approximately 17km north of Kalkite.

Accommodation, walking tracks and day use facilities are located along Kosciuszko Road, and Island Bend Campground is accessed via Guthega Road which caters for camping and recreational vehicles (RVs). The remote Gungarlin River Campground is accessible via 4WD vehicle along the Island Bend Fire Trail, and is nearby the heritage features Davey's Hut and Botherum Plain Hut.

There are no public facilities along the private land between Kalkite and Nimmo Road.

Existing Facilities and Access Routes Map



02 Site Appraisal

Existing Usage

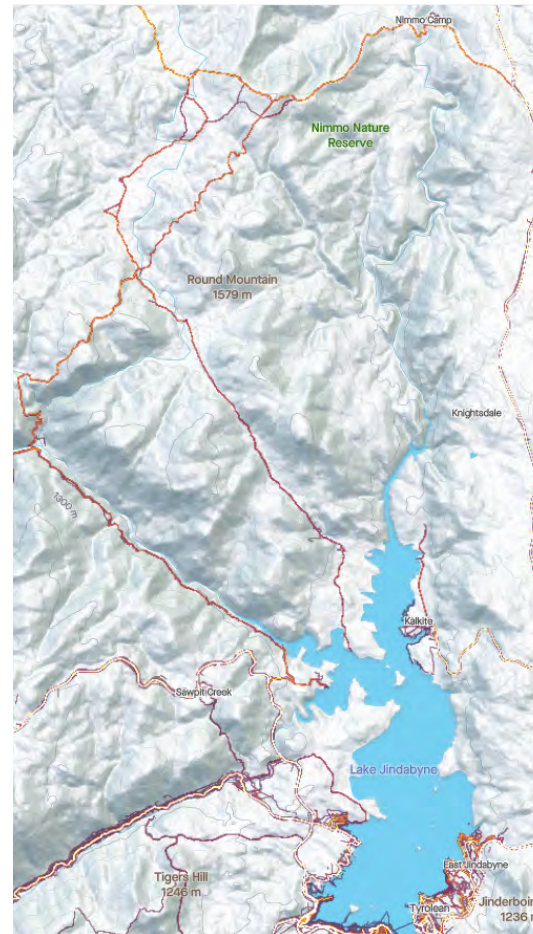
The areas surrounding the northern extent of Lake Jindabyne are used for recreational fishing, horse riding, mountain bike riding, and to a lesser extent walking. Due to the rugged and remote nature of the area, it is primarily suited to those who are physically fit and self-sufficient in remote natural areas.

Beyond the management tracks, there are no recreational trails or support facilities provided, except for amenities at the remote Gungarlin River Campground.

A review of Strava's Global Heatmap provides an indication of where bike riders and walkers/runners are tracking their activities via the popular Strava app. The heatmap shows 'heat' made by aggregated, public activities over the previous two years. As is evident in the maps to the right, a number of people are using the management tracks (such as Island Bend Fire Trail) and public roads (such as Eucumbene Road and Kosciuszko Road). The Botherum Management Trail appears to be a popular route for cyclists to access Lake Jindabyne.

Cycling appears to be more popular in this section of the park than walking which is expected in such a vast and remote area. Walking and cycling does not appear to be commonly occurring beyond the management trails.

Strava Heat Map (June 2021) Cycling



Strava Heat Map (June 2021) Walkers/Runners



02 Site Appraisal

Constraints and Opportunities

The identification of positive and negative control points is an important step in the process of locating a sustainable trail alignment.

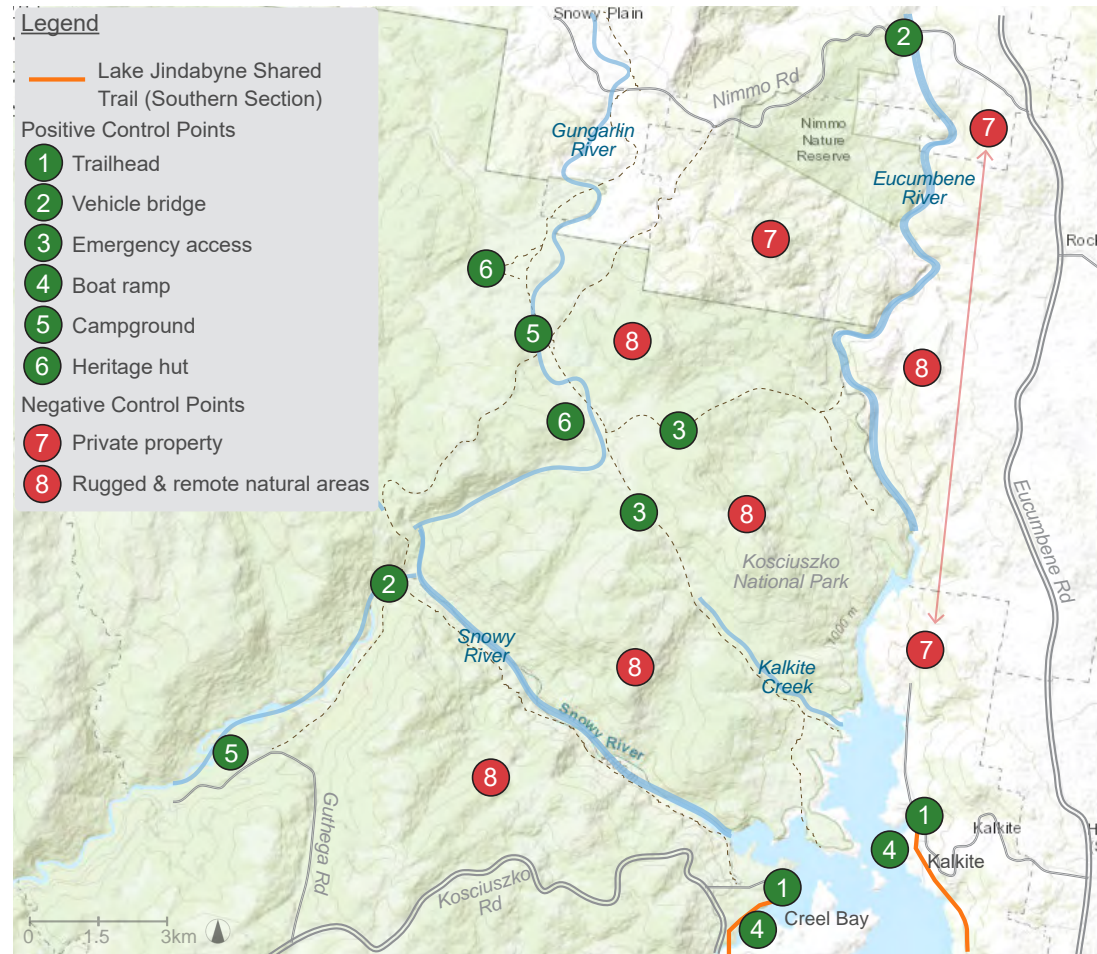
Positive control points (i.e. opportunities) are places that trail users will want to visit, and locations/facilities that support the trail.

Negative control points (i.e. constraints) are places that the trail should avoid.

Control points around the northern extent of Lake Jindabyne have been identified in the following map, based on the site appreciation, consultation and background review undertaken as part of the Feasibility Assessment process.

These control points have been identified at a high level to inform the options analysis and the development of the concept and recommendations. Identification of control points should be revisited in greater detail during corridor evaluation - prior to detailed design occurring. This should include information sourced from on-ground site assessments (including due diligence for environmental and cultural heritage impacts) and consultation with all relevant project stakeholders, particularly land owners.

Control Points Map



03 Background Review



03 Background Review

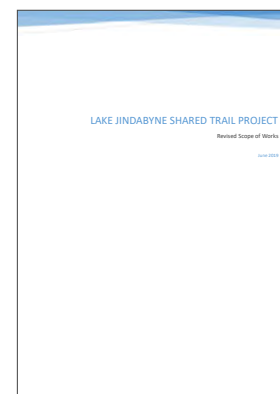
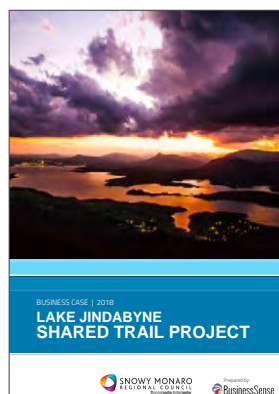
Key Documents

Significant levels of planning have been undertaken which relate to Lake Jindabyne and the 'Around the Lake' Trail Experience.

The following documents have been reviewed to provide information relating to previous planning and strategic context for the options being assessed:

- Lake Jindabyne Shared Trail Business Case (SMRC, 2018)
- Revised Costing and Map for Jindabyne Lake and Backcountry Experience (SMRC, 2019)
- Snowy Mountains Special Activation Precinct draft Master Plan (NSW Government, June 2021)
- Kosciuszko National Park Plan of Management (NSW NPWS, 2006) and Amendments (2010 and 2014) and draft Amendments (2021)
- Kosciuszko National Park Cycling Strategy (NSW NPWS, 2017)
- NSW NPWS Cycling Policy
- *Sustainable Mountain Biking Strategy* (Office for Environment and Heritage, 2011)
- *Go Jindabyne Mobility and Connectivity Study* (2019)
- *Lake Jindabyne Southern Foreshore Management Plan* (2005)

Relevant information from each of the background documents is outlined over the following pages.



03 Background Review

Review of Key Documents

Lake Jindabyne Shared Trail Business Case (2018)

In 2018, Snowy Monaro Regional Council developed a *Business Case for the Lake Jindabyne Shared Trail*. The Business Case was developed for a proposed shared trail circumnavigating Lake Jindabyne, as shown in the figure to the right.

This report builds the case for the shared trail, particularly highlighting the trail's role in linking Creel Bay, Kalkite, East Jindabyne and Tyrolean Village to the service hub of Jindabyne, and linking with Thredbo and Crackenback via the Thredbo Valley Track (TVT).

The core components of the Project include:

- Gaden Trout Hatchery to Jindabyne (TVT Link)
- Lake Jindabyne Southern Network (Jindabyne to Creel Bay and Kalkite)
- Lake Jindabyne Northern Network (Kalkite to Creel Bay)

Funding Received

The project's funding application received \$11million of funding through the NSW Regional Growth Environment and Tourism Fund. The funding was allocated to the delivery of the Lake Jindabyne Shared Trail between Creel Bay and Kalkite via Jindabyne (i.e. the Southern Section). It was determined that the full circumnavigation of the lake (i.e. the Northern Section) requires further investigation along with community and stakeholder consultation.

Initial Lake Jindabyne Trail Concept (2018)



Estimated Costs - Northern Section

Key costs which are outlined in this business case for the Lake Jindabyne Northern Network are:

- Detailed Trail Design: \$142,914
- Trail Construction Kalkite to Eucumbene River (Segment 2, 8.8km): \$352,000
- Bridge Construction Eucumbene River: \$1,610,000
- Trail Construction Eucumbene River to Snowy River (Segment 3, 16.4km): \$656,000
- Bridge Construction Snowy River: \$1,040,000
- Trail Construction Snowy River to Creel Bay (Segment 4, 7km): \$280,000

These components equate to \$4.24M, acknowledging that detail design would further refine the project costs.

Management and Maintenance

It is suggested that ongoing trail maintenance budgets will require \$1,000 to \$1,500 per kilometre of trail per annum.

The proposal stated that on completion, the Project it would be handed over to SMRC's Recreational Manager, who would be responsible (supported by the Assets Manager) for the ongoing management and maintenance of the trail. Hence, Council would be responsible for the allocation of adequate budget for operations, maintenance and depreciation.

03 Background Review

Jindabyne Lake and Backcountry Experience (2019)

In 2019, SMRC worked with specialist mountain bike trail planners to develop an alternate concept for the northern section of the Lake Jindabyne Trail, with cost estimates. The concept and the estimated cost breakdown are shown in the figures to the right.

This concept proposes a 'wilderness backcountry riding experience' from the edge of Lake Jindabyne near Kalkite, into the high country, through the Snowy Plains and along the Snowy River linking with Creel Bay. Such a trail is estimated to be 66km long (between Kalkite and Creel Bay) cost approximately \$8M to deliver.

This concept was informed through a helicopter aerial survey to gain further understanding of the topographical constraints of the rugged area.

This revised concept was developed with the intention to:

- Provide a more iconic and distinct experience - a different offering to the 60km foreshore trail provided in the southern section
- Utilise existing bridges where possible - i.e. the Snowy Hydro vehicle bridge across the Snowy River
- Avoid as many major waterway crossing sites as possible - achieved through traversing the high country at a higher elevation
- Avoid traversing close to sensitive Snowy Hydro infrastructure

Revised Concept for Northern Section - Backcountry Experience



Cost Estimates for Northern Section - Backcountry Experience

Trail Section	TRAIL LENGTH		BRIDGES AND CROSSINGS					TOTAL BRIDGES	per m		TOTAL
	Length of Trail	Cost	20-40m Large Bridge	15-20m Small Bridge	10-15m Major Crossing	5-10m Large Crossing	0-5m Minor Crossing		Boardwalk	Culverts	
Rates	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Kalkite to Eucambene Crossing	10300	12360	1	3	7	11	22	100	5		
Eucambene Crossing to Kalkite Mountain	10800	12960		1		2	9	100	5		
Kalkite Mountain to Snowy Plain	7200	8640			1	2	4	100	5		
Snowy Plain to Snowy River	10,000	12000			2	5	4	100	5		
Snowy River to Hydro Lookout	12700	15240		1	1	7	6	100	5		
Hydro Lookout to Waste Point	4000	4800					5	100	5		
Total Construction QTY	66000		1	5	11	27	28	72	600	30	
Total Construction COST		\$ 3,300,000	\$ 300,000	\$ 750,000	\$ 770,000	\$ 810,000	\$ 196,000	\$ 2,826,000	\$ 420,000	\$ 60,000	\$ 6,606,000
Project Management											\$ 594,540
Cost escalation to 2021											\$ 132,120
Sub Total All Costs											\$ 7,332,660
Contingency on all costs											\$ 733,266
GRAND TOTAL											\$ 8,065,926

03 Background Review

Snowy Mountains SAP draft Master Plan (June 2021)

In late 2019, the NSW Government announced the establishment of a Special Activation Precinct (SAP) in the Snowy Mountains, focusing on Jindabyne, and Kosciuszko National Park.

SAPs are being delivered by the NSW Government's \$4.2 billion Snowy Hydro Legacy Fund, following the sale of the Snowy Hydro Scheme to the Commonwealth Government.

The SAP aims to grow the Snowy Mountains' visitor economy into a year-round destination by stimulating economic development and investment. It aims to leverage the region's natural beauty and unique climate to improve tourism amenity, and invest in infrastructure and services.

Components of the draft Master Plan which may impact upon the feasibility of the Lake Jindabyne Around the Lake Trail are outlined in the table to the right.

The draft Master Plan has been released for public exhibition until 12 August 2021.

Key Information

While the SAP draft Master Plan acknowledges the development of the Lake Jindabyne Shared Trail (Southern Section) it does not acknowledge the concept for the Northern Section of the trail.

Component of SAP draft Master Plan	Implication on Lake Jindabyne Trail
Jindabyne Mountain Bike and Adventure Park A nationally significant Mountain Bike and Adventure Park with over 100 kilometres of purpose-built mountain bike trails for different skill sets and mountain biking types.	This development will impact on the supply and demand ratio for mountain bike experiences in the Snowy Mountains.
Water Based Transport Key Objective: <i>Investigate water-based transport tourism modes to connect points of interest around Lake Jindabyne.</i> The opportunity of having a pontoon and water taxi or ferry service to the Jindabyne town centre from Western Lake Jindabyne is also specifically identified.	Facilities and services for water-based transport will impact the way the Lake Jindabyne Trail is used, and contribute positively to the viability of linking key destinations via water-based transport.
Development of Creel Bay/Waste Point Development at Creel Bay in line with the site master plan (2019) (NPWS, 2019), including upgraded accommodation and interpretation of the site.	Development at Creel Bay will be beneficial to the Lake Jindabyne Trail, as this is a key destination/node along the route.
Island Bend Campground The Island Bend Campground will be upgraded, with additional accommodation facilities, providing gravel rider enthusiasts access to the management trail network, and walkers access to the proposed Snowy Valley Walk.	Island Bend may offer a suitable overnight accommodation option for the Lake Jindabyne Trail Northern Section - accessible via a spur trail (of approximately 5km each way).
Snowy Valley Walk A proposed walking trail along the Snowy Valley from Guthega to Lake Jindabyne.	Need to ensure that the walk and ride experiences do not negatively impact each other.



Long distance recreational trails connecting places & creating new adventures

1. Lake Jindabyne Shared Trail: east and west extensions designed and funded
2. Thredbo Valley Track: with new connection from Gaden Trout Hatchery to Lake Jindabyne
3. Snowy Valley Walk: new proposed trail to link Guthega to Lake Jindabyne via Snowy River
4. Snowies Iconic Walk: new trails in development to complete the walk

03 Background Review

Kosciuszko National Park Plan of Management (Amended 2021)

The Plan of Management provides a framework of objectives, principles and policies to guide the long-term management of the broad range of values contained in the park, specifically including: natural, cultural and recreational values.

The Plan, as published in 2021, includes the 2014 and 2021 amendments which include references to mountain biking and shared use tracks.

The key principle that forms the foundation of this plan of management is the imperative of maintaining or improving the condition of the natural and cultural values that together make the park a special place.

The Plan acknowledges the park's recreation and tourism significance, and also identifies 'recreational use' as a potential threat to the park's values which requires close management and mitigation measures.

Key initiatives to support recreation and tourism in a sustainable manner include:

- Zoning scheme that codifies appropriate recreational activities and facilities for different parts of the park
- Managing recreational activities or sites within predetermined impact limits
- Controlling environmental impacts through permit systems for some recreational uses
- Capping bed numbers in resorts

Park Zoning

The park is divided into five management zones:

- **Wilderness Zone:** Wilderness areas declared under the *Wilderness Act 1987*
- **Back Country Zone:** Those parts of the park without public road access and not within declared wilderness areas
- **Minor Road Corridors:** Corridors along minor public roads and associated visitor developments
- **Major Road Corridors:** Corridors along major sealed and unsealed public roads and associated visitor developments
- **Visitor Services Zone:** Alpine resorts, development nodes and operational centres

As shown in the map below, the areas of interest for the Lake Jindabyne Trail Northern Section are within the Back Country Zone.

Back Country Zone

The Back Country Zone covers those parts of the park that are without public vehicular access and not included in declared wilderness areas. Generally, these places are relatively remote and display high degrees of naturalness.

Parts of the park included in this zone contain vehicular trails that are closed to the public but retained for management purposes. Most of the infrastructure associated with the operation of the Snowy Mountains Hydro-electric Scheme is located within this zone.

The management focus for the Back Country Zone is to primarily retain these parts of the park free from further development and, where appropriate, restore their ecological integrity.

Within this zone, motorised boating and various commercial recreational activities and special events are allowed in certain areas, cycling is permitted on most management trails. Horse riding, including some related commercial activities, is permitted in parts of this zone.

The Back Country Zone will be managed as relatively unmodified country within which:

- Capacity for natural ecological processes and systems to evolve in the absence of human interference is preserved and enhanced;
- Suitably experienced and equipped visitors can enjoy challenging recreational experiences in natural or natural-appearing settings.

Park-wide Accommodation Policy

The 2021 Amendment to the Plan of Management supports the Snowy Mountains Special Activation Precinct through allowing for the provision of additional accommodation at specific locations within the Park. One of these areas, which is in close proximity to Lake Jindabyne's northern extent is the Island Bend where it is proposed that the existing camping area is improved and the future development of cabins and glamping facilities at the site is allowed.

03 Background Review

Cycling

The public roads and management trail network in the park provides a diversity of cycling opportunities through the park. The cycling experiences afforded by sealed roads such as the Alpine Way, Kosciuszko Road and Snowy Mountains Highway vary markedly from those available on the narrow, unsealed Barry Way which descends steeply into the valley of the lower Snowy River. Different again are the remote country cycling experiences available along the hundreds of kilometres of management trails within the park which are closed to motorised vehicles.

Mountain bike riding is the most popular form of cycling in the park. In the south, Thredbo Village is a hub for downhill mountain bike riding (with chairlift access) and the shared-use Thredbo Valley Track is very popular. Day trips along the management trail from Dead Horse Gap to Cascade Hut and along the old Kosciuszko Road from Charlotte Pass to Rawson Pass are also popular, as are trips along trails in the Long Plain – Cooleman Plain areas to the north.

The park is traversed by 182km of the Bicentennial National Trail (BNT). Within the park the BNT is a series of management trails, linked by short sections of public road.

Except for the major public roads, cycling in the park is a seasonal activity. Most management trails in the park are closed during the wet winter months to protect trail surfaces and minimise trail erosion.

Opportunities exist to promote cycling as an alternative means of experiencing and appreciating the values of the park in a leisurely and relaxed way beyond the confines of motorised vehicles. Managed appropriately, cycling can be enjoyed by significant numbers of visitors with few environmental or social impacts.

Management issues currently associated with mountain bike riding in the park include:

- Damage to trail surfaces including erosion (especially steep sections and wet conditions)
- Vegetation damage and destruction
- Conflicts with walkers on shared trails
- Management problems created by extended cycle touring trips involving camping are similar to those associated with other remote area overnight use and include:
 - Vegetation disturbance and soil erosion at campsites
 - The accumulation of rubbish and human waste
 - Degradation due to firewood collection and campfire use

Cycling along the public roads within the park creates few, if any, environmental or social impacts. It may, however, have significant safety implications for cyclists. This is especially problematic at times of heavy traffic, and on narrow winding sections of road.

8.11.1 Management Objective (Cycling): A range of cycling opportunities is provided that encourages visitors to appreciate the values of the park in ways that minimise adverse impacts.

Relevant Policies and Actions

- Permit cycling on all roads, management trails, purpose-built cycling tracks, shared-use tracks and multiple-use trails - subject to risk and environmental assessments and approval
- Prohibit cycling that does not occur on roads, management trails, purpose-built cycling tracks, shared-use tracks or multiple-use trails; & prohibit cycling on designated walking tracks
- Close some roads, trails, cycling tracks and shared-use tracks to cyclists on a seasonal basis, as necessary, and in response to extreme weather, fire and other hazards
- Introduce a booking system for cyclists in the Wilderness Zone during peak periods. Extend the system if and when necessary
- Monitor the environmental impact of mountain biking and manage within threshold limits
- Prepare a cycling strategy that strategically identifies appropriate areas for and constraints on the development of purpose-built cycling tracks, particularly in the Back Country Zone
- Develop cycling opportunities on management trails - with Snowy Hydro and cycling groups
- Prepare and distribute a code of conduct for cycling in the park

03 Background Review

Kosciuszko National Park Cycling Strategy (2019)

This Strategy has been developed to guide the management of cycling in Kosciuszko National Park (KNP), aiming to achieve:

- Increased contribution towards conservation of park values through growth in new markets that enjoy and value national parks
- Environmentally sustainable, fit-for-purpose cycling opportunities that enhance or protect conservation, recreational, social and cultural values
- Increased visitation including overnight stays to the park and surrounding region
- Transparent and consistent assessment of new proposals to ensure they achieve the outcomes above

The strategy identifies appropriate cycle networks and their management and promotional requirements. Although the strategy is focused on Kosciuszko National Park, it recognises that the full range of opportunities for cycling can only be delivered in partnership with other stakeholders. The desired outcome is a suite of complementary cycling opportunities spread across the park and other land tenures.

Vision: By 2025 Kosciuszko National Park will have made a positive contribution to the wider Snowy Mountains region, being recognised nationally for outstanding ecologically sustainable cycling experiences.

The Cycling Strategy highlights the need to continue to cater for the mountain bike rider market. Of all recreation activities occurring in the national park, mountain biking showed the most growth in the 5-10 years leading to 2019.

The Cycling Strategy identifies that there is a lack of commercially supported backcountry or wilderness rides that could enable better access for a wide range of visitors to some spectacular country.

The concept for the 'around the lake trail of Lake Jindabyne' was raised during consultation with the Snowy Mountains Trails Destination Group. However, pursuit of the 'around the lake' experience was not included in the directions of the Strategy, citing the issues to overcome being 'lack of riding appeal and difficulty in gaining access through private property to secure a trail completely around Lake Jindabyne'.

Goals and Key Relevant Actions

Goal 1: Manage cycling to produce positive and sustainable outcomes for conservation, recreation and tourism.

- Ensure proposals for new trails are assessed against criteria designed to ensure that only tracks that can deliver positive and ecologically sustainable outcomes for conservation, recreation and tourism are approved.
- E-bikes (<250 watts capacity) are allowed on all fire trails, management trails and tracks within the park that are approved for cycle use.
- Motorised bikes (>250 watts capacity) are only allowed on public roads within the park if registered (considered motor vehicles).

Goal 2: Improve existing tracks, trails and cycling experiences to meet consumer demand and add value to the park's natural and cultural values.

- Over the next decade, focus investment in KNP on a selection of 'Top Rides' that will complement cycling opportunities outside KNP.
- Focus promotional effort on a number of quality mountain-biking experiences to simplify decision making for new park visitors.
- Undertake regular monitoring of cycling activity in the park (along with other visitor activities) in order to better understand use of existing tracks and trails, cyclist preferences, demographics and spending patterns.

03 Background Review

Goal 3: Develop new tracks and opportunities that meet consumer demand and are compatible with KNP's natural and cultural values including responding to external investment proposals.

- Investigate options and viability for commercial and recreational tour operators to provide day and/or overnight biking tours
- Consider opportunities for new trails that meet ecological sustainability, visitor safety, resource availability and quality experience criteria
- Encourage private investment in cycling opportunities
- Assess proposals for cycling experiences using criteria that includes:
 - Ecological sustainability
 - Appropriateness of the location
 - Provision of a quality experience for cyclists
 - Balancing competing visitor demands
 - Consideration of opportunities and demand for cycling across the region
 - Protection of visitor safety
 - Availability of resources to provide and maintain the experience

Goal 4: Collaborate with cycling organisations, local communities and the private sector to maintain and promote cycling opportunities.

- Explore options with stakeholder groups for shared mountain bike trail maintenance and potential new single-track development within the park
- Advocate for and collaborate with other stakeholders to complete the proposed Lake Jindabyne Foreshore Track linking Jindabyne with the Thredbo Valley Track extension
- Engage with cycle tourism operators, regional tourism organisations, shires and local mountain bike and cycling groups to transfer skills and share lessons learned with trail construction, marketing, management and sustainable financing arrangements for trail maintenance
- Collaborate with the alpine resorts to maximise and improve the connectivity of cycling experiences across the park, ensuring consistency in sustainable track construction and management

NPWS Cycling Policy

The Cycling Policy applies to all of the NPWS estate. Its objectives are to provide:

- Ecologically sustainable cycling in parks
- Proactive and responsive management of cycling in parks
- Effective communication between the park authority, cycling communities and other land managers

The policy considers 'the most appropriate cycling experiences in parks are those which in addition to providing a quality visitor experience also foster public appreciation, understanding and enjoyment of nature and cultural heritage.'

The policy states that the following criteria will be used for managing new or improved trails:

- Ecological sustainability
- Appropriateness of the location (refer to Sustainability Assessment Criteria for Visitor Use and Tourism in New South Wales National Parks)
- Provision of a quality experience for cyclists
- Balancing competing visitor demands
- Consideration of opportunities and demand for cycling across the region, including other land tenures
- Protection of visitor safety
- Availability of resources to provide and maintain the experience

03 Background Review

Sustainable Mountain Biking Strategy for NSW Parks (2011)

In 2011, the NSW Office for Environment and Heritage (OEH) developed the *Sustainable Mountain Biking Strategy* in response to the increasing popularity of mountain biking as a recreational activity in national parks.

Vision: Excellence in mountain biking is a normal part of recreation management in NSW national parks and reserves, where high quality mountain biking experiences are provided in an ecologically and socially sustainable manner across the landscape, and where riders are advocates for parks acknowledging that the NPWS provides some of the best mountain biking experiences in NSW.

Assessment of opportunities

All projects will need to be assessed against the criteria identified in the NPWS Cycling Policy and will be subject to a cost–benefit analysis. Priority will be given to areas where there is strong community support for developing and maintaining trails in partnership with NPWS. Projects will only be commenced once appropriate resources are realised for the development and ongoing maintenance of the trail.

To determine whether a proposed mountain biking experience integrates with the existing site character and landscape context, relevant sections of the Sustainability Assessment Criteria for Visitor Use and Tourism in New South Wales National Parks will be consulted.

Cross Tenure Planning

Where a mountain bike experience through other land tenures could be particularly enhanced by providing a link or section through NPWS parks, creating such a link will be prioritised.

Minimising of Environmental Impacts

The use of IMBA standards will help minimise negative impacts. Individual features of prospective mountain bike experiences will be subject to environmental assessment to gauge their potential effect on the conservation, heritage and ecology values of the park and their appropriateness within the surrounding landscape. Careful planning and quality construction can greatly reduce levels of maintenance required. Planning for ongoing maintenance is essential.

The capacity to maintain and resources for maintaining existing tracks will be assessed before constructing new tracks.

Target Markets

When planning and designing track networks, the following target market segments will include:

- A) families and travellers seeking cultural recreational and holiday experiences, for instance, nature tours or food and wine tours
- B) recreational mountain bikers seeking 1–4 hour single-track loops, for instance via community events that introduce new visitors to parks and encourage younger people to become involved via legitimate channels.

Frame of Reference

The first step in planning is to set a frame of reference by considering factors relating to sustainability, liability, infrastructure management and maintenance. By answering questions about the proposed development early on and sticking to the framework provided by the answers, unexpected liabilities may be avoided. The following questions are examples provided to support this process:

- **Scope and Scale:** What length of trail?; Will it cross land tenures?; What zone is it in?
- **Objectives:** Will the track cater for anticipated demand?; How will the track minimise risks?; Will the track create business opportunities?
- **Market:** Who is the target market?; What other similar experiences are available in the area?;
- **Product:** What kind of tracks are required?;
- **Standards:** Which set of standards will guide planning, design and construction?; How will these be implemented, audited and reviewed?
- **Delivery:** Who will do the work?; What are the roles, responsibilities and tasks?
- **Management:** Who will manage the project?; Who will manage the tracks, and how?; Will the track resolve, rather than create management and maintenance issues?; What role will the track play in managing the interface between park visitors and nature?;
- **Funding and Resources:** What are the funding sources?; Where will resources come from?

03 Background Review

Lake Jindabyne Southern Foreshore Management Plan (2005)

The Management Plan covers the area which was leased by Snowy River Shire Council from Snowy Hydro, and extends approximately 10 kms from the 'Haven' (locally known as Stinky Bay or Pooh Bay) around to 'Curiosity Rocks' on the western side of the town. While this is not the study area for the Lake Jindabyne 'Around the Lake' Trail Experience Feasibility Assessment, it is useful to include as contextual and historical information. The document includes information relating to land tenure, guidelines for use and management of the foreshore, and outlines the operational requirements for Lake Jindabyne. The Management Plan was prepared for the Snowy River Shire (prior to merging into the Snowy Monaro Regional Council) and Snowy Hydro Limited (Snowy Hydro).

The report acknowledges that Lake Jindabyne is a key operational water storage for Snowy Hydro, and is also one of the most important recreational and tourism assets in region.

Lease Arrangement

Snowy Hydro owns Lake Jindabyne and its foreshore. In 1984 Snowy Hydro leased the southern part of the lake foreshore to the Council for an 82 year period (expires in 2067) to provide Council with day to day management of the foreshore.

Under the terms of the lease, the Council agreed to numerous conditions, including (but not limited to):

- Use the foreshore and facilities consistent with the Lake Jindabyne Foreshore Development Planning Study 1981 or as amended and adopted by Council
- Not, without the consent in writing of Snowy Hydro:
 - Affix advertising signs, assign, transfer, demise or sublet any parts of the lease
 - Cut down or destroy trees
 - Erect any building or improvement, and/or
 - Remove, alter, demolish or re-site any building
- Indemnify the lessor from and against all actions, claims, demands, losses, damage, costs and expenses for which the lessee shall or may be liable for.

One aspect of the lease refers to "full and free right-of-way for all members of the public at all times to be upon and to go, pass and re-pass on foot over the strip of land 20 metres wide immediately above the water level from time to time of Lake Jindabyne".

Operational Requirements

The main role of Lake Jindabyne is as a managed water storage where water is stored and pumped by Snowy Hydro to the Murray region for subsequent use.

The key aspects of the operational requirements for the lake are:

- Water is pumped from Lake Jindabyne to the Snowy – Geehi Tunnel at Island Bend
- There will continue to be large variations in the water levels at times during the year within the Minimum Operating Level (MOL) being at the 896m level and the Full Supply Level (FSL) at 911m level (the maximum design level for the lake is 916m)
- About half the water flow into the lake occurs between October – December with the snow melting and thus water levels are kept lower by the end of winter to maximise water storage capacity
- Water levels are generally highest in November and become lower during the summer and autumn months with water being pumped to the Murray region
- The water levels can fluctuate quickly due to rainfall within the catchment and pumping requirements

During summer months, the lake levels are generally high which coincides with the peak use of the foreshore and lake for a range of land and water based recreational activities. The low water levels can expose navigational and safety risks for users, albeit these have been progressively removed over time.

03 Background Review

Go Jindabyne Mobility and Connectivity Study (2019)

The *Go Jindabyne Mobility and Connectivity Study* provides an understanding of the current demand on the existing transport networks operating in Jindabyne and surrounding, assesses the potential impacts of forecast growth on these networks, and provides recommendations on appropriate upgrades and/or new infrastructure required to facilitate the growth and function of Jindabyne, ultimately informing the Go Jindabyne Masterplan.

Of key interest to the options being considered for the Lake Jindabyne 'Around the Lake' Trail Experience is recommendation PT7: *Explore the possibility of the of a ferry service connecting Jindabyne to Tyrolean Village, East Jindabyne.*

Appendix C: Lake Jindabyne Service Investigation

A high level investigation of the potential of a water-based service on Lake Jindabyne was undertaken in response to recommendation PT7 of the *Go Jindabyne Mobility and Connectivity Study*. This report is included as Appendix A to this Feasibility Assessment.

In order to provide further information on the potential viability of a water-based tourist service on Lake Jindabyne, GTA Consultants undertook the following tasks:

- Identification of similar water-based tourist services in Australia or overseas
- Desktop review and benchmarking of similar tourist services as case studies
- Summary of key findings and implications for Lake Jindabyne associated with a similar tourist service

Costs associated with the service, as well as demand estimation and vehicle specification were not included within the scope.

The following case studies were reviewed:

- Lake Wanaka, New Zealand
- Lake Wakatipu, New Zealand
- Lake St Clair, Tasmania
- Lake Argyle, Northern Western Australia
- Pittwater - Palm Beach - Wagstaffe, Sydney, NSW
- Lake Como, Italy
- Lake Bled, Slovenia
- Lake Tahoe, USA

From the case studies presented, there are similarities for inland lakes such as Lake Jindabyne, including being rural/remote in nature, with water-based tourist services. All examples, except for one at Lake Como, Italy, are privately funded and operated.

Key findings include the following:

- Most lakes have private operators
- Many services are tourist based with a range of different destinations and durations
- Using water-based services for both public transport and tourist services could be beneficial for Jindabyne
- Most services operate year-round, however a precedent for Lake Jindabyne would be Lake St Clair in Tasmania which has scheduled summer services and operates winter services on demand

04

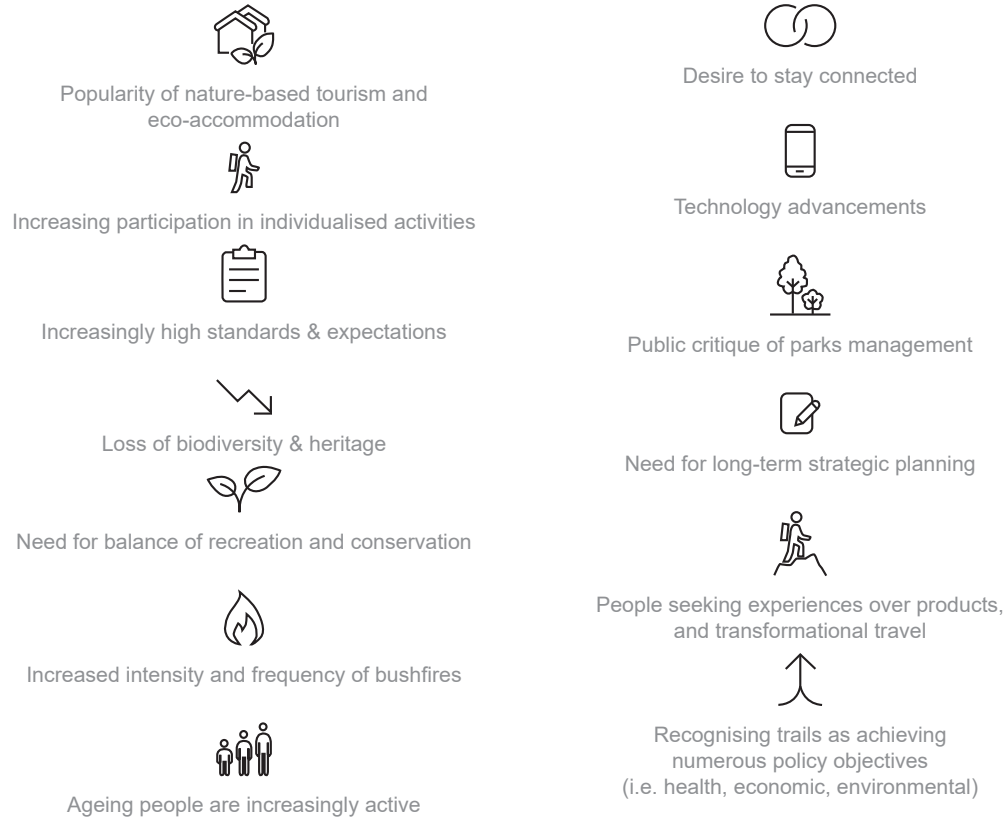
User Markets and Trends



04 User Markets and Trends

Social and Tourism Trends

Society, and the tourism sector, are continually evolving. New trail developments need to consider the changes that likely lie ahead. Understanding trends in the tourism sector will help ensure that a Lake Jindabyne 'Around the Lake' Experience appeals to future users. Key relevant trends have been listed below.



Impacts of COVID-19

COVID-19 has had a profound impact on the SMRC region's visitor economy, with lockdowns occurring during the 2020 and 2021 peak winter season. While it is impossible at this time to predict the future with a strong degree of certainty, a range of trends and issues are becoming apparent since the beginning of the COVID19 pandemic (March 2020), relating to the following:

- Growth in popularity of nature-based and trail-based activities
- Confidence in shorter trips and local travel
- Social distancing is here to stay
- Preference for drive tourism and touring trips
- Renewed interest in our own surroundings
- Border closures blocking international tourism markets
- Last minute trip planning



04 User Markets and Trends

Snowy Mountains Tourism

Tourism is the most important sector of the Snowy Monaro regional economy. In 2019/20, *Accommodation and Food Services, Retail Trade and Arts & Recreation Services* made up 34.6% of the region's employment, compared to these sectors making up 18.1% of jobs across NSW.

The Snowy Mountains is a very well established destination for outdoor adventure, particularly known for snow-based activities in winter, and in recent times has grown to become a renowned destination for outdoor activities in summer such as bushwalking and mountain biking.

As identified in the *Snowy Monaro Destination Management Plan (2019)*, the seasonal nature of visitation to the Snowy Mountains region presents several challenges that prevent the achievement of a sustainable and economically viable year-round tourism industry. These include maintaining a permanent labour force in the region, attracting investment in new tourism products / experiences and infrastructure and resourcing the operational maintenance of improvements to existing infrastructure, given the impacts of weather and the remoteness of many attractions and pieces of visitor infrastructure. Numerous plans are underway to grow the visitor economy into a year-round destination and mountain biking is identified as a key opportunity to do so.

The vision for the Snowy Mountains as a visitor destination is to be 'the best nature adventure destination in Australia'.

Target Markets

The *Snowy Monaro Destination Management Plan (2019)*, identifies the following existing and new target markets:

Existing markets:

- **Nature tourism:** a market segment based around outdoor and nature experiences. The adventurous segment of this market is likely to be attracted to an iconic backcountry ride around the northern extent of Lake Jindabyne (Option B).
- **NSW family market:** travel fulfills a key role in busy family lives by offering a chance for families to reconnect, recharge and have a break from normal routine. A domestic holiday is often a weekend break or a short break (2 to 4 days) providing an opportunity for families to relax and to open lines of communication between adults and children without time pressures. This market is being targeted by the development of the Lake Jindabyne Shared Trail (Southern Section). The foreshore trail around the northern extent of Lake Jindabyne (Option A) is considered to be the more 'family-friendly', however, this is limited due to the isolated and rugged nature of the area, with no existing visitor facilities and limited access. Connecting Kalkite and Creel Bay via water-taxi (Option C) is likely to appeal to the family market.

New Markets:

- **Road trippers:** a market segment attracted to a destination by strong positioning for drive tourism supported by planned itineraries and high-quality experiences. While some road trippers will be attracted to the long-distance trail around Lake Jindabyne, this market is most commonly attracted to short out-of-car experiences, such as short walks with less than 5 hours duration.
- **International backpacker:** a market segment seeking a diversity of experiences often with an active and adventure focus. An increase in adventure product, especially in summer and better transport to and within the region will underpin growth for this market. It is noted that with current international border closures associated with COVID-19 the Snowy Mountains is not accessible to international tourists. When this market returns to Australia, it may offer potential as a key user market for the proposed trail - depending on the cost involved in traversing the trail with equipment, accommodation and transport as this market is highly price-sensitive.

04 User Markets and Trends

Key Trail Developments

It is important to recognise the existing suite of trails across the region to understand where a potential Lake Jindabyne 'Around the Lake' Trail Experience would fit within the broader recreational trail network. Existing trails and potential future trail opportunities for SMRC are identified in the *Snowy Monaro Regional Trails Masterplan (2022)*. There are also many walking and mountain bike trails within Kosciuszko National Park. This includes a section of the 655km Australian Alpine Walking Track (Victoria to Australian Capital Territory) and the extensive network of management trails which permit use for walking, bike riding and horse riding.

Major trail development projects in the vicinity of Jindabyne and surrounds are outlined in the following table, along with their status and the organisation responsible for their management and maintenance.

The following three commercially operated mountain bike networks also operate in the areas around Jindabyne:

- **Thredbo Mountain Bike Park**
A downhill mountain bike park with chairlift access to the top of the trails. Thredbo hosts a variety of high profile mountain bike events
- **Bungarra Mountain Bike Park**
A trail network of more than 20km of singletrack, with trails of varying in difficulty, and skills areas
- **Lake Crackenback Resort Trail Network**
18km of mountain bike tracks from beginner to advanced as well as a Pump and a Flow Track.

Major Trail Development Project	Status	Management/Maintenance
Lake Jindabyne Shared Trail SMRC has secured funding from the Restart NSW Regional Growth Environment and Tourism Fund to develop the shared trail along the edge of Lake Jindabyne from Creel Bay to Kalkite. Development has commenced with a target completion of 2024.	Completion anticipated in 2024.	SMRC
Tyrolean/Mill Creek Trail Network A very popular trail network a short ride/walk/run from Jindabyne. It caters for mountain bike riders, walkers and trail runners and is currently subject to concept planning process which will to guide the extension and improvement of the trail network.	Concept Plan underway. Extension identified in SAP draft Master Plan.	SMRC with support from Jindabyne Trails Stewardship
Mt Gladstone Mountain Bike Park The Mt Gladstone Nature Reserve has an extensive network of mountain bike trails with rides starting at easy, progressing to intermediate and advanced. Trail runners and walkers also utilise this reserve.	Opened in 2018.	SMRC with support from Snowy Mountains MTB Club
Thredbo Valley Track (TVT) A shared-use (walk/bike) trail linking the Thredbo Alpine Resort to the Thredbo Valley Picnic Area and Lake Jindabyne Shared Trail (Southern Section). The final stages of the TVT (beyond the Gaden Trout Hatchery) are currently being developed. The track has proven to be extremely popular during summer seasons since opening in 2015. The Thredbo Valley Track may have potential to achieve the highly regarded IMBA Epic trail accreditation.	Opened in 2015, extension under construction.	NPWS
Snowies Iconic Walk A 55 kilometre, 4 day trek crossing the summit of Mount Kosciuszko and linking the resorts of Thredbo, Charlotte Pass, Guthega, Perisher and Lake Crackenback.	Completion anticipated in 2022.	NPWS
Snowy Valley Walk A walk along the Snowy River from Guthega to Lake Jindabyne.	Proposed in SAP draft Master Plan.	NPWS
Jindabyne Mountain Bike and Adventure Park A nationally significant Mountain Bike and Adventure Park on land to the west of Jindabyne.	Proposed in SAP draft Master Plan	To be determined

04 User Markets and Trends

The Mountain Bike Rider Market

Market Segments

The mountain bike rider market is generally comprised of the following six types of users:

- **Leisure:** Includes general cyclists of all ages and abilities and is potentially the largest market. Typically, they ride infrequently, often have limited skills and require very accessible trails. They are most likely to use highly accessible routes close to home or make the journey to trail facilities with amenities and services such as bike hire, cafes, and toilets. Market potential: Significant
- **Enthusiasts:** Enthusiasts are purely recreational riders with moderate skills and variable fitness, and ride weekly. They are typically aged 29-49 and form the majority of the market. They typically don't compete in events and possess limited outdoors experience. They prefer trails with good signage and seek technical but not too challenging trails. These riders are the most likely to take short breaks to different areas. Market potential: Significant
- **Sport:** Competitive mountain bikers, who ride regular routes multiple times a week and are members of mountain bike clubs, they are a small but influential market. They are willing to seek less accessible trails and have high fitness level and are technically proficient but may have limited outdoor skills. They ride a very wide variety of trails. Market potential: Small (but influential)
- **Independent:** Skilled outdoor enthusiasts who ride once a week and are technically proficient with a good level of fitness. Generally, they are a small market. Often involved in other outdoor activities, they are capable of planning their own rides and ride a very wide variety of trails. The adventurous aspect is more important than the technical challenge and they seek more remote trails. Market potential: Small
- **Gravity:** Highly skilled technical riders who seek very challenging trails, typically ride at least once a week and are often members of clubs. They represent a small market that requires purpose-built trails, which are repeatedly used in a concentrated manner. Gravity riders seek specific trails with the highest classification. Market potential: Small (but rapidly growing)

The Lake Jindabyne Shared Trail (Southern Section) is being developed to cater primarily for 'Leisure' market segment. As leisure riders are generally attracted to riding facilities in close proximity to amenities, a trail around the remote northern section of Lake Jindabyne is less suitable for this market segment.

It is anticipated that a backcountry trail through the rugged and remote areas to the north of Lake would primarily attract the 'Independent' market segment.

04 User Markets and Trends

Market Trends

Mountain biking is a growing recreational and tourism activity that has significantly increased in popularity over recent decades across Australia and internationally. Mountain bike riding as a recreational and tourism activity is influenced by broad social trends, with specific impacts on the activity. Key relevant trends are outlined in the table below.

Trend	Implication on the Lake Jindabyne 'Around the Lake' Trail Experience
<p>Electric Mountain Bikes (eMTB)</p> <p>Bikes, and the ways people use them, are changing rapidly as technology advances. Bicycle Industries Australia reports that sales of e-bikes have increased by 800% across Australia between 2016 and 2021. With the introduction of Light eMTBs, e-bikes are gaining more preference in the mountain bike market, and are likely to continually grow in popularity as technology advancements lead to smaller batteries and longer run time.</p>	<p>With the use of e-MTBs, a wider range of people of varying levels of fitness will be interested in riding the Lake Jindabyne 'Around the Lake' Trail. The concept of a trail around the lake must consider the distance/time range of e-bike batteries. This is likely to increase in the future with further technology advancements. The <i>Bosch E-bike Range Assistant Tool</i> helps to calculate the range of e-bikes under various conditions. It is estimated, for example, that an average e-bike would run for approximately 36km on 'touring' mode (in mountainous terrain, on soft forest paths, in moderate wind conditions and with few stops).</p>
<p>Budget Mountain Bikes</p> <p>High quality mountain bikes are n costly and most accessible to people with high levels of disposable income. However, the quality of beginner and budget bikes is continually increasing.</p>	<p>Mountain bike riding is becoming more accessible to people at different socio-economic levels with higher quality bikes on the market without the prohibitive price. This opens the potential market for the Lake Jindabyne 'Around the Lake' Experience to a wider and more diverse market of potential users.</p>
<p>On-Bike Storage</p> <p>With increased interest in bike-packing and longer days on the trails, bike manufacturers are incorporating innovative storage solutions into bikes to enable riders to be prepared with more supplies.</p>	<p>With the ability to carry more items, mountain bike riders, particularly on all mountain trails, are becoming increasingly self sufficient with the ability to carry their own water, food, tools and camping gear.</p>
<p>Gravel and Fat Tyre Bikes</p> <p>Riding on gravel, snow and sand has become more accessible and appealing with the development of fat-tyre bikes.</p>	<p>While soft terrain, such as gravel, snow or sand used to be prohibitive to bike riders, this is now more accessible as bikes can be specifically designed for such terrain. Sections of the Lake Jindabyne 'Around the Lake' Trail Experience may incorporate softer terrain which may require specialised bikes, such as those with wider tyres.</p>
<p>Web-Based Systems and Apps</p> <p>Mountain bike riding has been transformed by GPS-enabled social technologies which have created online communities, such as Strava which connects millions of riders and shares their experiences. Mobile phones and wearable devices, such as smart watches, facilitate and enable these technology based advances.</p>	<p>Competitive levels of mountain bike riding no longer require a formalised event structure. Competitions can be held on virtual platforms, allowing trail users to compete against themselves and the times/skills of others, based on GPS-enabled apps. The widespread availability of this technology is allowing enthusiastic riders to progress and monitor their improvements.</p>
<p>User-Generated Content</p> <p>Online trail information is becoming increasingly accessible via user-generated platforms and applications (e.g. Trailforks, Strava, Instagram).</p>	<p>While user-generated trail information can be an excellent initiative led by user groups, it is important that these online platforms are developed and maintained in partnership with trail managers to ensure accuracy of information, particularly to ensure that unauthorised use of trails is not promoted.</p>

04 User Markets and Trends

Mountain Bike Riding Economic and Participation Analysis

Mountain bike riding, and cycle tourism more broadly, is one of the fastest growing recreational tourism activities globally. The popularity and increasing growth of mountain biking has been trending over recent decades and the economic impacts of this have been highlighted through the study entitled *Mountain Biking in Australia: An Economic and Participation Analysis* (2021), published by AusCycling.



This study establishes a baseline of the current levels of participation in mountain biking at a national level, and where possible quantifies the value, of the economic, social and environmental benefits of the activity.

Participation

Between 2014 and 2019, Mountain Bike Australia, memberships increased by 60% to reach 17,625 members nationwide. Participation more broadly (including non-members) is estimated to include approximately 341,900 people across Australia, who are estimated to directly spend a total of \$630.8 million per annum and support 6,095 full time employees annually through riding at their local trails.

The *Australian Mountain Bike Market Profile* (2016) found that mountain bike participation is skewed towards males, aged 35-44 and that most respondents rode 2-3 times per week, for 1-2 hours.

Benefits

The study quantified the social values of mountain biking, as follows:

- **Health benefits:** The personal and health system benefits due to healthier, active individuals = \$1.58 per km ridden
- **Productivity benefit:** Improved workplace productivity through decreased absenteeism and presenteeism = \$7.59 per ride
- **Human capital uplift:** Positive association between sport and physical recreation and educational outcomes = \$2.50 per ride
- **Consumer surplus:** The satisfaction people derive from participating in sport and active recreation = \$25.98 per ride
- **Criminal and social justice benefit:** Benefits from decreased crime rates due to increased engagement from sport and recreation = 0.78 per ride
- **Civic/volunteering benefit:** The value people place on volunteering and enjoying sport and recreation activities: \$3,214 per volunteer per year

Expenditure

The study found that the average expenditure per mountain bike ride is \$27.10. The expenditure breakdown is shown in the table below.

Component	Spend \$
Transport to and from trails	\$12.35
Meals and beverages	\$6.25
Purchase from supermarkets or other retail shops	\$7.40
Bike rental hire	\$1.10
Average Expenditure Per Ride	\$27.10

In addition to the \$27.10 per ride, there are also several other larger more infrequent purchase items. It was found that Mountain Bike Australia members on average spend \$5,991, whilst non members spend \$8,875 on larger items such as a new bike purchase, services, equipment, clothing & spare bike parts per year.

05 Consultation



05 Consultation

Consultation Process

Consultation has been undertaken with key stakeholders, key local clubs/user groups, and the community.

Key Stakeholders

Representatives of the National Parks and Wildlife Service and Snowy Hydro Limited were engaged through targeted meetings to discuss issues and opportunities associated with the potential Lake Jindabyne 'Around the Lake' Trail experience. Representatives of these organisations also had the opportunity to provide comment on the Discussion Paper and Preliminary Draft Report.

Key Local Clubs/User Groups

Targeted interviews/meetings were held with representatives of key bicycle user groups in the Jindabyne area (Jindabyne Trails Stewardship and Jindabyne Cycling Club). The issues and opportunities associated with the Lake Jindabyne 'Around the Lake' Trail Experience were discussed.

Community Members

Community consultation on the topic of the Lake Jindabyne 'Around the Lake' Trail Experience was included as a component of the consultation undertaken for the development of the Snowy Monaro Regional Trails Masterplan. This included an online survey and a community workshops.

Key Stakeholder Perspectives

Snowy Hydro Limited (SHL)

Meetings were held with Snowy Hydro Limited in June and September 2021 to discuss the options. Key information gained includes:

- **Working Reservoir**
It is important to note that Lake Jindabyne is a working reservoir and water levels fluctuate often and rapidly.
- **Asset Security**
Sensitive Snowy Hydro assets (e.g. Pumping station, bridges, access tracks) are located in this section of the Park and for this reason park visitor movement was restricted/further managed following 9/11.
- **Water-based Transport**
This concept would require significant engineering to develop pontoons which can accommodate the lake's fluctuating water levels - likely to be very costly. As this concept/proposal would likely be driven by private enterprise – it would require business viability. Snowy Hydro would not be able to guarantee water levels which would have impacts upon the viability of such a concept/proposal (E.g. this was an issue with floating restaurant in the past). Legal/risk implications of allowing this would need to be seriously considered by Snowy Hydro.

- **Public Access to Lake's Edge**
Snowy Hydro provides public access to the land within 20m of the reservoir edge.
 - **Waterway Crossings**
A crossing point over the Eucumbene River would require significant investment in a bridge. The existing bridge over the Snowy River (authorised vehicles only) is a working asset. Promoting use of this bridge to recreational trail users may have safety/security implications.
- Following review of preliminary reports (at Stage 3 and 4), SHL reiterated the following:
- SHL has concerns regarding the shared trail proposal and highlights the need for ongoing consultation, particularly in relation to the following:
 - Proximity to Jindabyne Pumping Station (JPS) within SHL's operational areas
 - Access points for channel crossing near JPS - proximity to SHL's operational areas
 - Access points across river channels
 - Access/egress for the "water based transport link"
 - Any proposed future development must be managed so as not to present a risk nor potentially constrain SHL operations.
 - Going forward, SHL will continue to work with Council and NPWS to provide input and feedback on these proposals.

05 Consultation

National Parks and Wildlife Service (NPWS)

A meeting was held with NPWS in June 2021 to discuss the feasibility of the concept. Key information gained includes:

- **Thredbo Valley Picnic Area to Creel Bay**
The Southern Section includes trail traversing through Kosciuszko National Park which will be managed by SMRC (Thredbo Valley Picnic Area to Creel Bay). A trail license agreement will be prepared for this section of trail.
- **Key Challenges**
Key challenges for the northern section are likely to relating to environmental impacts, trail maintenance and trail management.
- **Management and Maintenance**
Key consideration needs to be what organisation will take on the ongoing management/maintenance requirements of the trail. It is very important that a license agreement would clearly state this, and that the organisation with responsibility (e.g. SMRC) has the capacity to do so.
- **Funds and Resources**
NPWS is unlikely to support a funding model requiring fees for trail use, however likely to support tour operator permit fees.
- **Snowy Hydro Assets**
NPWS is guided by Snowy Hydro with respect to protecting assets from public access. For example, the Pump House Track used to be utilised for events however this is no longer supported by Snowy Hydro.
- **Existing Usage of this section of the Park**
The area to the north of Lake Jindabyne is very remote and 'off the beaten track'. Currently only a small portion of park visitors access this area (access requires 4WD). However, places such as Gungarlin Campground are becoming increasingly popular. Some (mostly very fit) people use this section of the park for off-trail walking, and some locations are known for horse riding and fishing.
- **Thredbo Valley Track (TVT)**
Current funding is allocated to upgrading the track to make it more weather-proof - with the intention to maintenance requirements. The TVT is closed during winter.
- **Other Iconic Trail Projects**
Other iconic trail projects have been/are being delivered in Kosciuszko National Park (e.g. TVT, Snowies Iconic Walk). Strategic planning for trail offerings in the park have not included this concept.
- **Overall Position**
NPWS would need to assess such a proposal based on its alignment with the values of Kosciuszko National Park and the Plan of Management. Internal NPWS processes would be required to seek agreement/ approval of a concept/proposal through the National Park's stakeholders (e.g., includes the NPWS Advisory Council/Board).

Following review of preliminary reports (at Stage 3 and 4), NPWS reiterated the following:

- NPWS are unable to support the 'Iconic Backcountry Ride' (Option B). Primary reasons for this include:
 - Environmental and cultural heritage concerns relating to the building of many kilometres of new track and possible need for increased camping opportunities
 - Long term track maintenance liability and cost on top of the new shared use and walking tracks that NPWS are currently constructing in Kosciuszko National Park
 - NPWS anticipate a large number of stakeholder concerns regarding this option – this option has not been 'tested' with any of our major stakeholders. In addition, NPWS are not aware of any evidence there is a desire for additional MTB experiences 'on-park' in the region
- Any section proposed within the National Park requires further consultation with NPWS before any approval or 'in principle' support is given to proceed with further scoping and planning (e.g. environmental/cultural heritage assessments etc.)
- NPWS preference would be to see Option C (Water-based transport link) progress as the preferred option

05 Consultation

Local Clubs/User Group Perspectives

Targeted interviews were held with Jindabyne Cycling Club and Jindabyne Trail Stewardship.

Jindabyne Cycling Club

Key information provided related to:

- **Support for Concept**
The Cycling Club is supportive of the concept for an 'Around the Lake Trail Experience', but understands it may be a long term project (noting infrastructure requirements, land tenure, significant capital and maintenance costs etc.)
- **Lake Jindabyne Gravel Ride Loop**
A long distance loop option exists and it utilised by Cycling Club members utilising Eucumbene Road, Nimmo Road and Island Bend Fire Trail. This is an 80km ride between Kalkite and Creel Bay which takes members approximately half a day to ride. The route is suitable for mountain bikes and/or gravel bikes, and is ideal for e-mountain bikes. It is not currently a formalised route, and users require skills to navigate, primarily along management trails.
- **Proposed Interim Option**
Proposal for formalisation/promotion of the 'Lake Jindabyne Gravel Ride Loop' in the short term, with consideration of developing the single-track loop in the longer term.

Jindabyne Trail Stewardship (JTS)

JTS' position is summarised below:

- **Viability of Concept**
JTS anticipate that the costs of developing a trail around the northern extent of Lake Jindabyne would outweigh the benefits.
- **Capital Requirements**
JTS expect that the costs of developing the trail would prohibit the viability. Particularly the need for a crossing over the Eucumbene River. A route that avoids expensive new infrastructure would be preferable.
- **Target Market**
JTS anticipate that the trail would attract a small number of users/narrow target market due to the significant length and challenge associated with the route. The target market would, however, seek this type of experience.
- **Maintenance Requirements**
It is important that there is a robust plan for resourcing of ongoing maintenance requirements of such an extensive trail. Maintenance would include clearing trees and debris after storm events, as well as drainage and surface repair work.
- **Community Stewardship/Support**
JTS could not ensure maintenance support without a permanent source of funds to allow for contractors or direct employees. Due to factors such as: remote/isolated location which is difficult to access; limited volunteer resources; JTS' priorities/other areas of focus.

- **Changed Regional Context**
While the 'Around the Lake' Trail has been anticipated for decades, it is important to consider that the trail offerings and context has changed over this time (e.g. the region now has the iconic Thredbo Valley Track).
- **Proposed Alternate Route**
JTS propose promotion of a cycling 'route' around the northern extent of the Lake, utilising existing roads/management trails/Gungarlin campsite - rather than building new trail. Catering for the gravel riding, e-bike and bike packer markets. Markers could be used along the route, similar to Bicentennial Trail and Hume and Hovell Track. Benefits include:
 - Could link with the Southern Network at Creel Bay and Kalkite. (Suggestion to explore trail options from Kalkite to Nimmo Road along the Eucumbene River, rather than along Eucumbene Road)
 - Could incorporate existing Council and NPWS gravel roads and management trails through Nimmo, Gungarlin campground and Island Bend
 - Reduced construction costs and minimal maintenance effort and cost, whilst still allowing for a 'Round the Lake' Trail Experience to be promoted
- **Water-based Transport Option**
Supportive of this option to provide for shorter route/s. However, understand the need for this to be commercially viable.

05 Consultation

Community Perspectives

Community Online Survey

The online community survey conducted in early 2021 for the Snowy Monaro Regional Trails Master Plan included a question relating specifically to levels of support for options of the Lake Jindabyne 'Around the Lake' Trail Experience.

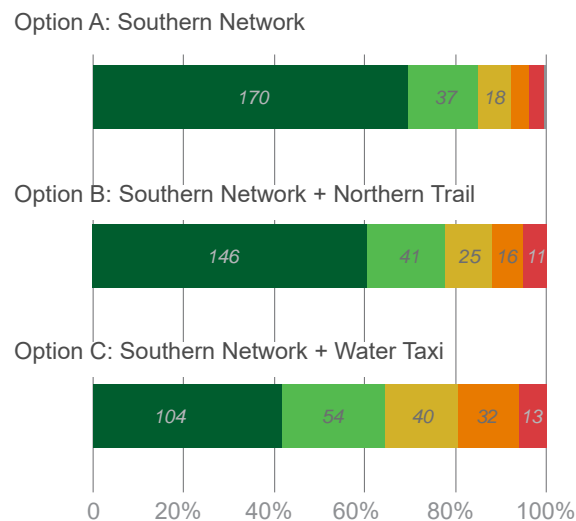
Council have recently made a significant investment into planning for the extension of the Lake Jindabyne Shared Trail. Grant funding has recently been approved for the construction of the Southern Network (shorter route option) connecting Jindabyne through to Kalkite on the East and the Thredbo Valley Track and Creel Bay on the West.

The feasibility is being explored for the provision of a 'Round the Lake' experience. This may incorporate a water taxi between Kalkite and Creel Bay, and/or (over the long-term) a Northern Trail around the northern extend of the lake.

Please indicate your level of support for each of the following options being explored for the Lake Jindabyne Shared Trail:

- A) Southern Network: Creel Bay to Kalkite (funding received): Connects with Thredbo Valley Track, Gaden Trout Hatchery, Hatchery Bay, Jindabyne Boat Ramp, Jindabyne, Tyrolean and East Jindabyne.*
- B) 'Round the Lake' Trail incorporating Southern Network + Northern Trail around all of Lake Jindabyne.*
- C) 'Round the Lake' Trail incorporating Southern Network + Water Taxi between Kalkite and Creel Bay.*

Levels of Support (n=243)



Community Member Comments

A review of comments provided by community members through the online survey in relation to the options for the 'Around the Lake' Trail Experience provide meaningful insights into community perceptions, levels of support and concerns associated with the concept.

Comments have been categorised, with a broad selection of verbatim comments included under the headings below.

Supportive

We have unique topography and we should use it. People come here for mountain sports and life.

My understanding is that this loop would be approximately 100km. I know a lot of people, myself included that would do this ride in a day. There would be room for a marathon MTB race around the lake.

Definitely a ride we would do. Will give Jindabyne year round attraction. Will become one of the bigger rides that people will want to do.

Electric powered bikes are fast becoming the norm, so longer trails necessary.

Activation of lakeside activities is key to the growth of tourism experiences. I'm surprised that this relatively inexpensive option has taken so long to be developed.

This is a serious destination ride. Nowhere else in the country would you be able to do a single track ride of this length, it would be a major tourism boost.

Been waiting for "round the Lake" for many years. Population growth alone will make it necessary.

I like the idea of the water taxi and support it as an interim measure, but greatly prefer a continuous trail around the lake. Think of the opportunities for businesses to support this? Picnic basket drop off, etc.

05 Consultation

Desire Shared use

I support the idea of the "Round the Lake" Trail only if there is a genuine commitment to making it multi-purpose if it is wide enough - or duplicated where need be - so that it can be safely shared between walkers and cyclists.

I am an ultra trail runner. Having more safe, off road options for long distance runs is exactly what we need.

A trail around the lake would be excellent for both walkers and riders, but the narrow, shared trail means walkers take their life in their hands dodging speeding bikes.

Anything that facilitates shared trails for walkers, hikers, bikers etc is a positive step forward.

Distribution Across the Region

Council must not ignore other parts of their region. Many small villages should be prioritised for trail development

Would like to see more trails in Cooma, not just in Jindy.

Support and funding should be spread fairly around our region, particularly the Rail Trail which would directly support all towns and areas from Queanbeyan to Bombala.

The proposed trail for Jindabyne looks more like a project to attract tourists not for the benefit of the council residents.

There seems to be a lot of money spent in one area of a very large region. More of the region should benefit from visitors and locals using local infrastructure.

We need something for visitors to Cooma as well! We have no bike tracks except for Mt Gladstone which is not for recreational riders.

Feasibility Concerns - Environmental Impact

The first section that is funded goes a most of the way to meeting the trail needs. The northern, more remote section of the lake could be a good but I understand there would be need for greater environmental considerations with a large portion in national park.

Concerns about environmental impact of northern trail.

Feasibility Concerns - Development/Maintenance

"Round the lake" - I first heard in the 60's & 70's... Now with landholdings fragmented it is getting harder to do... Will council have to manage this trail in National Park?

Concerned that we are building too many trails and won't be able to maintain them all in the longer term.

Council will struggle to maintain the full 100km loop unless there is a sponsorship program which covers costs of staff to manage day to day. This amount of infrastructure would mean that Council would not be able to afford other trail projects unless there is a significant rate rise.

Too expensive, and the section of north trail between Creel Bay, and Kalkite is far too remote. The cost of creating a bridge over the Snowy River near Creel bay would be astronomical. Use of water taxis could be unsafe during windy weather so would not be entirely dependable.

Connection north from Creel bay is not viable. Bridge over Snowy River at Creel Bay and another over the Eucumbene would be far too expensive. And water taxi not practical.

Council will have to maintain high maintenance standards of the northern trail to "compete" with the TVT.

I don't think the cost of this project as a whole around the lake is justifiable at the moment. The water taxi idea is good, but who pays for the water taxi? I doubt that is viable for an operator... But it is a better option than complete around the lake with northern bridges. Unless you have an endless supply of money, it would be best invested in other opportunities for now.

Understand the full loop might be too expensive. As an interim measure, consider extending Creel Bay trail a couple of km to the pumping station. This would allow cycling on trail and gravel roads down the whole Thredbo Valley and the Snowy River Valley from island bend. It would also allow a longer around the lake loop using the island bend / nimmo fire trail (approx 90km loop).

Money may be better invested in local options closer to town that will serve a greater number of people, e.g.. a MTB park in Jindabyne.

Feasibility Concerns - User Experience and Market

I love any expenditure on trail networks however I do have concerns about this. There are very few people who will have the fitness/organisation to complete these rides. In order to make this successful you will need to have a plan in place to make it achievable for families or less experienced riders. Yes an "epic" trail would bring people here from all over the world and get great coverage. However it's not for the every day person or family.

I don't think a water taxi would be warranted and don't think the Round the Lake trail would be very well utilised as it would entail many hours of riding. In saying that, I have ridden around the lake (80km on existing trails) & loved it - but it is a mission.

Around the lake is a very long way for the average rider. A water taxi, if publicly run, would be a taxpayer expense.

A "round the lake" trail would be great, however it would be 50km+ and I question how many people would use this trail apart from the ultra fit with a whole day to spare.

The lake trail project should finish at Kalkite. Any further would only service a small proportion of visitors and riders.

A full loop of the lake is a brilliant idea for riders who are into longer endurance rides. In my experience the majority of the market at the moment though want gravity trails, which this isn't. Spending money on maintaining trails which are such incredible council assets would be a better use of funding rather than a water taxi.

Trail riding allows freedom and spontaneity. Reliance on a water taxi would take this away, add expense to the experience and could create bottle necks.

Other

Round the Lake maybe in the longer term?

I think all are great options as long as they don't encroach on current landholders and their access to the lake... They also might impact on the smaller communities bringing larger numbers of people and potentially even buses down roads that are not equipped for larger volumes of traffic.

05 Consultation

Community Workshop

A community workshop was held in March 2021 in Jindabyne as part of the Snowy Monaro Regional Trails Strategy. While this workshop sought community input on the broad range of trail opportunities across the region, it also specifically included consultation on the Lake Jindabyne 'Around the Lake' Ride.

Community members highlighted the key constraints/concerns and opportunities that they saw as relevant to the feasibility study. These are outlined below.

Constraints/Concerns:

- Capacity of Council, NPWS and/or volunteers to manage and maintain a trail around the lake. Expected to be very resource intensive.
- Extremely high cost to develop crossing of the Eucumbene and Snowy River
- Emergency services/access points
- Potential requirement for increased rates and/or park fees to cover development and/or maintenance costs of the trail
- Land tenure (i.e. some sections are private land)
- Insurance/liability requirements if land owners allow access
- Very large river crossings
- Difficult logistics due to terrain and limited access points

- Limited access and egress points, no 'escape/bail out' options along the way
- Potentially a 'white elephant' (i.e. significant investment without the usage to justify)
- Snowy Hydro Assets (i.e. currently need to 'sneak past the pumps')
- Need for overnight accommodation point. Likely to be a very high cost and may have little benefit/usage
- Requirement for mid-way charging points for e-bikes
- User conflict
- Need to be realistic about what type of users will be attracted to such a long and rugged trail
- None of the land is managed by Council. First step is to have support from land owners (NPWS, Snowy Hydro and private)
- Many people would do the full loop once - unlikely to attract return usage
- The extreme adventure market prefer to find their own routes
- Water taxi should not be a public service. Would need to be commercially viable

Opportunities:

- Developing a trail which can achieve IMBA Epic Trail status
- Provide for long-distance trail riding/running events
- Economic growth for Kalkite
- Provide an iconic trail which would compete with experiences in Tasmania
- Multi-day ride which increases the economic yield per visitor
- Provide for long distance mountain bike riders, trail runners, horse riders and walkers.
- Opportunities for commercial tour operators
- Support year-round tourism
- Diversify the region's tourism product offering
- Promote use of existing management trails for gravel bikes (i.e. Eucumbene Road, Nimmo Road, Island Bend Fire Trail).
- Showcase a unique environment
- Cater for the rapidly growing market of e-bike users

06

Trail Planning and Development

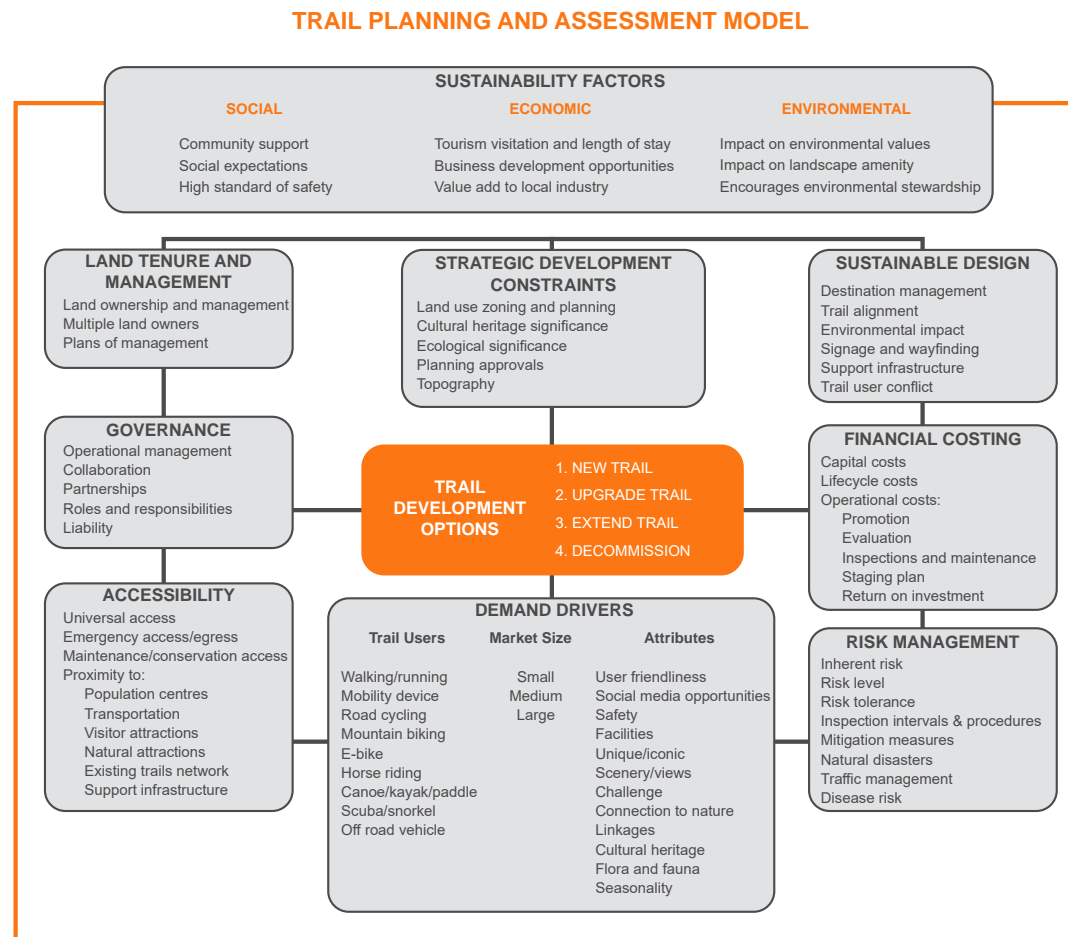


06 Trail Planning and Development

Trail Planning and Assessment Model

The Trail Planning and Assessment Model (T-PAM) has been developed by Tredwell Management to guide trail development plans through ensuring that all relevant components are considered.

The figure to the right outlines the principles of this model.



06 Trail Planning and Development

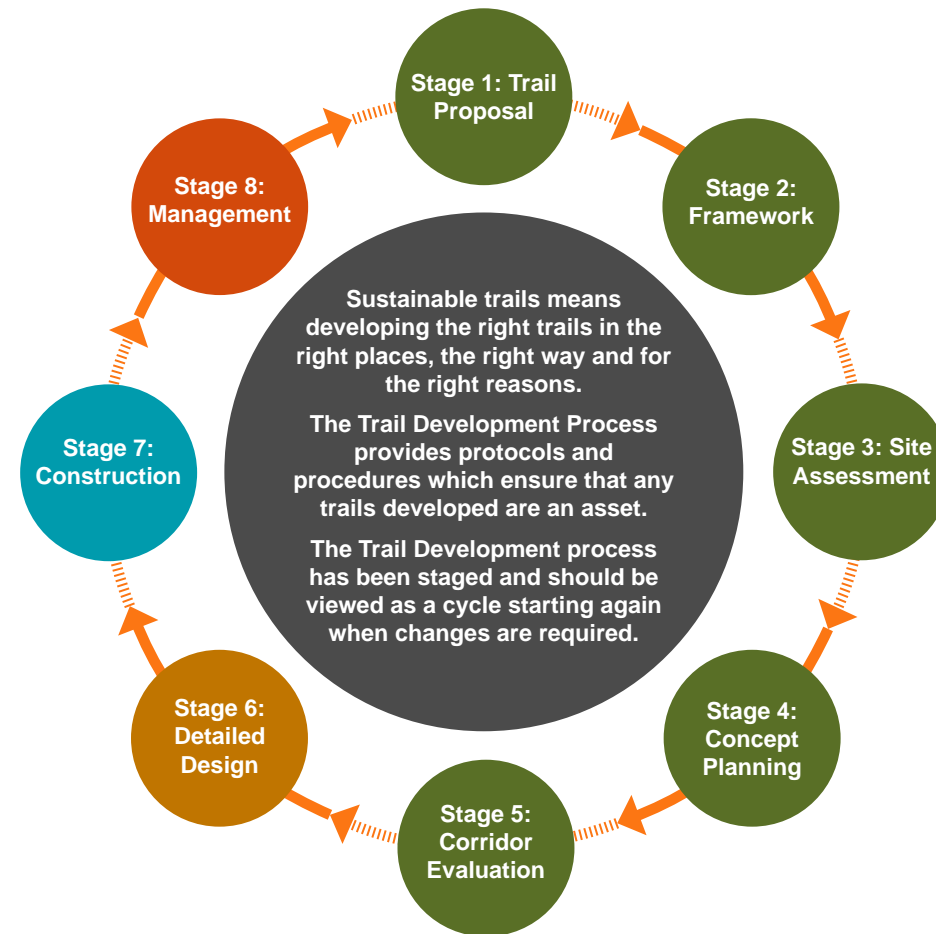
8 Stage Trail Development Process

The 8 step trail planning process is widely considered best practice for all types of recreational trails. It is referenced in many contemporary guidelines and strategies across Australia.

Trails are like any other asset or facility development and as such, are subject to a formal planning and approval process. A robust trail development process moves trail development away from a purely design and construction approach to a more considered and planned approach.

Working within a standardised methodology is especially important in high conservation areas. Building rigour into the development process will ensure that project proposals are transformed into professionally built assets.

The pursuit of the delivery of a trail around Lake Jindabyne 'would require following this process from Stage 1 to 8. A key component of Stage 1 would be securing formal agreement from land managers, specifically including National Parks and Wildlife Service (Kosciuszko National Park) and Snowy Hydro (land surrounding Lake Jindabyne).



06 Trail Planning and Development

Mountain Bike Trail Guidelines

The eight stage trail development process and the expected outcomes associated with each stage are outlined in the table below. Trail Development Process recommends engaging expert knowledge at various stages.

Stage		Outcome	
1	Trail Proposal	The proposed area is either supported in principle for trail development, or is not supported due to environmental, social or cultural constraints. The purpose of a proposal could be to identify potential suitable areas for consideration.	Desktop
2	Framework	A project outline, developed by project steering group (stakeholders), including: project objectives, project management model, stakeholder roles, target market, requirements, standards, execution, and ongoing trail management model.	
3	Site Assessment	Undertake a broad scale study of the area and identify constraints, soil types, vegetation etc.	
4	Concept Planning	Identify opportunities and conceptual trail plan including infrastructure requirements produced. Broad trail corridors are physically flagged in the field.	
5	Corridor Evaluation	Detailed assessment of trail corridors for use in determining the final trail alignment.	Field
6	Detailed Design	Detailed trail design produced and physically flagged in the field, including: trail classifications, technical trail features, construction types and specifications.	
7	Construction	Trail is constructed in line with the detailed design.	
8	Management	Management plan implemented detailing maintenance and monitoring requirements	

The *Australian Mountain Bike Trail Guidelines* (2019) were developed by Mountain Bike Australia in response to a growing need to establish and implement an Australian specific trail development process that guides mountain bike trail planning from proposal to implementation.

These guidelines support the development of mountain bike trails that are developed to align with landholder expectations, to meet the needs of riders, to minimise environmental impacts and to provide opportunities for the public to connect with the environment.

The vision of the *Australian Mountain Bike Trail Guidelines* is to provide information and resources to assist in the sustainable development and management of high quality mountain bike trails for the right users, in the right areas for the right reasons backed by strong partnerships and community ownership.

The Guidelines provide important information for consideration in the feasibility assessment of the Lake Jindabyne 'Around the Lake' Trail Experience.

06 Trail Planning and Development

Sustainable Trails

Sustainable trails align with user needs, provide social and economic benefits, minimise environmental impact and minimise maintenance requirements. As highlighted in the *Australian Mountain Bike Management Guidelines (2019)*:

It is important to develop, the right trail, in the right area, the right way and for the right reasons.

It is acknowledged that the meaning of the word 'sustainable' may vary depending on the context and perspectives taken.

The following table outlines the meaning of 'sustainable trails' from perspectives relating to the trail users, social, economic, environment, management resources and land use.

Perspective	Meaning of Sustainable
Trail users	Trail user sustainability is about designing and constructing trails for the intended target market and the appropriate demand. Trail development should not devalue landscapes or places and should positively impact individuals and communities. Trail development should not negatively impact the cultural heritage of any community or group.
Social	Social sustainability should be a primary goal of any trail network; however, this can be complex and often difficult to address. Each trail user seeks a specific experience from a trail network, and while this seems simple to achieve, varying requirements and expectations of users may create tension within and between user groups who each believe the trail network should be delivering a different experience. Engaging user groups during the planning phase, and before any major changes are made, will assist to identify the social expectations for a trail. Failure to address social sustainability issues often results in overcrowded trails, trails with little use, trail users who feel 'pushed out' by other users and the creation of unauthorised trails.
Economic	Economic sustainability of a trail or trail network involves the assessment of inputs (e.g. trail construction, trail maintenance, user management) against positive outputs (e.g. bike purchases, travel and accommodation, local business growth, improved community health and wellbeing) and negative outputs (e.g. damage to the environment, impacts on amenity, unauthorised trail development). Identifying all inputs and outputs during the planning phase of a development will help to determine the economic sustainability of a trail or trail network. Failure to address economic sustainability will result in greater ongoing costs to manage trail users and maintain existing and unauthorised trails.
Environment	Trail development must be planned, designed and constructed to high environmental standards. Trails should be appropriate to the landscape, contribute to the sense of place and add value to the area. Trails should not destabilise soils or slopes. Vegetation should not be cleared or damaged beyond the bounds of the required trail footprint. Trails should be used to manage impacts of recreation on wildlife and habitats in a positive way. Trails should be designed and constructed in way that minimises the potential spread of pathogens, diseases and weeds.
Management resources	Trail development must be consistent with the sustainable provision of resources to manage the trail and associated infrastructure. Best-practice trail design and construction should minimise maintenance requirements and ongoing costs. It is important that management roles and responsibilities are clearly articulated and agreed upon.
Land use	In some areas, trails may coexist with other land uses such as recreation, land management or commercial enterprises. Trails need to be planned in a way that does not adversely affect the existing land use and ensures that the land use does not negatively impact other trail users.

Source: *Australian Mountain Bike Management Guidelines (2019)*

06 Trail Planning and Development

Types of Mountain Bike Trails

Trail types have evolved over the last 30 years and will continue to evolve with bicycle technology, rider skills and the adventurous nature of the activity. Trail types define the style of trail and its typical attributes, with different types suiting different styles of riding and types of mountain bike design. Mountain bike trails can be categorised into the following types, as endorsed by AusCycling and Mountain Bike Australia:

- **Cross Country (XC):** Primarily single-track orientated with a combination of climbing and descending, and natural trail features of varying technicality. Cross Country trails appeal to the majority market and can cater for timed competitive events. Typically, bikes are lightweight with shorter travel dual suspension or have no rear suspension.
- **All Mountain (AM):** Similar to Cross Country and primarily singletrack orientated, with greater emphasis on technical descents, with non-technical climbs. All Mountain trails can cater for timed competitive events. Bikes are typically light-medium weight with medium-travel dual suspension.
- **Flow:** Flow trails typically contain features like banked turns, rolling terrain, various types of jumps, and consistent and predictable surfaces. Flow trails do not contain abrupt corners or unforeseen obstacles. Bikes are typically light-medium weight with medium-travel dual suspension.
- **Gravity / Enduro:** Similar to All Mountain with greater emphasis on steep, fast, technical descents. Gravity / Enduro trails can cater for timed competitive events. Gravity / Enduro trails appeal to more experienced riders who enjoy technical descents but are still happy to ride back to the top of the trail. Bikes are typically medium to long-travel dual suspension and are built for strength.
- **Downhill (DH):** Purely descent only trails with emphasis on speed and technical challenge and focus on skill development. These trails can cater for timed Downhill competitive racing. Downhill trails typically appeal to the more experienced market, however green (easy) downhill trails are emerging to cater for all experience levels. Downhill trails usually require uplift to the trailhead via chairlift or vehicle shuttling. Bikes are designed for descending and are typically long-travel dual suspension and built for strength over weight.
- **Freeride:** Typically, descent focused trails with emphasis solely on technical challenge and skill development. Trails feature both built and natural terrain technical features with a focus on drops and jumps. Appeals to the more experienced market and caters for competitions judging manoeuvres and skills only. Bikes are typically medium to long-travel dual suspension and are built for strength.
- **Park:** Built feature environment with emphasis on manoeuvres, skill development and progression. Appeals to wide market including youth and can cater for competitions judging aerial manoeuvres. Can include Jump and Pump Tracks and Skills Parks. Typically, dirt surfaced but can include hardened surfaces. Bikes are typically built for strength, with short travel suspension.
- **Touring:** Typically, long distance riding on reasonably uniform surface conditions and lower grades. Touring trails are dual direction linear trails or long-distance circuits with a focus on reaching a destination. Touring trails can include rail trails, access/fire roads and single track. While there is a limited market for long distance mountain biking, touring trails can be ridden in sections making them accessible to all. If carrying panniers bikes are usually robust with limited suspension, however, for short sections or day trips most mountain bikes are suitable.

Cross-country and All Mountain trail experiences have the least infrastructure and environmental management requirements and are particularly suited to fostering public appreciation and enjoyment of nature and cultural heritage. For this reason, these types of trails are likely to be the most suitable trail type for the Lake Jindabyne Northern Section if options A (foreshore trail) or B (backcountry ride) are pursued.

06 Trail Planning and Development

Trail Hierarchy/Significance

Establishing the scope and scale of a trail network is essential to new development and ongoing management of trail systems. It ensures that trail systems of the right type, size, scale and extent are established in the right locations.







The following hierarchy for mountain bike facilities has been endorsed by Mountain Bike Australia:

- **National Significance:** A mountain bike facility designed for a large population centre and/or a tourism resource that caters for at least a week of unique riding opportunities
Criteria:
 - >80km length
 - >50% single track
 - <20km from major highways
 - >90km away from another national scale trail centre
 - Within 1km of a national or state road
 - Mixture of trail classifications: green, blue and black diamond required as minimum
- **Regional Significance:** A mountain bike facility for a small population centre or large community and/or a tourism resource that caters for short breaks or weekend trips
- **Local Significance:** A mountain bike facility for a small community and/or a tourism resource that caters for day trips

Trail Difficulty Rating System

The International Trail Marking System is used universally on ski fields and has been adapted by the International Mountain Bicycling Association (IMBA) for mountain bike trails.

The *Australian Mountain Bike Management Guidelines* (2019) adopted the IMBA system with some additions and further interpretations, as outlined below.

Class		Description
Very Easy		Wide trail, no obstacles. Suitable for beginners.
Easy		Wide trail, some obstacles. Suitable for beginners with off-road bikes.
Easy with intermediate Sections		Single trail, some obstacles. Suitable for mountain bike riders.
Intermediate		Single trail, obstacles. May include steep sections. Suitable for skilled mountain bike riders.
Intermediate with Difficult Sections		Challenging & variable, some steep climbs/descents, loose surfaces, & unavoidable obstacles. Suitable for competent mountain bike riders.
Difficult		Dangerous & unavoidable obstacles, some sections will be easier to walk. Navigation & personal survival skills are highly desirable. Suitable for experienced mountain bike riders.
Extreme		Dangerous, severe trails & unavoidable obstacles, extreme levels of risk, some sections will be easier to walk. Navigation & personal survival skills are highly desirable. Suitable for experienced mountain bike riders.

06 Trail Planning and Development

Shared Use Trails

Shared-use trails caters for one or more users which is likely to include pedestrians (i.e. walkers/runners), cyclists and/or horse riders. It is important that trail developments also consider the need for safe emergency and maintenance access which may require vehicle access and/or crews walking in from vehicle access points.

Shared use trails are supported by IMBA. IMBA advises that responsible mountain biking is compatible with most other types of trail users, where managed appropriately. Benefits of shared use trails include their potential to:

- Take advantage of the available space/natural area
- Reduce maintenance costs compared with providing a single use trail for each activity
- More effectively service destinations/points of interest or transport corridors, for example through many users travelling in the same direction
- Help to build relationships and cooperation between different user groups, for example through positive encounters on the trail and mutual interest in maintaining a shared resource
- Be more attractive to funding bodies than single use trails or facilities

However, shared use trails can limit the provision of difficult Technical Trail Features or necessitate alternative routes.

If not promoted and communicated effectively, shared use trails can provide a less predictable experience than single use trails as the risk of conflict or accidents with other trail users is increased.

When designing shared use trails which include mountain bike riders, Mountain Bike Australia advises that the following should be considered:

- Optimum trail speed is achieved through the flow of the trail
- Waymarking keeps users on the trail
- Inclusion of singletrack as this slows users without affecting the experience. The narrow and frequently rough nature of singletrack demands constant focus and a slow to moderate speed, and its tight and twisty nature is exhilarating for riders without requiring high speeds
- The use of slow points and chicanes to control speed
- Turns/corners placed appropriately to ensure sightlines are maintained & speed is controlled
- Passing opportunities are included in design
- Clear sightlines are included in the design
- Safe intersections are designed by slowing users at these points. This can be achieved by using slow points, chicanes, signage, and planning intersections at high points where some speed has dissipated

The *Austrroads Guide to Road Design – Part 6A: Pedestrian and Cyclist Paths* provides guidance on alignment, width and other geometric path and facility requirements. The Guide makes note of the characteristics that contribute to a path network and serve the needs of both pedestrians and cyclists. These include paths that are safe, connected, legible, comfortable, convenient, universal, and pleasant.

The *Austrroads Guide to Traffic Engineering Practice – Part 14: Bicycles* incorporates the agreed national guidelines for provision of road and path facilities for cyclists. The document provides an overview of planning for cyclists in relation to the different levels of government and includes discussions on the role of cycling in transport and integrated land use planning. It details the technical requirements for designing roads and paths for safe and efficient cycling.

While these guidelines are targeted at roadside pedestrian and cyclists paths, rather than through natural areas, they provide valuable information relating to consideration for shared use trails and paths in all environments.

06 Trail Planning and Development

The Importance of Singletrack

As recognised in the *Sustainable Mountain Biking Strategy for NSW Parks* (2011), the practice of directing riders to management trail networks has failed to remain relevant to the needs and expectations of mountain bike riders. Singletrack is desirable because it allows more intimate experiences of the setting, a better connection with nature and relatively high levels of technical challenge at relatively low speeds, which reduces actual risk by increasing the perceived challenge.

NPWS outlines that 'single use trails are appropriate for advanced cross-country, all-mountain, downhill and free riding trails, skills parks and dirt jumps as these activities are generally incompatible with other non-mountain bike trail users due to the nature of the trail, and the speed and actions of the riders'.

Due to the vast, rugged and remote nature of the area to the north of Lake Jindabyne, the most appropriate target market is likely to be skilled, experienced and adventurous mountain bike riders - who are generally seeking technically challenging singletrack trails.

There is unlikely to be latent demand for shared use trails in the Jindabyne region. The Lake Jindabyne Shared Trail (Southern Section) and the iconic Thredbo Valley Track both cater for walkers and cyclists and have existing management challenges associate with trail user conflict. There is also a wide variety of iconic, long-distance, multi-day walking tracks provided in Kosciuszko National Park (e.g. Australian Alps Walking Track, and Snowies Iconic Walk).

IMBA Epic Rides

The International Mountain Bicycling Association (IMBA), has a Special Designations Program which recognises outstanding, destination-worthy mountain bike trail systems as Ride Centers and iconic, adventurous, backcountry trails as EPICS.

These are the trails worth travelling to, the best places to introduce someone to the sport we all love, and are the facilities that builders and advocates should look to for inspiration.

The IMBA EPICS designation denotes a true backcountry riding experience. They are what many mountain bikers live for and make travel plans around: immersive rides that are technically and physically challenging, beautiful to behold and worthy of celebration. EPICS are demanding, majority singletrack trail experiences in a natural setting and at least 20 miles (32km) in length.

Criteria of an IMBA EPIC

- ✓ True backcountry riding
- ✓ Remote, natural setting
- ✓ Technically and physically challenging
- ✓ More than 80 percent singletrack
- ✓ At least 20 miles (>32 km) in length

IMBA reviews nominations for EPIC rides on an annual basis.

Currently, the only trail in Australia which has achieved endorsement as an IMBA EPIC is the Australian Alpine Epic Trail in Mt Buller, Victoria. As outlined in the *Kosciuszko National Park Cycling Strategy* (2019), the Thredbo Valley Track likely has the potential to achieve IMBA EPIC status, which would attract international attention.

Achievement of EPIC trail status is being targeted across Australia and the world. For example, the trail currently being developed in South Australia's Remarkable Southern Flinders Ranges with the key objective of achieving the exclusive designation as an IMBA EPIC ride.

Listed IMBA EPIC Rides (AUS / NZ)

- ✓ Australian Alpine Epic Trail, Mt Buller, VIC
- ✓ Heaphy Track, New Zealand
- ✓ The Old Ghost Road, New Zealand

06 Trail Planning and Development

Trail Management

As outlined in the *Trail Development Series* (2019), all trails must have an agreed management model, detailing how the trails will be developed, managed and maintained to ensure long-term sustainability. It is also necessary to detail where resources will come from to carry out the ongoing management and maintenance of the trails and any associated facilities and infrastructure. The management model should clearly define agreed roles and responsibilities of those involved in managing the trail.

Roles

- **Trail Owner**
The trail owner is the entity that owns the physical structure of the trails and is usually the owner or manager of the land the trails are on. The trail owner carries the liability for the health and safety of all trail users.
- **Trail Operator**
The trail operator is the entity that maintains the trails to the agreed standards of the owner.

Owners and operators are often the same entity. However, in some cases, they can be different organisations. For example, the National Parks and Wildlife Service would be the trail owner on lands they manage but may have arrangements with one of more other organisations for the day-to-day maintenance of the trails as the trail operators.

Responsibilities

Key responsibilities in provision of a successful recreational trail include:

- **Planning and Coordination**
 - Trail network planning
 - Collaboration with stakeholders
 - Community and stakeholder consultation
 - Policy development
- **Advocacy, Funding and Partnerships**
 - Advocating on behalf of the community and trail user groups
 - Allocation of internal resources
 - Accessing external funding
 - Partnering with other Councils, State and Federal Government
 - Building capacity of trail user groups
 - Strengthening relationships
- **Trail Development**
 - Trail planning and design
 - Environmental and heritage assessment
 - Trail construction
- **Trail Management and Maintenance**
 - Trail inspections
 - Trail maintenance
 - Hazard control measures
 - Vegetation management
 - Volunteer attraction and management
 - Community liaison
 - Trail user compliance
 - Management of funds
 - Compliance with legislation and industry standards
 - Legal responsibility
- **Information Provision and Activation**
 - Information collation
 - Map creation
 - Brochure design and updates
 - Website design and updates
 - Social media
 - Approval of promotional material
 - Brochure distribution
 - Contributions to external online platforms
 - Facilitation of events and programs

07 Option Analysis



07 Option Analysis

Options Analysis

The following pages provide an overview and assessment of the key attributes of each option being considered for the development of a Lake Jindabyne 'Around the Lake' Trail Experience.

The five options assessed are:

- Option A: Foreshore Shared Trail
- Option B: Iconic Backcountry Ride
- Option C: Water-based Transport Link
- Option D: Gravel Ride Route
- Option E: Status Quo

Key Considerations

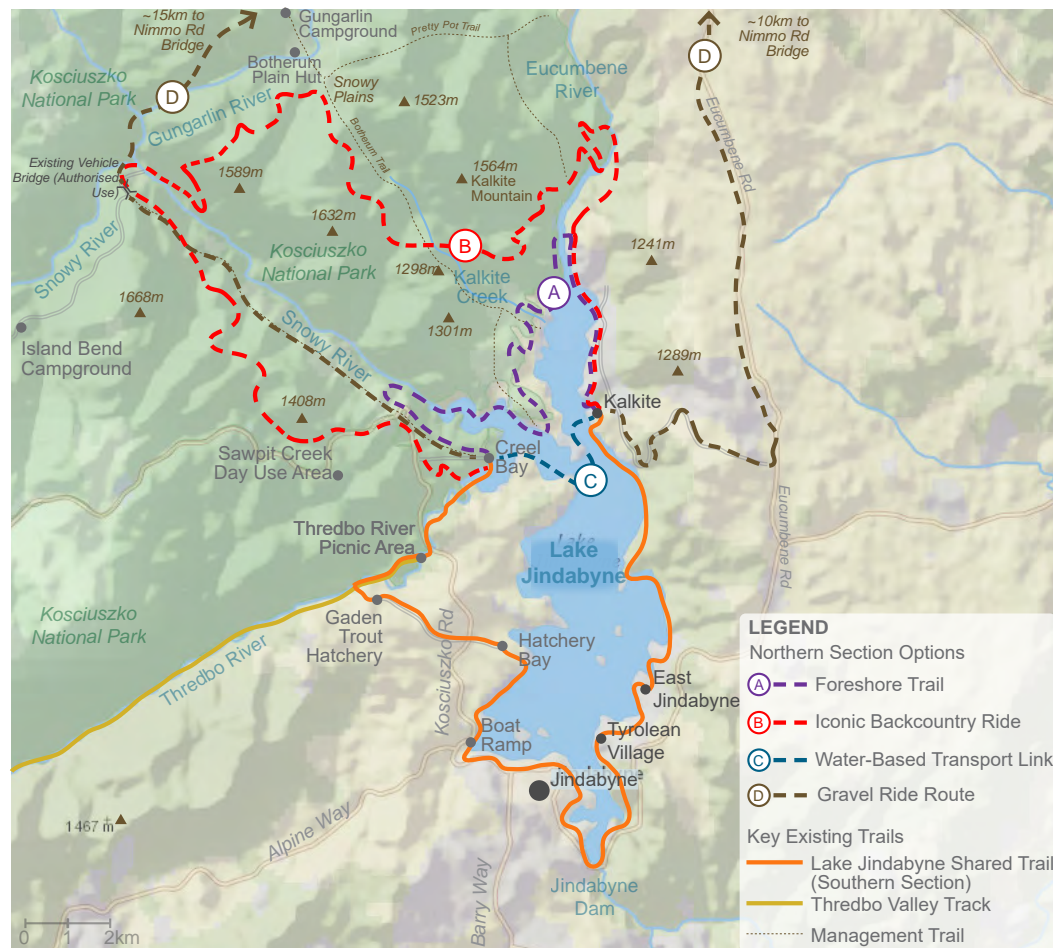
A map provides an overview of each option and details are explored, with details of key considerations such as distance, time, land tenure, background documents, topography, market segments, access, management, estimated cost, stakeholder and community perceptions and potential impacts/risks.

SWOT Analysis

The SWOT Analysis summarises the key Strengths, Weaknesses, Opportunities and Threats for each option.

Multi Criteria Analysis

Multi-criteria analysis is a process which provides an objective review of options against a set of criteria based on project objectives. This is provided to support the identification of a preferred way forward, with associated rationale.



07 Option Analysis

Option A: Foreshore Shared Trail



Description

A shared trail (walkers and bike riders) along the lake's edge, with construction of new bridges across the Eucumbene and Snowy Rivers, providing access to the remote, northern extent of the Lake Jindabyne foreshore.

Distance

Approximately 32km between Kalkite and Creel Bay via northern section. This would join with the Southern Section to form a trail of approximately 100km circumnavigating Lake Jindabyne.

Suggested Time (Kalkite - Creel Bay)

Bike Riders: One day / 6-10 hours
E-Bike Riders: Half day / 3-6 hours
Walkers: 3 days / 2 nights

Suggested Classification

Mountain Bike Trail Grading System:
Easy (Green) - Intermediate (Blue)
Australian Walking Track Classification System:
Class 4 Bushwalking experience recommended
(Due to: long distance; remote area; limited facilities).

Suggested Hierarchy

Regional-level

Seasonality

Potentially suitable for use year-round, however, most appealing for use October - March.

Land Tenure

Private land between Kalkite and proposed Eucumbene River crossing.
Land between Eucumbene River crossing & Creel Bay is part of Kosciuszko National Park (NPWS).
No land along the proposed alignment is under controlled by Snowy Monaro Regional Council.
Public right of way to 20m above water level on lake foreshore.

Key Background Documents

Lake Jindabyne Shared Trail Business Case (2018) proposed this alignment as Stage 2 of the Lake Jindabyne Shared Trail Project.

Topography/Nature of Area

Relatively flat / undulating - generally located between the Lake's edge (elevation: 980m) and the 1,000m contour.

Very remote and isolated.

Key Drawcards

Circumnavigation of iconic Lake Jindabyne.
Connectivity to Jindabyne and villages.

Key Market Segment

'Leisure' cyclist market. However, this market generally has limited skills and require very accessible trails with amenities and services such as bike hire, cafes, and toilets.

Similar Product Offerings

Comparable experience to the Lake Jindabyne Shared Trail (Southern Section), however more remote/isolated.

Many competing products for the bushwalking market with a range of high quality and high profile bushwalks located in Kosciuszko National Park (e.g. Snowies Iconic Walk, Australian Alps Walking Track).

Public Access Points

Trailheads established for the 'Southern Section' at Creel Bay & Kalkite with supporting facilities.
Northern Section accessible to 2WD vehicle via public road network to Kalkite & Creel Bay. (NPWS vehicle fee applies to access Creel Bay).
Botherum Trail provides 4WD access to Lake Jindabyne (near Kalkite Creek), however is rugged/remote, requiring 4WD skills/experience.

07 Option Analysis

Emergency Access

No 2WD access other than to trailheads at Creel Bay and Kalkite.

Remote area 4WD access along Botherum Trail.

Large sections of trail without vehicle track access.

Potential for development of emergency access points via boat across Lake Jindabyne - would require access/egress infrastructure.

Use of Existing Infrastructure

Existing trailheads at Kalkite & Creel Bay.

No bridges over the Eucumbene or Snowy Rivers at required points.

No tracks or support infrastructure along route.

New Infrastructure Required

Major bridges required (>65m span) for crossings over Eucumbene River and Snowy River, as well as numerous minor crossings (i.e. Kalkite Creek).

32km trail alignment with signage

Support infrastructure along route (i.e. 2 x hiker campsites/accommodation nodes, toilets, rest stops, e-bike charging station/s).

Management

Trail Management Plan required to clearly articulate cross-tenure roles, responsibilities and required resources for both capital project and operational trail management.

Implications of Snowy Mountains SAP

SAP Draft Master Plan (2021) does not identify this trail as a strategic opportunity.

Proposed trail alignment alongside the southern banks of the Snowy River may be similar for alignment proposed for the Snowy Valley Walk (Guthega - Lake Jindabyne).

Estimated Capital Investment Required

The *Lake Jindabyne Shared Trail Business Case (2018)* estimated that delivery of Stage 2: 'Northern Network' (Kalkite to Creel Bay) would cost approximately \$4.24M. Based on the unanticipated costs associated with delivery of Stage 1 (Southern Network), it is estimated that the project would cost significantly more than originally anticipated, particularly including allowances for approval processes, variations, development of trail support infrastructure and waterway crossings. Updated approximate cost estimate: \$10M.

Key Stakeholder Positions

NPWS would need to assess such a proposal based on its alignment with the park's values, including approval by the Regional Advisory Committee and the NPWS Advisory Council. In-principle support has not been provided. NPWS has identified that it has competing priorities and is focusing on other trail developments (i.e. Thredbo Valley Track and Snowies Iconic Walk). NPWS would need to assess such a proposal based on its alignment with the park's values, including approval by the NPWS Advisory Council/Board). NPWS is unlikely to be a project driver due to competing priorities/other trail developments (i.e. Thredbo Valley Track and Snowies Iconic Walk).

Snowy Hydro would consider a proposal detailing this concept but would not pursue as it is not in Snowy Hydro's scope of services. Need to consider security implications for sensitive Snowy Hydro assets.

Trail User Group Positions

Jindabyne Trails Stewardship (JTS) and Jindabyne Cycling Club have expressed concerns that the trail user market is not large enough to justify expenditure. JTS could not ensure maintenance support without a permanent source of funds to allow for contractors or direct employees.

Community Perceptions

77% of community survey respondents were supportive of the 'Southern Network + Northern Section'. Many community members concerned about Council's ability to sustainably maintain the trail to the standard required - noting remote area.

Potential Impacts

On Environment and Cultural Heritage

Vegetation clearance required to develop 32km trail alignment, bridges, accommodation nodes and support infrastructure. Need for corridor evaluation process to identify impacts and mitigation measures.

On Snowy Hydro Operations

Provision of recreational access to new sections of Kosciuszko National Park - may impact security of sensitive Snowy Hydro Assets.

Activation of new sections of Lake Jindabyne, Eucumbene River and Snowy River which are used for Snowy Hydro Operations.

On NPWS

Responsible for trail and user safety on NPWS land.

Bridge over Eucumbene River establishes new access point into Kosciuszko National Park.

Activation of new sections of Kosciuszko National Park for recreational use and accommodation nodes - may require amendment to Plan of Management.

Potential budgetary implications for capital and operational expenditure requirements of trail.

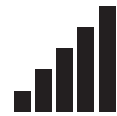
On SMRC

Landowner negotiations required to provide public thoroughfare on private land.

Need to ensure that Council is not responsible for trail beyond capacity to deliver. Taking responsibility of such a significant trail could compromise Council's capacity for other operational requirements, such as management of the region's broader trail network.

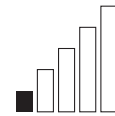
07 Option Analysis

SWOT Analysis



Strengths

- **Around the Lake**
Provides a connected 'Around the Lake' Trail Experience which integrates with the Southern Section.
- **Scenic Views**
Provides views of Lake Jindabyne across the entire experience, as well as iconic river crossings.
- **Weekend Ride Offering**
Completion of the 32km trail experience (Kalkite to Creel Bay) may be achievable within one day for bike riders with high levels of fitness or utilising an E-bike. 100km experience (Around the Lake) may be achievable for some riders.



Weaknesses

- **Capital Costs**
Very significant costs (estimated >\$5M) especially associated with crossings over major rivers and width standards for shared-use trails. Almost no use of existing infrastructure.
- **Operational Costs**
Very isolated area with inflated costs for trail maintenance.
- **Access/Egress**
No existing emergency or public access points along the route, except for Botherum Trail (4WD Management Trail in Kosciuszko National Park). Remote and isolated location creates challenges for access for trail maintenance.
- **Distance/Terrain - Walkers**
Completion of the trail experience would require overnight accommodation options.
- **Land Owner Support**
Landowners (private, NPWS, Snowy Hydro) have not provided in-principle support. Proposal would require formal assessment and approval processes.



Opportunities

- **Iconic Year-Round Tourism Offering**
Provision of a year-round 'Around the Lake' trail experience which is an iconic achievement for trail users.
- **Connected Loop**
Provide off-road connectivity between Kalkite and Creel Bay via the northern extent of Lake Jindabyne.
- **Business Opportunities**
Encourage opportunities for commercial operators to facilitate trail usage through provision of shuttles, tours, accommodation, bike hire, food/drink etc.
- **Integration**
Integrate the trail with existing campsites at Gungarlin River and Island Bend Campground, as well as at Creel Bay.
- **Trail Network**
Develop a high quality and cohesive trail network in the Jindabyne region, complementing the Lake Jindabyne shared Trail (Southern Section), the Thredbo Valley Track and numerous trails within Kosciuszko National Park.



Threats

- **Organisational Capacity**
No organisation has indicated that pursuing the development of this trail is a high priority.
- **Competing Priorities in SAP**
A range of other major projects and developments are occurring in Jindabyne and surrounding areas, particularly with the Snowy Mountains SAP. The draft SAP Master Plan has not included the 'Around the Lake' Trail Experience citing concerns for viability.
- **User Market**
Unlikely to appeal to general leisure market due to isolation, limited support facilities along the route, and limited access/egress points. Unlikely to be competitive with other bushwalking offerings in the region
- **Ongoing Operational Costs**
Operation and maintenance funding streams must be identified prior to trail development to ensure a high quality experience is provided.

07 Option Analysis

Option B: Iconic Backcountry Ride



Description

A dedicated mountain bike trail incorporating the Lake Jindabyne foreshore near Kalkite and Creel Bay, the existing vehicle bridge over the Snowy River and a new bridge over the Eucumbene River, and sections of high country and the Snowy Plains.

Distance

Approximately 66km between Kalkite and Creel Bay via northern section. This would join with the Southern Section to form approximately 134km loop.

Suggested Time (Kalkite - Creel Bay)

Bike Riders: 2 days
E-Bike Riders: 1-2 days
Walkers: 5 days / 4 nights

Suggested Classification

Mountain Bike Trail Grading System:
Difficult (Black Diamond) - Extreme (Double Black Diamond)
Australian Walking Track Classification System:
Class 4 Bushwalking experience recommended.

Suggested Hierarchy

National-level.

Seasonality

Most suitable for use and appealing October - March.

Land Tenure

Private land between Kalkite and proposed Eucumbene River crossing.
Land between Eucumbene River crossing & Creel Bay is part of Kosciuszko National Park (NPWS).
No land along the proposed alignment is under controlled by Snowy Monaro Regional Council.
Public right of way to 20m above water level on lake foreshore.

Key Background Documents

Revised Costing and Map for Jindabyne Lake and Backcountry Experience (2019) proposed this alignment as an alternative route for Stage 2 of the Lake Jindabyne Shared Trail Project.

Topography/Nature of Area

Rugged and mountainous topography, particularly in Kosciuszko National Park around Kalkite Mountain. Elevation varies from 980m at lake edge to >1300m near Kalkite Mountain and on south of Snowy River. Very remote and isolated.

Key Drawcards

Circumnavigation of iconic Lake Jindabyne;
Connectivity to Jindabyne and villages; Challenging trail (due to terrain and distance); Varied landscapes; Wilderness backcountry; Snowy Plains; lake, rivers.

Key Market Segment

'Independent' mountain bike rider market. I.e. Skilled outdoor enthusiasts who are technically proficient, have a good level of fitness and are capable of planning their own rides. The adventurous aspect is more important than the technical challenge and they seek more remote trails.

Similar Product Offerings

Potentially similar offering to the Thredbo Valley Track, however significantly longer and more remote. Many competing products for the bushwalking market with a range of high quality and high profile bushwalks located in Kosciuszko National Park (e.g. Snowies Iconic Walk, Australian Alps Walking Track)

Public Access Points

Trailheads established for the 'Southern Section' at Creel Bay & Kalkite with supporting facilities.
Northern Section accessible to 2WD vehicle via public road network to Kalkite & Creel Bay.

07 Option Analysis

(NPWS vehicle fee applies to access Creel Bay).
Island Bend Fire Trail and Botherum Trail provide
4WD access to points of the trail.

Emergency Access

No 2WD access other than to trailheads at Creel Bay
and Kalkite, and to bridge over the Snowy River (on
Island Bend Fire Trail)

Remote area 4WD access along Botherum Trail.
Large sections of trail without vehicle track access.

Use of Existing Infrastructure

Existing trailheads at Kalkite & Creel Bay.
Existing vehicle bridge over the Snowy River at
required point.
No other tracks or support infrastructure along route.

New Infrastructure Required

Major bridge required (>65m span) for crossing
over Eucumbene River, as well as numerous minor
crossings (i.e. Kalkite Creek).
66km trail alignment with signage.
Support infrastructure required along route (i.e. 4 x
hiker campsites/accommodation nodes, toilets, rest
stops, multiple e-bike charging stations).

Management

Trail Management Plan required to clearly articulate
cross-tenure roles, responsibilities and required
resources for both capital project and operational trail
management.

Implications of Snowy Mountains SAP

SAP Draft Master Plan (2021) does not identify this
trail as a strategic opportunity.
Proposed trail alignment alongside the southern
banks of the Snowy River may be similar for
alignment proposed for the Snowy Valley Walk
(Guthega - Lake Jindabyne).

Estimated Capital Investment Required

The *Revised Costing & Map for Jindabyne Lake
and Backcountry Experience (2019)* estimated
that delivery (Kalkite to Creel Bay) would cost
approximately \$6.5M-\$7.9M. This included allowance
of approximately \$2.8M for bridges and \$3.3M for
trail surface/alignment, as well allowances for project
management, cost escalation and contingency.
Support facilities, such as campsites were not
included. Updated approximate cost estimate: \$10M.

Key Stakeholder Positions

NPWS would need to assess such a proposal based
on its alignment with the park's values, including
approval by the Regional Advisory Committee and
the NPWS Advisory Council. In-principle support
has not been provided. It has been flagged that
NPWS would likely be unsupportive as this concept
raises significant environmental and cultural heritage
concerns, and camping capacity in the northern
section is limited. NPWS has identified that it
has competing priorities and is focusing on other
trail developments (i.e. Thredbo Valley Track and
Snowies Iconic Walk).

Snowy Hydro would consider a proposal detailing this
concept but would not pursue as it is not in Snowy
Hydro's scope of services. Need to consider security
implications for sensitive Snowy Hydro assets.

Trail User Group Positions

Jindabyne Trails Stewardship (JTS) and Jindabyne
Cycling Club have expressed concerns that the
trail user market is not large enough to justify
expenditure. JTS could not ensure maintenance
support without a permanent source of funds to allow
for contractors or direct employees.

Community Perceptions

77% of community survey respondents were
'definitely supportive' or 'somewhat supportive' of the

development of 'the Lake Jindabyne Trail: Southern
Network + Northern Section'.

Many community members concerned about
Council's ability to sustainably maintain the trail to the
standard required - noting remote area.

Potential Impacts

On Environment and Cultural Heritage

Vegetation clearance required to develop 66km
trail alignment, bridges, accommodation nodes and
support infrastructure. Need for corridor evaluation
process to identify impacts and mitigation measures.

On Snowy Hydro Operations

Provision of recreational access to new sections of
Kosciuszko National Park - may impact security of
sensitive Snowy Hydro Assets.
Activation of new sections of Lake Jindabyne,
Eucumbene and Snowy Rivers.

On NPWS

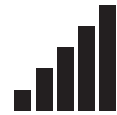
Responsible for trail and user safety on NPWS land.
Bridge over Eucumbene River establishes new
access point into Kosciuszko National Park.
Activation of new sections of Kosciuszko National
Park for recreational use and accommodation nodes
- may require amendment to Plan of Management.
Potential budgetary implications for capital and
operational expenditure requirements of trail.

On SMRC

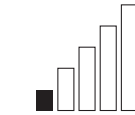
Landowner negotiations required to provide public
thoroughfare on private land.
Need to ensure that Council is not responsible for
trail beyond capacity to deliver. Taking responsibility
of such a significant trail could compromise Council's
capacity for other operational requirements, such as
management of the region's broader recreational trail
network.

07 Option Analysis

SWOT Analysis



Strengths



Weaknesses



Opportunities



Threats

- Around the Lake**
Provides an iconic and distinct 'around the lake' experience. Different to the 60km foreshore trail provided in the Southern Section
- Varied Landscapes**
Includes views and experiences of wilderness backcountry; Snowy Plains; lake and iconic rivers
- Iconic Challenging Experience**
Challenging trail - potential 'Hero Experience' for the region
- Weekend Ride Offering**
Achievable to ride the trail (potentially on e-bike) during a dedicated weekend visit
- Existing Infrastructure**
Utilises existing vehicle bridge over the Snowy River. May be potential to link to existing campgrounds at Gungarlin River and Island Bend
- Waterway Crossings**
Minimises cost of major waterway crossing sites by traversing the high country at a higher elevation
- Sensitive Infrastructure**
Avoids traversing close to some identified sensitive Snowy Hydro infrastructure
- Capital Costs**
Very significant costs (estimated >\$8M) especially associated with crossings over major rivers
- Operational Costs**
Very isolated area with inflated costs for trail maintenance
- Access/Egress**
No existing emergency or public access points along the route, except for Botherum Trail and Island Bend Fire Trail (4WD Management Trails in Kosciuszko National Park). Remote and isolated location creates challenges for access for trail maintenance
- Distance/Terrain - Walkers**
Completion of the trail experience would require approximately four overnight accommodation nodes
- Land Owner Support**
Landowners (private, NPWS, Snowy Hydro) have not provided in-principle support. Proposal would require formal assessment and approval processes
- Iconic Summer Tourism Offering**
Provision of a summer 'Around the Lake' trail experience which is an iconic achievement for trail users.
- Connected Loop**
Provide off-road connectivity between Kalkite and Creel Bay via the northern extent of Lake Jindabyne.
- Business Opportunities**
Encourage opportunities for commercial operators to facilitate trail usage through shuttles to key points, tours, accommodation provision, bike hire, food/drink provision etc.
- Integration**
Integrate the trail with existing campsites at Gungarlin River and Island Bend Campground, as well as at Creel Bay.
- Trail Network**
Develop a high quality and cohesive trail network in the Jindabyne region, complementing the Lake Jindabyne shared Trail (Southern Section), the Thredbo Valley Track and numerous trails within Kosciuszko National Park.
- Organisational Capacity**
No organisation has indicated that pursuing the development of this trail is a high priority
- Competing Priorities in SAP**
A range of other major projects and developments are occurring in Jindabyne and surrounding areas, particularly with the Snowy Mountains SAP. The draft SAP Master Plan has not included the 'Around the Lake' Trail Experience citing concerns for viability
- User Market**
Likely to appeal to a small market of 'Independent', adventurous and very capable mountain bike riders. Unlikely to be competitive with other bushwalking offerings in the region
- Landowner Approval**
Land not controlled by Council. Would require negotiations and approval from numerous landowners (including NPWS, Snowy Hydro and Private)
- Ongoing Operational Costs**
Operation and maintenance funding streams must be identified prior to trail development to ensure a high quality experience is provided

07 Option Analysis

Option C: Water-Based Transport Link



Description

A water-based transport service linking key destinations of the Lake Jindabyne Shared Trail (e.g. Kalkite and Creel Bay) across the lake.

Distance

Approximately 5-6km between Kalkite and Creel Bay across Lake Jindabyne. This would join with the 60km Southern Section at each end.

Suggested Time (Kalkite - Creel Bay)

Approximately 10-30 minutes. Dependent on vessel. Full circuit (Southern Section + Water-based Transport Link) likely achievable in one full day for bike/e-bike riders.

Suggested Hierarchy

Regional-level.

Seasonality

Potentially suitable for use year-round, however, most appealing October - March.

Land Tenure

Lake Jindabyne is managed in partnership between Snowy Hydro and the NSW Roads and Maritime Services. The lake forms part of the Snowy Hydro Scheme - any development must appropriately consider the operational requirements of the lake.

Nature of the Lake

Large variations in water levels at times during the year within the Minimum Operating Level being at the 896m level and the Full Supply Level at 911m level (the maximum design level for the lake is 920m).

Water levels are generally highest in November and become lower during the summer and autumn months with water being pumped to the Murray region.

Water levels can fluctuate quickly due to rainfall within the catchment and pumping requirements.

Key Background Documents

Go Jindabyne Mobility and Connectivity Study (2019) including Appendix C: Lake Jindabyne Service Investigation.

Lake Jindabyne Southern Foreshore Management Plan (2005) outlines operational requirements of the lake.

Key Drawcards

Circumnavigation of iconic Lake Jindabyne; Varied trail experience varying in landscapes and mode of transport. Connection of the western and eastern extents of the Lake Jindabyne Shared Trail (i.e. Creel Bay and Kalkite); Full circuit achievable within one day for skilled cyclists and/or e-bike riders; May create opportunity for numerous trail experience options (i.e. one way options to various points); Potential for connectivity to other locations on Lake Jindabyne (i.e. Jindabyne, Western Lake Jindabyne, Tyrolean, East Jindabyne).

Key Market Segment

'Leisure' cyclist market, Nature tourism; Family market.

Similar Product Offerings

No similar experience has been identified in the region.

Public Access Points

Trailheads established for the 'Southern Section' at Creel Bay & Kalkite with supporting facilities.

Lake Jindabyne is accessible to the public for recreation including boating.

Emergency Access

Within close proximity to trailheads with suitable emergency access.

07 Option Analysis

Use of Existing Infrastructure

Existing trailheads at Kalkite & Creel Bay.
Boat Ramps existing at Creel Bay/Waste Point; Kalkite; East Jindabyne; Claypits (north of Jindabyne); Widows Inlet (north of Jindabyne).
No existing pontoon/platform infrastructure - requirement for this is dependent on vessel design.

New Infrastructure Required

Infrastructure (e.g. pontoon/platform) required to accommodate access/egress for water-based transport service.

Management

Based on case studies included in *Lake Jindabyne Service Investigation* (2019), commercial/private funding and operation likely to be most appropriate. Management Plan required to clearly articulate roles, responsibilities and required resources for both capital project and operational management.
Acknowledgment that demand for water-based transport from Creel Bay and Kalkite will be reliant on Council's promotion and maintenance of a high quality trail experience on the Lake Jindabyne Shared Trail (Southern Section).

Implications of Snowy Mountains SAP

SAP Draft Master Plan (2021) identified the key objective to: *Investigate water-based transport tourism modes to connect points of interest around Lake Jindabyne.*
The opportunity of having a pontoon and water taxi or ferry service to the Jindabyne town centre from Western Lake Jindabyne is also specifically identified.

Estimated Capital Investment Required

No studies have identified the required investment for the development of access/egress points and/or the water-based vehicle. It is estimated that some level of public investment would be required to facilitate the necessary infrastructure for this option to occur as a private venture. Further technical and financial investigations are required to determine the appropriate vessel and service design, and associated costs.

Key Stakeholder Positions

NPWS would need to assess such a proposal based on its alignment with the park's values, including approval by the Regional Advisory Committee and the NPWS Advisory Council.

Snowy Hydro would consider a proposal detailing this concept but would not pursue as it is not in Snowy Hydro's scope of services. Need to consider that the lake forms part of the Snowy Hydro Scheme - any development must appropriately consider the operational requirements of the lake.

Trail User Group Positions

Jindabyne Trails Stewardship (JTS) and Jindabyne Cycling Club have expressed support for this concept if commercially viable.

Community Perceptions

65% of community survey respondents were 'definitely supportive' or 'somewhat supportive' of the development of 'the Lake Jindabyne Trail: Southern Network + Water Taxi'.
Many community members concerned about the viability of this on Lake Jindabyne and do not support publicly subsidized costs for development of this option.

Potential Impacts

On Environment and Cultural Heritage

Impacts associated with development of support infrastructure (e.g. pontoon/platform).

On Snowy Hydro Operations

Increased activation of Lake Jindabyne
Snowy Hydro must maintain ability to utilise lake (including to fluctuate water levels on demand) for the lake's primary purpose - part of the Snowy Hydro Scheme.

On NPWS

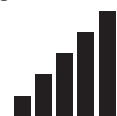
Water-based transport infrastructure at Creel Bay establishes new access point into Kosciuszko National Park.

On SMRC

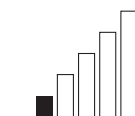
Need to ensure that Council is not responsible for infrastructure to support water-based transport beyond capacity to deliver. Taking responsibility of such a significant infrastructure would likely compromise Council's capacity to manage and maintain the region's broader recreational trail network.

07 Option Analysis

SWOT Analysis



Strengths



Weaknesses



Opportunities



Threats

- **Around the Lake**
Provides an iconic and connected 'Around the Lake' Trail Experience integrating with Southern Section
- **Distinct Experience**
Provides an experience which is complementary yet distinct from the Lake Jindabyne Shared Trail
- **Weekend Ride Offering**
Completion of trail loop may be achievable within one day for skilled/fit bike/e-bike riders
- **Various Experience Options**
Potential for water-based transport links to various locations along the lake, providing a wide range of experience options of varying distances and level of challenge
- **Trail User Safety**
Ensures that trail users are within proximity to towns/villages/facilities, rather than in remote/isolated areas
- **Private Investment and Operation**
May attract private sector investment and operation, subject to commercial viability
- **Snowy Mountains SAP**
General alignment with concepts identified in draft SAP Masterplan
- **Capital Costs**
Significant costs anticipated for the construction of support infrastructure, such as access/egress pontoons/platforms which are engineered to accommodate fluctuations in lake water levels. Functional requirements and costs have not been investigated
- **Unknown Commercial Viability**
Capital and operational costs, and functional requirements have not been investigated. Required to be commercially viable to attract private investment
- **Community Support**
Least supported option, as identified through community survey responses. Many respondents cited concern for viability of this option
- **User Cost**
Incurs a cost to trail users
- **Potential Bottleneck**
Potential 'bottlenecks' at access points during peak periods
- **Forward Planning Required**
Requires trail users to plan ahead to ensure connectivity with scheduled transport service
- **Iconic Year-Round Tourism Offering**
Provision of a year-round 'Around the Lake' trail experience which is an iconic achievement
- **Connected Loop**
Provide connectivity for trail users between Kalkite and Creel Bay
- **Complementary Experience**
Provision of a new, complementary tourism experience in a well established tourism region
- **Business Opportunities**
Encourages opportunities for commercial operators with tours, accommodation provision, bike hire, food/drink provision etc.
- **Trail Network**
Develop a high quality and cohesive trail network in the Jindabyne region, complementing the Lake Jindabyne shared Trail (Southern Section), the Thredbo Valley Track and numerous trails within Kosciuszko National Park
- **Connectivity to Other Locations**
Opportunity to provide connectivity to various points across the lake with stops at locations such as Jindabyne, and Western Lake Jindabyne
- **Unknown Commercial Viability**
Capital and operational costs, and functional requirements have not been investigated. Required to be commercially viable to attract private investment
- **Unlikely Public Investment**
Based on case studies, public funding and operation is not the common model
- **Demand Reliant on Shared Trail**
Demand for the water-based transport option from Kalkite and Creel Bay will be reliant on Council's promotion and maintenance of a high quality trail experience on the Lake Jindabyne Shared Trail (Southern Section)
- **Ongoing Operational Costs**
Minimum service standards must be identified prior to development to ensure a high quality experience is provided

07 Option Analysis

Option D: Gravel Ride Route



Description

A marked route for cyclists along roads and management trails between Kalkite and Creel Bay, utilising existing Gungahlin Campground and vehicle bridges over the Eucumbene and Snowy Rivers.

Potentially utilising: Kalkite Road; Eucumbene Road; Nimmo Road; Harley's Trail; Hill Trail; Island Bend Firetrail; Management trail along southern bank of Snowy River; and Creel Bay Road.

Distance

Approximately 80km between Kalkite and Creel Bay via northern section. This would join with the Southern Section to form approximately 148km loop.

Suggested Time (Kalkite - Creel Bay)

Bike Riders: Two days / 6-10 hours

E-Bike Riders: 1-2 days

Walking: N/A (not suitable)

Suggested Classification

Suggested for experienced road and gravel cyclists with a high level of fitness and outdoor skills. Riders to be self sufficient unless supported by a tour operator.

Suggested Hierarchy

Regional-level

Seasonality

Potentially suitable for use year-round, however, most appealing October - March

Land Tenure

Council roads on the eastern side of the Eucumbene River. NPWS management trails through Nimmo Nature Reserve and Kosciuszko National Park

Key Background Documents

N/A - No prior planning/investigations undertaken

07 Option Analysis

Topography/Nature of Area

Very remote and isolated. Water crossings subject to varying water flow levels.

Key Drawcards

Circumnavigation of iconic Lake Jindabyne; Isolation in nature; Challenge/Sense of achievement; Varied landscapes; Iconic rivers.

Key Market Segment

'Independent' cyclist/gravel rider market. I.e. Skilled outdoor enthusiasts who are technically proficient, have a good level of fitness and are capable of planning their own rides. The adventurous aspect is more important than the technical challenge and they seek more remote trails.

Similar Product Offerings

Potentially similar offering to riding on other roads and management trails in Kosciuszko National Park and the broader region. E-bike tours are currently provided in the region, such as the 'Cascade Hut Guided E-Bike Tour'.

Public Access Points

Roads and some management trails are publicly accessible. Some management trails are restricted to authorised access only. (NPWS vehicle fee applies to access Creel Bay).

Emergency Access

No 2WD access other than to trailheads at Creel Bay and Kalkite, and to bridge over the Snowy River (on Island Bend Fire Trail). Remote area 4WD access.

Use of Existing Infrastructure

Utilises existing roads and management trails, existing vehicle bridges over the Snowy River and Eucumbene River, and Gungarlin Campsite.

New Infrastructure Required

Trailhead signage, management signage and waymarking signage required. Potential requirement for toilets and e-bike charging stations along route.

Management

Trail Management Plan required to clearly articulate cross-tenure roles, responsibilities and required resources, with acknowledgment of multi-purpose use of management trails, with primary purpose being for management vehicles.

Implications of Snowy Mountains SAP

SAP Draft Master Plan (2021) does not identify this trail as a strategic opportunity.

Estimated Capital Investment Required

Costs associated with signage and potentially alterations to fencing/gates along route.
Estimated cost: Low (<\$100,000).

Key Stakeholder Positions

NPWS would need to assess such a proposal based on its alignment with the park's values, including approval by the Regional Advisory Committee and the NPWS Advisory Council. Bike riding on management trails is currently promoted in Kosciuszko National Park.

Snowy Hydro would consider a proposal detailing this concept but would not pursue as it is not in Snowy Hydro's scope of services. Need to consider security implications for sensitive Snowy Hydro assets. Utilising the management trail along the southern bank of the Snowy River is likely to be problematic.

Trail User Group Positions

Jindabyne Trails Stewardship (JTS) and Jindabyne Cycling Club have expressed support for formalisation of this existing route.

Community Perceptions

This option was not included as an option in the community survey. Respondents and community workshop attendees did raise this route as an option for consideration, as well as an alternate route which traverses along eastern bank of Eucumbene River between Kalkite and Nimmo Road Bridge (i.e. private land).

Potential Impacts

On Environment and Cultural Heritage

No clearing required. Impacts expected to be negligible.

On Snowy Hydro Operations

Provision of recreational access to new sections of Kosciuszko National Park - may impact security of sensitive Snowy Hydro Assets.

On NPWS

Responsible for trail and user safety on NPWS land.

Promotion of new access point into Kosciuszko National Park (i.e. Island Bend Firetrail) may have implications for NPWS.

Requirement to ensure that signage is maintained along route on SMRC land.

Promotion of management trails may have implications for NPWS.

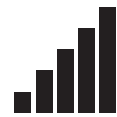
On SMRC

Responsible for trail and user safety on SMRC roads.

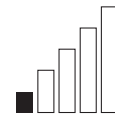
Requirement to ensure that signage is maintained along route on SMRC land.

07 Option Analysis

SWOT Analysis



Strengths



Weaknesses



Opportunities



Threats

- | | | | |
|---|--|---|--|
| <ul style="list-style-type: none"> • Around the Lake
Provides an option to circumnavigate iconic Lake Jindabyne. • Varied Landscapes
Includes varied views and terrain. • Challenging
Provides a challenging experience, allowing people who have completed the loop to have a sense of achievement. • Weekend Ride Offering
Achievable to ride the trail (potentially on e-bike) during a dedicated weekend visit. • Existing Infrastructure
Utilises existing vehicle bridges over the Snowy River and the Eucumbene River, as well as Gungarlin Campsite. Potential to link to Island Bend campground. • Capital and Operational Costs
Requires minimal capital and operation costs, except for provision of e-bike charging stations. | <ul style="list-style-type: none"> • Market Size and Repeat Use
Small and specific market segment of adventurous, self-sufficient riders with a high level of fitness. Likely an experience that riders will do once, without repeat use. • Similar Product Offerings
Similar offering to riding other roads & management trails in the region. • Requirement for Charging Stations
To accommodate e-bike riders, charging stations will be required at suitable intervals along route. • Snowy Hydro Infrastructure
Potential to impact sensitive Snowy Hydro infrastructure. • Remote/Isolated Area
Requirement to ensure that potential riders are aware of the remote area and limited facilities. • Safety on Roads/Vehicle Tracks
Potential safety issues associated with promotion of riding route on roads and vehicle tracks. • Key Stakeholder Support
Key stakeholders (NPWS, Snowy Hydro) have not provided in-principle support. Proposal would require formal assessment and approval processes. | <ul style="list-style-type: none"> • Emerging Market
Opportunity to capitalise on the emerging and rapidly growing market of e-bike riders and bike-packers. • Business Opportunities
Potential for commercial opportunities to facilitate riders, through shuttles, tours, accommodation provision, bike hire, food/drink provision etc. • Integration
Integrate the trail with existing campsites at Gungarlin River and Island Bend Campground, as well as accommodation at Creel Bay. | <ul style="list-style-type: none"> • Organisational Capacity
No organisation has indicated that pursuing the development of this trail is a high priority. • Usage
Potentially very low usage which does not justify the efforts associated with maintaining promotional materials, signage and support facilities along this route. • Hazardous Terrain
Potentially very hazardous terrain if wayfinding and user safety information is not maintained to a high standard. • Landowner Approval
Land not controlled by Council. Would require negotiations and approval from numerous landowners (including NPWS, Snowy Hydro and Private). • Ongoing Operational Costs
Operation and maintenance funding streams must be identified prior to formalisation of route. |
|---|--|---|--|

07 Option Analysis

Option E: Status Quo



Description

Maintaining the Lake Jindabyne Shared Trail (Southern Section) which terminates at Kalkite in the east and Creel Bay in the West, and provides a key strategic link to the Thredbo Valley Track at the Gaden Trout Hatchery.
Anticipated completion: July 2024.

Distance

60km between Kalkite and Creel Bay.

Suggested Time

Bike Riders: One day / 6-10 hours
E-Bike Riders: Half day / 3-6 hours
Walkers: 4 days / 3 nights

Suggested Classification

Mountain Bike Trail Grading System:
Easy (Green) - Intermediate (Blue)
Australian Walking Track Classification System:
Class 3 No Bushwalking experience required (likely with sections which are Class 2).

Suggested Hierarchy

State-level.

Seasonality

Suitable for use year-round.

Land Tenure

SMRC is land owner for sections of trail corridor.
NPWS is land owner between Gaden Trout Hatchery and Creel Bay (Kosciuszko National Park).
Snowy Hydro is land owner of sections of trail corridor.
Private land along foreshore is being acquired by SMRC for trail corridor.
Council is taking care and control of entire trail corridor as part of trail licensing agreement with NPWS and Snowy Hydro.

Key Background Documents

Lake Jindabyne Shared Trail Business Case (2018)
Revised Project Scope Lake Jindabyne Shared Trail Project (June 2019)
Lake Jindabyne Trail Detailed Design - Trail Construction Plans (August 2020)

Key Drawcards

Connectivity of towns/villages on Lake Jindabyne.
Connectivity for Thredbo Valley Track to Jindabyne.

Key Market Segment

'Leisure' cyclist market, Family market.

Similar Product Offerings

No similar experiences identified in the region.

Public Access Points

Trailheads at Creel Bay & Kalkite. Various access points, including at Jindabyne, Tyrolean, East Jindabyne, Hatchery Bay and Gaden Trout Hatchery.

Emergency Access

Numerous locations accessible in emergency.

Management

Trail managed by SMRC. Trail licensing agreement for trail section on NPWS estate.

Implications of Snowy Mountains SAP

Completion of Southern Section identified as priority in *SAP Draft Master Plan (2021)*.

Estimated Capital Investment Required

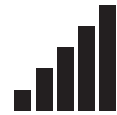
\$11.8 million funding awarded by the Regional Growth-Environment and Tourism fund, funded through Restart NSW.

Community Perceptions

85% of community survey respondents were 'definitely supportive' or 'somewhat supportive' of the development of 'the Lake Jindabyne Trail: Southern Network'.

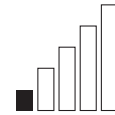
07 Option Analysis

SWOT Analysis



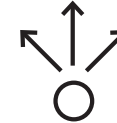
Strengths

- **Weekend Ride Offering**
Achievable to ride the trail (potentially on e-bike) during a dedicated weekend visit.
- **Connection of towns/villages**
Provides off-connectivity between towns and villages located on Lake Jindabyne, as well as to Creel Bay (Kosciuszko National Park) and the Thredbo Valley Track.
- **Viability**
Achievable to deliver within SMRC's organisational capacity, utilising external funding source.
- **Resources toward Existing Trails**
Allows for finite Council resources to be distributed to other areas of need across Council's broader regional trail network, rather than to focus on new trail development.
- **SAP Draft Masterplan**
Completion of Southern Section identified as priority in *SAP Draft Master Plan (2021)*.



Weaknesses

- **No 'Around the Lake' Experience**
Does not provide an 'around the lake' experience.
- **Trail Terminus at Kalkite**
Kalkite (eastern terminus of the trail) is a residential village that does not currently have visitor facilities/attractions which make it an appealing trail destination.
- **Trail User Safety - Dam Wall**
Significant issues associated with safety and quality of user experience at section of trail which crosses the Jindabyne Dam wall.



Opportunities

- **Summer Tourism Offering**
Provision of a summer trail experience accessible from Jindabyne.
- **Business Opportunities**
Encourage opportunities for commercial operators to facilitate trail usage through shuttles to key points, tours, accommodation provision, bike hire, food/drink provision etc.
- **Trail Network**
Contribute to a high quality and cohesive trail network in the Jindabyne region, complementing the Thredbo Valley Track and numerous trails within Kosciuszko National Park.
- **Monitor Usage and Experiences**
Monitor usage of the Southern Section, utilising information gathered to inform future investment decisions.



Threats

- **Trail User Conflict**
Potential for conflict between trail user types (i.e. walkers, cyclists) - dependent on final design/trail corridor widths.
- **Ongoing Operational Costs**
Potentially high operational and maintenance costs impacting SMRC's budgets.

07 Option Analysis

Multi Criteria Option Analysis

Multi-criteria option analysis is a process which provides an objective review of options against a set of key criteria. This process supports the identification of a preferred way forward, and outlines the rationale behind this.

Key Criteria

The following key criteria has been developed to support the analysis of the various options to deliver the Lake Jindabyne 'Around the Lake' Trail Experience. This criteria is based upon the requirements of best practice trail planning and development, and has been tailored to address the specific context of Lake Jindabyne.

1. **Connect Kalkite and Creel Bay**
Provision of a connected trail experience around Lake Jindabyne.
2. **Iconic visitor drawcard**
Contribution to the region as a compelling tourism destination.
3. **Community and user group support**
Likelihood of the development to be supported by the community and trail user groups.
4. **Broad user market**
Attraction of a broad range of users and large market segment.
5. **Maintenance of high quality experience**
Ability to maintain service levels which ensure high quality trail experience with well maintained infrastructure.

6. **Flexible experience options**
Ability for trail users to tailor the experience to suit time, ability, fitness and personal appeal.
7. **Trail user safety**
Ability to effectively manage risks to personal safety.
8. **Environment and cultural heritage**
Likelihood of delivery with mitigation of impacts to environmental and cultural heritage values.
9. **Integration with facilities**
Integration with existing facilities/destinations, townships and contribution to the broader trail network.
10. **Snowy Mountains SAP Draft Master Plan Alignment with initiatives identified in the Snowy Mountains SAP Draft Master Plan (2021)**
11. **Land owner support and collaboration**
Likelihood to gain support, approval and collaboration from landowners.
12. **Snowy Hydro assets and operations**
Likelihood of delivery with mitigation of impacts to Snowy Hydro assets and/or operations.
13. **SMRC organisational capacity**
Likelihood of SMRC having capacity to effectively deliver and manage as lead agency.
14. **Private sector investment**
Likelihood of attracting private sector investment.

Classification System

The following table outlines the analysis of each of the four options being considered based on the criteria identified above. For each of the site criteria an assessment was made as to what extent the criteria was met. The classification scores and colours used in this process are outlined in the table below.

3	Criteria met
2	Criteria partially met
1	Criteria not met

Estimated Public Capital Expenditure

The estimated public capital expenditure has been outlined for each of the options. The classification of costs are outlined in the table below.

Major Project	>\$1,000,000
High	\$500,000 - \$1,000,000
Medium	\$100,000 - \$500,000
Low	<\$100,000

07 Option Analysis

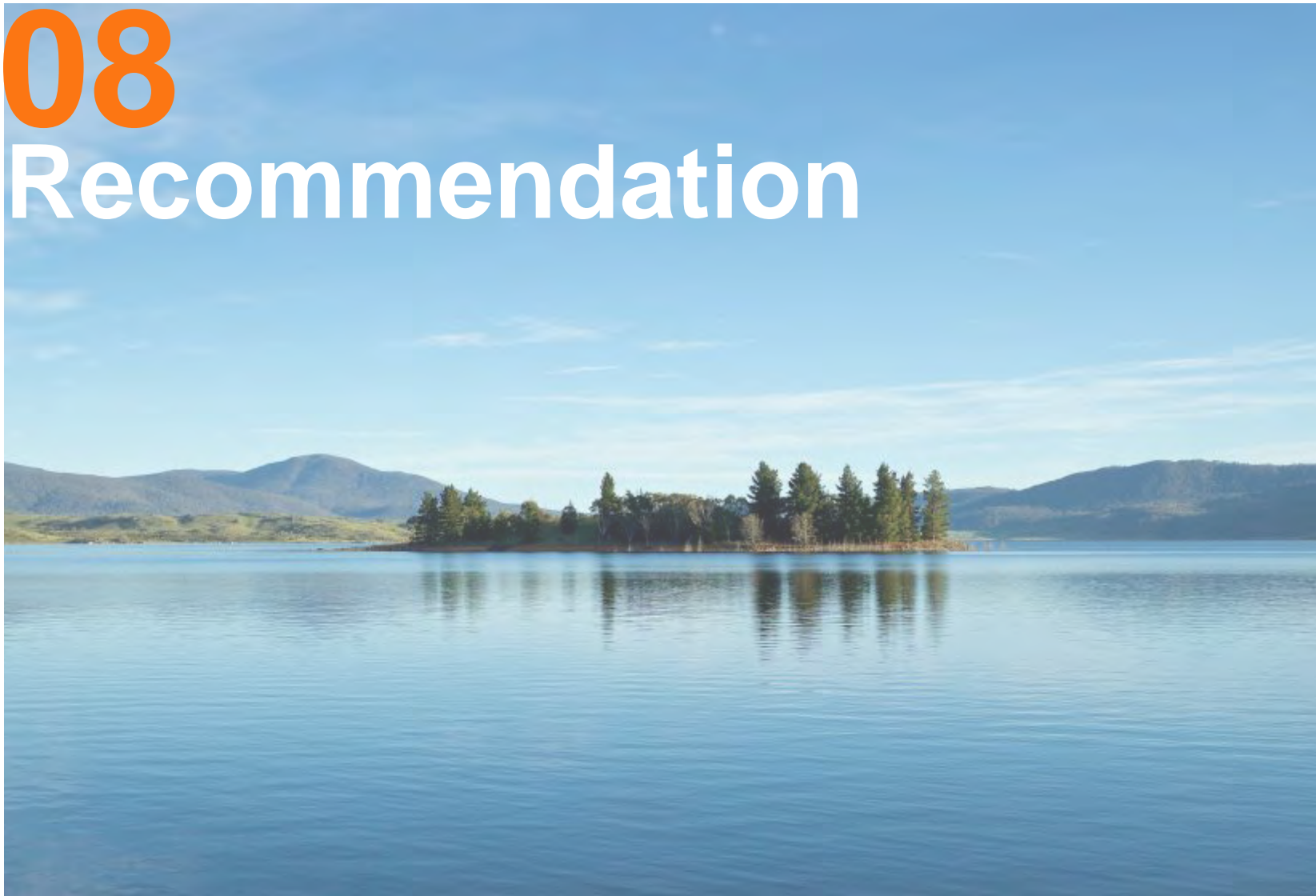
Multi Criteria Option Analysis Table

Criteria	Option A Foreshore Shared Trail	Option B Iconic Backcountry Ride	Option C Water-based Transport Link*	Option D Gravel Ride Route	Option E Status Quo
1. Connect Kalkite and Creel Bay	3	3	3	2	1
2. Iconic visitor drawcard	2	3	2	1	1
3. Community and user group support	2	2	2	2	2
4. Broad user market	2	2	3	1	2
5. Maintenance of high quality experience	1	1	2	1	3
6. Flexible experience options	1	1	3	2	2
7. Trail user safety	2	2	3	1	3
8. Environment and cultural heritage	2	2	3	3	3
9. Integration with facilities	1	2	3	2	2
10. Snowy Mountains SAP Draft Master Plan	1	1	2	1	3
11. Land owner support and collaboration	1	1	1	2	3
12. Snowy Hydro assets and operations	1	2	2	2	3
13. SMRC organisational capacity	1	1	2	2	3
14. Private sector investment	1	2	3	1	1
TOTAL SCORE	21	25	34	23	32
Estimated Public Capital Expenditure	Major Project	Major Project	Medium-High	Low	Major Project [^]

* Privately funded and operated, may include public subsidy

[^] \$11.8M Funding allocated. Southern Section anticipated completion: 2024.

08 Recommendation



08 Recommendation

Recommended Option

Option C: Water-based Transport Link

It is recommended that the NSW Government, in partnership with SMRC, and in consultation with key stakeholders, undertake further investigations into the viability of establishing a water based transport service on Lake Jindabyne, which would service recreational trail users as well as other members of the public. While this option has been determined as the most suitable option to deliver a Lake Jindabyne 'Around the Lake' trail experience, further investigations are required into the technical and financial viability.

It is expected that the operation of the water based transport service would be most viable as a commercial venture, with the potential need for public financial support during the initial phases of development. As demonstrated in the review of water taxi case studies (refer Appendix A), the majority of successful services in comparable contexts are privately operated.

As well as recreational benefits, the development of water based transport on Lake Jindabyne will also bring benefits to the region associated with improved connectivity and mobility (e.g. taking pressure off roads such as Kalkite Road and Kosciuszko Road), and complementing the region's tourism offerings with experiences such as scenic cruises, private charters and lake tours. It is anticipated that the water based transport would complement many of the developments which are planned for the region as part of the Snowy Mountains State Activation Precinct.

Concept

The concept for water-based transport on Lake Jindabyne to complete the Lake Jindabyne Shared Trail is shown on the following map.

From a recreational perspective, the concept should be designed to transport trail users and their bikes between Jindabyne and the terminus points of the Lake Jindabyne Shared Trail at Creel Bay and Kalkite. The service may also have interim stops, such as at East Jindabyne and Western Lake Jindabyne. The most appropriate vessel and service options will depend upon the specific operator and stakeholder requirements.

The service is likely to be most effective if operated by a private operator on a user pays basis. Government can support this endeavour through undertaking feasibility studies, pilot projects, preparation of commercial prospectus/request for proposals, determining minimum standards, planning and establishing support facilities, subsidising operations, and procuring vessels.

It is envisaged that the service would operate on a schedule during peak seasons (i.e. summer tourism season), and be available on-demand during other periods.

The level of infrastructure required to facilitate this concept will be heavily dependent on the type of vessel selected. Access/egress points may require boat ramps, pontoons or platforms, and will require support facilities such as car parking, ticketing areas, amenities and signage.



08 Recommendation

Next Steps

It is recommended that:

1. SMRC formally propose the concept of a water-based transport link across Lake Jindabyne to key stakeholders (i.e. Snowy Hydro, NPWS, NSW State Government) to seek in-principle support and understand key stakeholder requirements of such a service.
2. SMRC advocate for the inclusion of water-based transport on Lake Jindabyne as a component of the Snowy Mountains SAP Masterplan, specifically to connect Kalkite, Creel Bay and Jindabyne.
3. SMRC, in partnership with the NSW Government, commission a technical and financial feasibility study for the concept of water-based transport on Lake Jindabyne (specifically linking Kalkite, Creel Bay and Jindabyne).

Vessel and Service Options

A wide range of vessel and service options should be considered, including the use of new and emerging technologies, and provision of iconic and unique tourism experiences.

Consideration should be given to the following:

Vessel requirements

- Ability to operate on Lake Jindabyne with water level fluctuations associated with Snowy Hydro operations
- Capability to transport bikes as cargo
- Potential for other tourism services, such as sunset cruises
- Access/egress/docking requirements
- Fuel and/or electric charge sources
- Storage requirements

Service level requirements

- Service routes and schedules
- Frequency of service
- Seasonality
- Safety requirements
- Quality assurance

Capital investment

- Access/egress infrastructure requirements, such as platform, pontoon, docking station, boat ramp or terminal to accommodate appropriate vessel type
- Support facilities such as ticketing area, car parking, toilets/amenities

Operational costs of service

- Labour/staffing requirements
- Vessel maintenance requirements
- Fuel
- Insurances
- Licence fees
- Marketing and promotion

Business model/revenue

- Service fee structure
- Subsidy options
- Packaged tourism offerings

Demand/patronage estimation

- Patron capacity
- Appropriate service fees
- Seasonality impacts
- Complementary products (e.g. Lake Jindabyne Shared Trail)
- Target markets
- Market trends

Broader context

- Final Snowy Mountains SAP Masterplan (currently being prepared)
- Roles and requirements of government agencies (e.g. SMRC, NSW Government, NPWS)
- Snowy Hydro operational requirements
- Kosciuszko National Park Plan of Management

08 Recommendation

Overview of Other Options

The five options for delivery of a Lake Jindabyne 'Around the Lake' Trail Experience have been assessed concurrently with development of the Snowy Monaro Regional Trails Masterplan. It is important to appreciate that Council is responsible for a widespread network of recreational trails across the geographically vast and diverse local government area. Many of Council's existing trails require attention to elevate the region's status as a trail destination, and there are numerous proposals for new trail developments which are being strategically considered. Council's organisational capacity to take on new trail development projects is finite and this has been a key consideration in the feasibility assessment.

Further details and strategic context relating to Council's current and potential future regional trail network are provided in the *Snowy Monaro Regional Trails Masterplan (2022)*.

An overview of the findings for each of the other options assessed is provided below.

Option A: Foreshore Trail

Option A: Foreshore Trail has been determined to be the least feasible option, achieving a score of 21 through the multi-criteria analysis. It is anticipated that this trail would not attract a user market which is significant enough to justify such major capital and operational public investment. Development would require access along private property, may compromise the security of sensitive Snowy Hydro assets, and have impacts on areas with high environmental and cultural heritage value (particularly in Kosciuszko National Park). Significant support infrastructure and emergency access routes would need to be developed to deliver a sought-after and safe trail experience.

Option B: Iconic Backcountry Ride

Option B: Iconic Backcountry Ride achieved a score of 25 through the multi-criteria analysis. While this trail could be an iconic visitor drawcard to the region, it is anticipated that it would not attract a user market which is significant enough to justify such major capital and operational public investment. Major works would be required to deliver the level of support infrastructure needed to provide a sought-after and safe trail experience. Operational costs for this route are likely to be inflated due to access constraints into the remote and rugged area. There may be value in revisiting this option in the future (e.g. 2030+) to assess feasibility with consideration of changes in technology, trends and regional context.

Option D: Gravel Ride Route

Option D: Gravel Ride Route achieved a score of 23 through the multi-criteria analysis. While this option does not require significant investment or infrastructure and is supported by key community stakeholders, it is not anticipated to attract a large market and would be a compromised 'Around the Lake' experience which does not effectively meet the objective of connecting the trailheads at Kalkite and Creel Bay. While this option may have merit as a formalised cycling/gravel riding route in its own right, it is not a sufficient option to complement the Lake Jindabyne Shared Trail (Southern Section).

Option E: Status Quo

Option E: Status Quo achieved a score of 32 through the multi-criteria analysis. Significant public investment has been allocated toward the development of the Lake Jindabyne Shared Trail (Southern Section) to connect Jindabyne with the Thredbo Valley Track, Creel Bay and Kalkite. The trail experience is significantly compromised without offering a loop experience, however, the development of facilities at Kalkite and Creel Bay could assist in supporting these to become enhanced trail destination points. Choosing Option E: Status Quo would also allow for monitoring of trail use once the Southern Section is complete to inform how public funds could best be used to further enhance the trail experience.



09 Water Based Transport Examples

A wide range of destinations utilise water-based transport to provide access for transport and tourism purposes. Many of these transportation vessels and services cater for the needs of recreational trail users, including cyclists and their bikes.

There is no 'one size fits all' approach to the design and specification of water based transport vessels and services. Examples are provided to support the identification of the Lake Jindabyne Service's desired characteristics and options available.

The following range of examples of different water-based transport options are highlighted over the following pages:

- Lake Wānaka Water Taxi, NZ
- Bay2Bay Water Taxi, Taupō, NZ
- Picton Water Taxi, Queen Charlotte Sound, NZ
- Abel Tasman Sea Shuttle, Abel Tasman National Park, NZ
- Lake St Clair Ferry Service, Cradle Mountain-Lake St Clair National Park, Tasmania
- Freycinet Aqua Taxi, Coles Bay, Tasmania
- Lakes Explorer, Lakes Entrance, Victoria
- Aquaduck, Gold Coast and Sunshine Coast, Queensland
- Perth Waterbike Adventures, Western Australia
- Hovertravel, Isle of Wight, United Kingdom

Lake Wānaka Water Taxi, NZ

Wanaka Water Taxi, near Queenstown in New Zealand, provides access to many locations around Lake Wānaka. This promotes and facilitates a range of flexible riding and hiking options such as the West Wānaka Track and the Millennium Track.



09 Water Based Transport Examples

Bay2Bay Water Taxi, Taupō, NZ

The Bay2Bay Water Taxi provides flexibility to users of the Great Lake Trails, with pick up and drop off points around Lake Taupō.

The vessels are also available for other services such as scenic cruises, and private charters.



Picton Water Taxi, Queen Charlotte Sound, NZ

Picton Water Taxis offers on-demand water-based transport to locations across the Queen Charlotte Sound, providing access for walkers, bike riders and trail maintenance crews to the Queen Charlotte Track. Private charters and tours are also offered.



Abel Tasman Sea Shuttle, Abel Tasman National Park, NZ

Abel Tasman Sea Shuttles is a transport and adventure tourism operator providing scenic cruises and water taxis with a fleet of customised vessels. The service provides access to locations along the iconic Coast Track.



09 Water Based Transport Examples

Lake St Clair Ferry Service, Cradle Mountain-Lake St Clair National Park, TAS

Lake St Clair Lodge operates the highest altitude ferry service in Australia. It takes guests on scenic cruises and also provides hikers with access to the Overland Track. The service is scheduled for peak seasons, and on-demand at other times.



Freycinet Aqua Taxi, Coles Bay, TAS

Freycinet Adventures operates a range of tourism services, including the Aqua Taxi in Freycinet National Park which has numerous pick up and drop off points. The scheduled daily departures are a popular way to experience walking tracks, including access to the iconic Wineglass Bay.



Lakes Explorer, Lakes Entrance, VIC

Lakes Explorer provides water-taxi, tours and private charter services across the Gippsland Lakes and River systems. The service provides access to remote areas on a commercial four-passenger ferry.



09 Water Based Transport Examples

Aquaduck, Gold Coast and Sunshine Coast, QLD
Aquaduck has fleet of amphibious vehicles which provide land, sea and river-based tours in the Gold Coast and Sunshine Coast. The vehicles can access and exit the water at various points, usually at boat ramps, without the requirement for significant docking infrastructure.



Perth Waterbike Adventures, WA

Perth Waterbike Adventures offers water-biking on the Swan River in Perth. It is promoted as 'suitable for people of all ages and fitness levels'. Minimum user height is 140cm, and baby seats are available. Other technologies exist (e.g. ShuttleBike) which allow use of personal bikes.



Hovertravel, Isle of Wight, United Kingdom

Hovertravel is a passenger ferry service between Portsmouth and the Isle of Wight, in England. It is an iconic and fast mode of transport, with fares varying with seasons, and packages available. Up to four bicycles can be carried free of charge to the iconic cycling destination.



Appendix A

Lake Jindabyne Service Investigation

APPENDIX: LAKE JINDABYNE
SERVICE INVESTIGATION

C. LAKE JINDABYNE SERVICE INVESTIGATION

MEMORANDUM



Transport Planning

TO: Rukshan de Silva, NSW Department of Planning and Environment
CC: Christina de Freitas (GTA), Laura Harding (Hill Thalys)
FROM: Nick Buchanan
DATE: 17 June 2019
OUR REF: N169610
PAGE 1 OF 18
RE: GO JINDABYNE MOBILITY AND CONNECTIVITY STUDY – LAKE JINDABYNE SERVICES

Introduction

The NSW Government is developing a Masterplan for Jindabyne (called 'Go Jindabyne') to revitalise the gateway town to the Snowy Mountains and make it Australia's premier alpine destination and a place to visit all year round. The Masterplan will set out a clear vision for the hub of the Snowy Mountains and consider all aspects of Jindabyne, including tourism, jobs, services, accommodation, housing, roads, local products and all factors that contribute to the distinct local character of the town.

The Go Jindabyne Mobility and Connectivity Study will provide an understanding of the current demand on the existing road and other transport networks operating in Jindabyne and surrounding, assess the potential impacts of forecast growth on these networks, and provide recommendations on appropriate upgrades and/or new infrastructure required to facilitate the growth and function of Jindabyne, ultimately informing the Go Jindabyne Masterplan.

Scope of this Memo

Following a meeting between NSW Department of Planning and Environment, GTA and Hill Thalys on 22 May 2019, the NSW Department of Planning and Environment requested that GTA investigate the future provision of a water-based tourist service on Lake Jindabyne.

Approach

In order to provide further information on the potential viability of a water-based tourist service on Lake Jindabyne, GTA undertook the following tasks:

- Identification of similar water-based tourist services in Australia or overseas
- Desktop review and benchmarking of similar tourist services as case studies
- Summary of key findings and implications for Lake Jindabyne associated with a similar tourist service.

Costs associated with a tourist service including the fleet, infrastructure, operations or maintenance, as well as demand estimation and patronage as well types of vehicles allowed on Lake Jindabyne are outside this commission and have not been considered.

Case Studies

The following section presents an overview of eight case studies that are broadly comparable to Lake Jindabyne, from both Australia and overseas. A summary of key findings is presented after the overview of each case study. All sources and references are provided at the end of this memo.

(1) Lake Argyle - Western Australia

Lake Argyle is Western Australia's largest and Australia's second largest freshwater man-made reservoir by volume. The reservoir is part of the Ord River Irrigation Scheme and is located near the East Kimberley town of Kununurra. The lake flooded large parts of the Shire of Wyndham-East Kimberley on the Kimberley Plateau about 80 kilometres inland from the Joseph Bonaparte Gulf, close to the border with the Northern Territory.

Located 70 km from Kununurra via the Victoria Highway and Lake Argyle Road, Lake Argyle village and the Argyle Downs Homestead Museum are 1,100 km from Broome, 3,300 km from Perth and 800 km from Darwin.

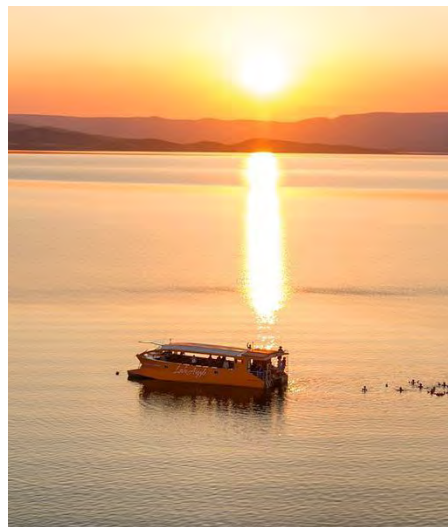
There are the following tourist services operating on Argyle Lake:

- Argyle Cruises offer morning, sunset and full afternoon cruises on the lake.
- Triple J Tours offer cruises on the Ord River from the lake to Kununurra or back.

Lake Argyle Satellite Map



Lake Argyle Cruises



(2) Lake Como - Italy

Lake Como is a lake of glacial origin in Lombardy, roughly 1.5 hours north of Milan in the north of Italy. It has an area of 146 square kilometres, making it the third-largest lake in Italy. At over 400 metres deep, it is one of the deepest lakes in Europe, and the bottom of the lake is more than 200 metres below sea level.

The Lake Como ferry service is a highly developed public transport system linking the many small towns around the Lake, with three main public services:

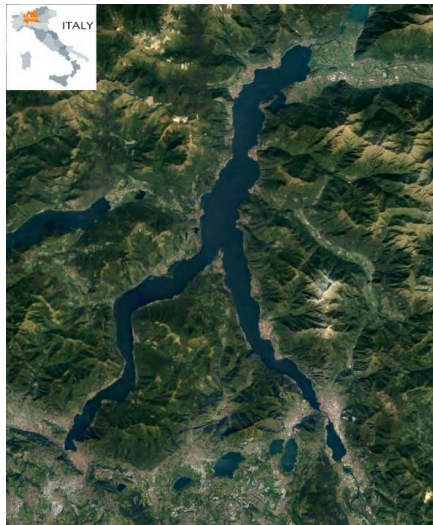
- Motorboat services along the western branch and northern end of the Lake, with additional shuttles to the mid-lake area
- Fast services that follow broadly the same route, but use faster vessels (hydrofoils), stop less frequently, higher cost compared to motorboat
- Ferries that run only between the popular mid-lake tourist villages. Some of these boats carry vehicles as well as passengers

In addition to the services above, tourists can use the services of several private taxi boats and boat tours.

The lake also offers car ferry, which only runs between four ports: Bellagio, Varenna, Cadennabia and Menaggio. Direct service has journey time between 10 and 15 minutes and runs at least every hour, between:

- Bellagio and Varenna, Cadennabia or Menaggio
- Menaggio and Varenna

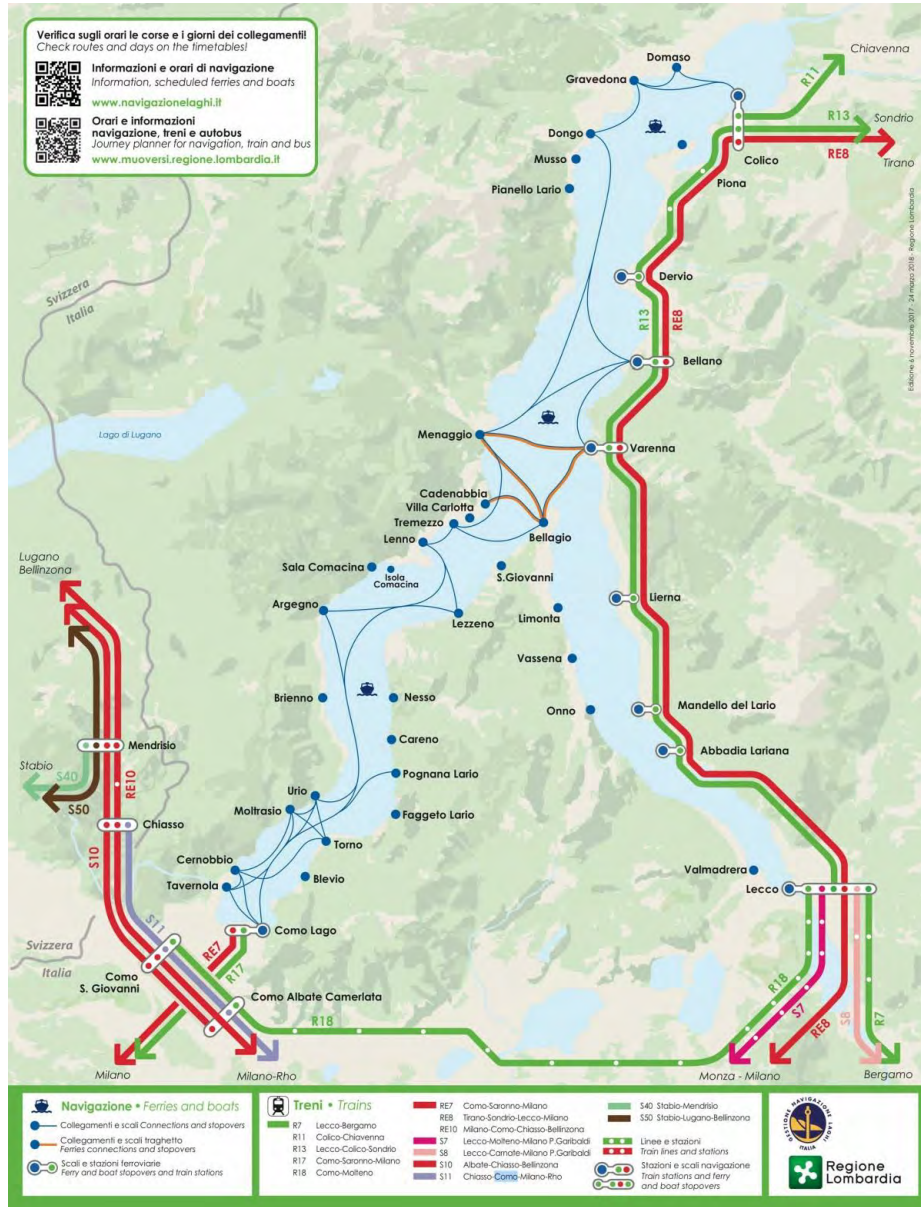
Lake Como satellite map



Lake Como view



Lake Como ferries map



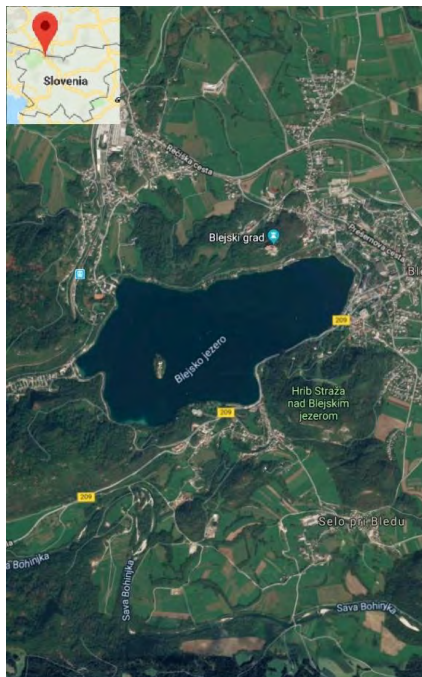
(3) Lake Bled - Slovenia

Lake Bled is a lake in the Julian Alps of north-western Slovenia. The area is a tourist destination with many natural attractions. The lake is 35 km from Ljubljana International Airport and 55 km from the capital city of Ljubljana.

The lake is 2,120 m long and 1,380 m wide, with a maximum depth of 30 m, and it has a small island – Bled Island - which contains tourist attractions, with **Porvost's House (historical landmark)** and the Pilgrimage Church of the Assumption of Maria among the most relevant. The lake is surrounded by mountains and forests. Medieval Bled Castle, a tourist attraction and museum is located on the lake's north shore.

Traditional transport to Bled Island is a wooden boat known as a pletna. Similar in shape to Italian gondolas, a pletna seats 20 passengers. Modern boats are still made by hand and are recognisable by their colourful awnings. Pletna oarsman propel and navigate boats across the lake using two oars.

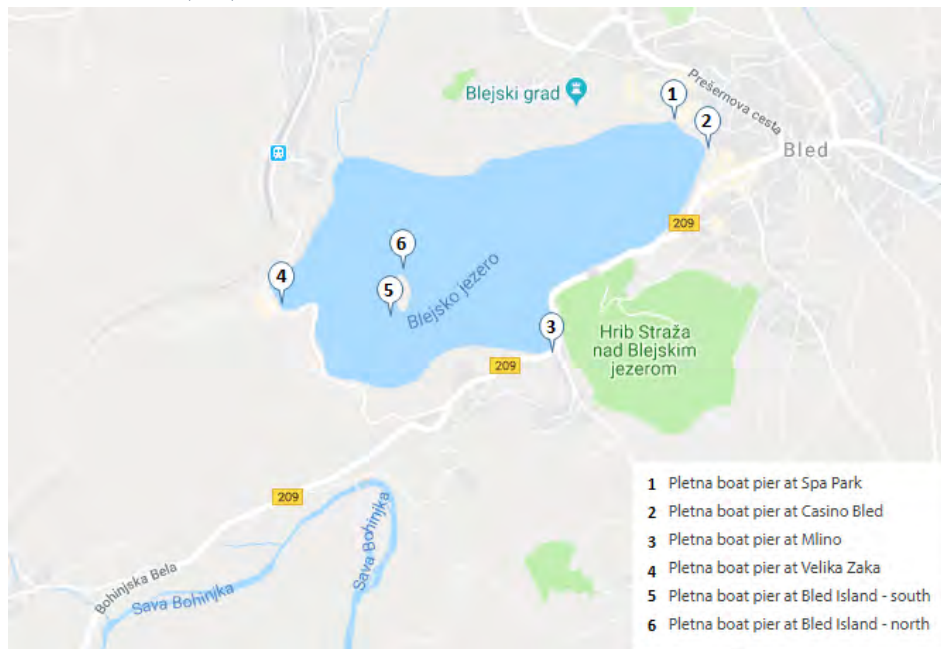
Lake Bled satellite map



Lake Bled and Bled Island view



Lake Bled cruise stop map



(4) Lake Wakatipu - New Zealand

Lake Wakatipu is an inland lake in the South Island of New Zealand, with the tourist town of Queenstown located on the north-east part of the lake.

With a length of 80 kilometres, it is New Zealand's longest lake, and, at 291 km², its third largest. The lake is also deep, its floor is below sea level, and has a maximum depth of 380 metres.

Queenstown is located on the shore of Lake Wakatipu among alpine ranges, and is renowned as the adventure capital of New Zealand. There is skiing from winter to spring, and activities such as bungy jumping, sky diving, canyon swinging, jet boating, horse trekking and river rafting all year round.

There are several cruises available in the lake summarised in the following categories:

- Catamaran cruises
- Day cruises
- Lunch cruises
- Water tours.

Lake Wakatipu satellite map



Lake Wakatipu Catamaran Cruise



(5) Lake Wanaka - New Zealand

Lake Wanaka is located in the Otago region of New Zealand, at an altitude of 278 metres. Covering an area of 192 km², it is New Zealand's fourth largest lake, estimated to be more than 300 metres deep.

Wanaka, a resort town on New Zealand's South Island, is set on the southern end of its namesake lake with views of snow-capped mountains. It's the gateway to the Southern Alps' Mount Aspiring National Park, a wilderness of glaciers, beech forests and alpine lakes. Treble Cone and Cardrona ski resorts are near the park.

There are some water-based transport services for tourists and locals including boat cruises, water taxis, jet boating and sailing.

Lake Wanaka satellite map



Lake Wanaka Cruise



(6) Lake St Clair – Tasmania

Lake St Clair is a natural freshwater lake located in the Central Highlands area of Tasmania. The lake forms the southern end of the Cradle Mountain-Lake St Clair National Park. It has an area of approximately 45 square kilometres, and a maximum depth of 160 metres, making it Australia's deepest lake.

Eco Geo Internationals runs the cruise service currently with a vessel called IDA Clair in a 28 km 30-minute voyage on the lake.

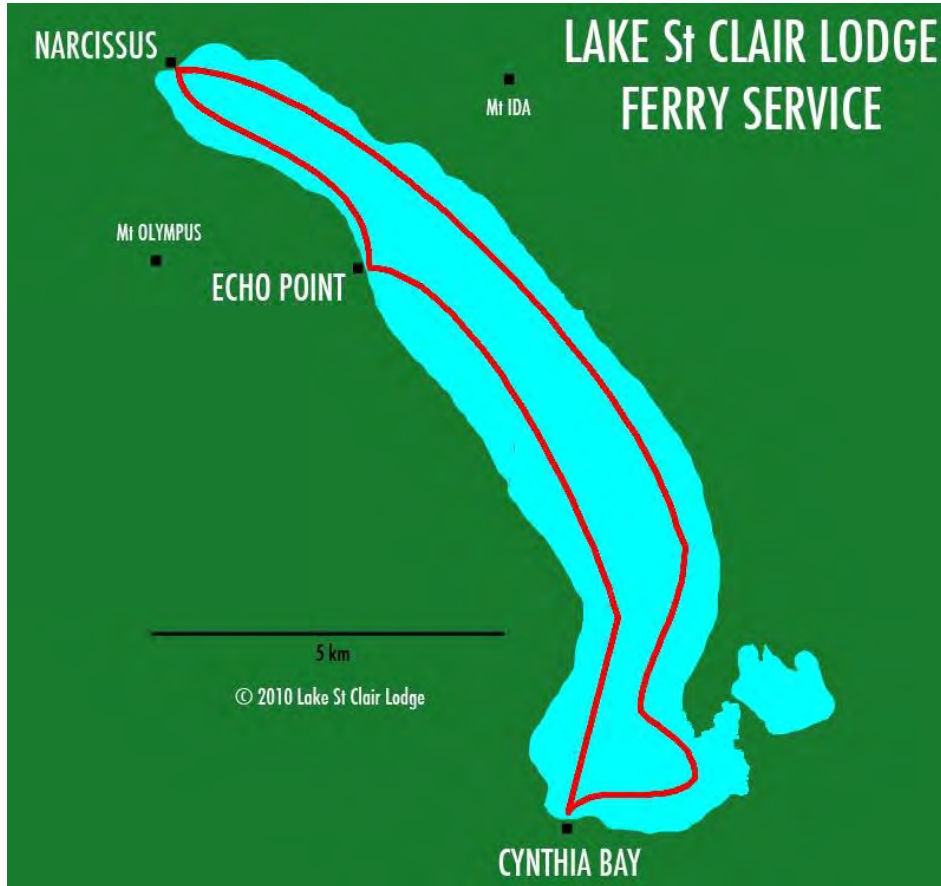
Lake St Clair satellite map



Lake St Clair ferry



Lake St Clair ferry map



(7) Pittwater - Palm Beach-Wagstaffe – Sydney, NSW

Palm Beach is a suburb located 45 kilometres north of Sydney, Pittwater is located south-west of Palm Beach, and Wagstaffe is to the north of Palm Beach.

There are several cruises connecting Palm Beach to adjacent stops available by Fantasea Cruising including Tourist and public transport services.

Pittwater satellite map



Pittwater tourist service



(8) Lake Tahoe - USA

Lake Tahoe is located in the Sierra Nevada mountain range in the Western United States. Lying at 1,897 m, it straddles the state line between California and Nevada, west of Carson City. Lake Tahoe is the largest alpine lake in North America at 150.7 km². Its depth is 501m and is the second deepest lake in the United States.

Lake Tahoe is a major tourist attraction in both Nevada and California. It is home to winter sports, summer outdoor recreation, and its scenery is enjoyed throughout the year. Snow and ski resorts are a significant part of the area's economy and reputation.

Lake Tahoe hosts a number of boating events, including sailboat racing, guided cruises, and more. At least ten different types of water-based services are offered.

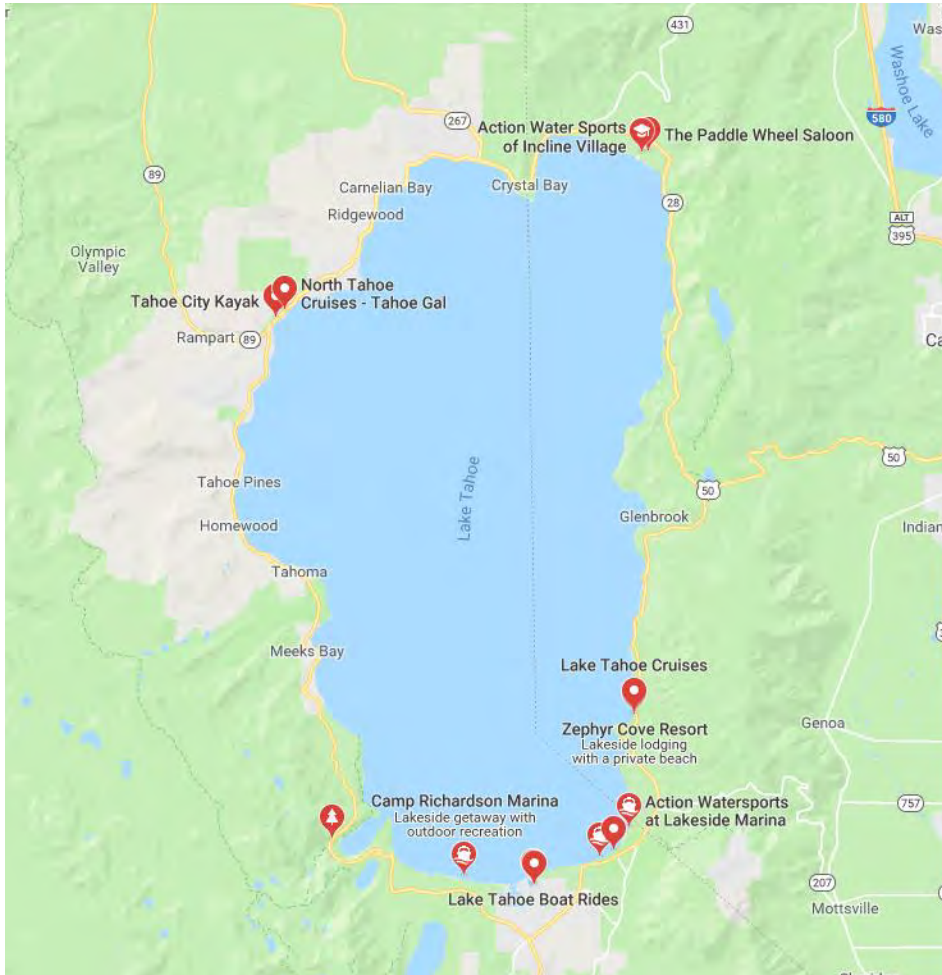
Lake Tahoe satellite map



Lake Tahoe view



Lake Tahoe map



Case Study Overview

The following table presents an overview of relevant information for each of the case studies.

Table 1: Case studies overview (part 1)

Location	Season	Type of service	Distance/time	Number of stops	User fee	Operating hours	Frequency	Funding
Lake Argyle - Western Australia <ul style="list-style-type: none"> • Morning Cruise • Jaliwang • Sunset Cruise 	Not available	Tourist	2 ¼ to 12 hours	0 to 2	AUD\$70 - \$1090	Mornings – Sunsets – whole day	Once a day	Private
Lake Como – Italy <ul style="list-style-type: none"> • Motorships • Hydrofoils • Ferries 	All seasons	Tourist	50km	Up to 17	€8.30 to €69.90 depending on the service	7:30 to 19:45	Up to 50 services per day	Public
Lake Como – Italy <ul style="list-style-type: none"> • Boat tours • Taxi boats 	All seasons	Tourist	45min to 3 hours	4-17	€10 to €500 depending on the service	11 am to 17 pm	Multiple times a day	Private
Lake Bled - Slovenia	All seasons	Tourist	5 hours	6	€15	Not available	Not available	Private
Lake Wakatipu - New Zealand <ul style="list-style-type: none"> • Queenstown ferries • Water taxis 	All seasons	Tourist and public transport	30 min	5+	NZD 9	7:45 am to 11 pm	Once an hour	Private
Wanaka- New Zealand	All seasons	Tourist and local	1 to 3 hours	0 to 3	AUD \$49- 239	8:00 am to 8:00 pm	Daily	Private
Lake St Clair – Tasmania	Summer only On-demand in winter	Tourist	28km	3 stops- Cynthia Bay, Echo Point, Narcissus	Adult One-way \$50 Child One-way \$25	9:00 to 10:30 12:30 to 14:00 15:00 to 16:30	Summer: 3 times (a day 7 days a week) Winter: on demand	Private (Eco-Gen International Company)
Pittwater Edges-Palm Beach – Sydney NSW	All seasons	Tourist and public transport	10km to 30km	slightly different routes serve 7 different destinations]	Adult: AUD \$16-23 return Concession and children: \$8.2-11.8 Multi-Trip ferry ticket: 10: \$74-106	Monday to Friday- 6:30 to 6:15pm Saturday 7:30 to 6:15 Sunday and public holidays 8:00 to 6:15 pm	Every 90 min year-round	Private (Fantasea Company)
Lake Tahoe – USA	All seasons	Tourist	1-5 hours	Not available	AUD 95 to 660	8 am to 6 pm	Multiple times a day	Private

Case studies overview (part 2)

Location	The user group (Passenger/Car)	Uses around lake edge	Lake size in comparison with Lake Jindabyne (30km ²)	Boat capacity (passengers)	Passenger number on peak season and off season
Lake Argyle - Western Australia <ul style="list-style-type: none"> Morning Cruise Jaliwang Sunset Cruise 	Passenger	<ul style="list-style-type: none"> Walking trails around the lake edge 	1000km ² (Approx. 33 times larger)	5 to 40	Not available
Lake Como – Italy <ul style="list-style-type: none"> Motorships Hydrofoils Ferries 	Passenger / car	<ul style="list-style-type: none"> Dense, populated semi-urban area Road along the lake Some ferries offer car transport (limited ports) Tourist attractions around the lake 	146km ² (Approx. 4.8 times larger)	5 to 200	Not available
Lake Como – Italy <ul style="list-style-type: none"> Boat tours Taxi boats 	Passenger			8 to 20	Not available
Lake Bled - Slovenia	Passenger	<ul style="list-style-type: none"> Bled Island in the middle of the lake Walking trails around the lake Mala Osojnica is a natural attraction close to the lake 	1.5km ² (Approx. 20 times smaller)	8	Not available
Lake Wakatipu - New Zealand <ul style="list-style-type: none"> Queenstown ferries Water taxis 	Passenger	<ul style="list-style-type: none"> Queenstown at one end of the lake Tourist destination at the opposite end of the lake from Queenstown 	291km ² (Approx. 9.7 times larger)	1 to 20	Not available
Lake Wanaka - New Zealand <ul style="list-style-type: none"> Cruise Water taxis 	Passenger	<ul style="list-style-type: none"> Wanaka Town at one end of the lake Natural tourism attractions around the lake 	192 km ² (Approx. 6.4 times larger)	1 to 10	Not available
Lake St Clair – Tasmania	Passenger	<ul style="list-style-type: none"> Cradle Mountain is a tourist destination The road around the lake at the east and south side Walking trails along south-east of the lake links Cynthia Bay to Narcissus 	45km ² (Approx. 1.5 times larger)	20	On-demand in winter
Pittwater Edges-Palm Beach – Sydney NSW	Passenger	<ul style="list-style-type: none"> Tourism attractions Scotland Island in the middle of the lake A road along the east side of Pittwater edges 	Not applicable	200	Not available
Lake Tahoe – USA	Passenger	<ul style="list-style-type: none"> A road around the lake Tourism attractions Several towns around the lake There are two state parks on the south and east side of the lake 	496km ² (Approx. 5 times larger)	10 to 300	Not available

Key Findings

Table 2 shows key findings extracted from the case studies and summarises relevant aspects which provide an indication of best practice for further studies of water-based transport services on Lake Jindabyne.

Table 2: Key findings related to Lake Jindabyne

Case Study	Key findings	Relevance to Go Jindabyne/ Lake Jindabyne
Lake Argyle – Western Australia	<ul style="list-style-type: none"> • Similar human-made reservoir lake • Short duration cruises • All operators are private • Different duration and cost options make it more attractive for different customer groups 	<ul style="list-style-type: none"> • Short duration cruises could be applicable for Jindabyne • Private operators run the services • Similar in terms of uses around the lake edges
Lake Como - Italy	<ul style="list-style-type: none"> • All season operations • Public and private operators • Well-known tourism attractions • Different duration and cost options make it more affordable for different groups • Services operate multiple times a day 	<ul style="list-style-type: none"> • Public and private operators both operating. • Generally higher population density around the lake makes public transport services viable - development pattern along the shore is quite different • Multiple destinations offer greater choices
Lake Bled - Slovenia	<ul style="list-style-type: none"> • All season operations • Private operation • Several locations for stops • Affordable prices 	<ul style="list-style-type: none"> • Size of the lake and an island in the middle of the lake has similarities to Lake Jindabyne, but the island in Jindabyne is smaller and not have the attraction • Private operators run the services • Similar to Lake Jindabyne in terms of size
Lake Wakatipu – New Zealand	<ul style="list-style-type: none"> • Both tourist and public transport • All season operations • Frequent services • Long operation time from early morning to late night • Taxi boat services 	<ul style="list-style-type: none"> • Public and private operators • Queenstown is a large tourist town, one focal point for services on the lake
Wanaka	<ul style="list-style-type: none"> • Daily operation • Variety of different types of cruises • Taxi boat services 	<ul style="list-style-type: none"> • Private operators • Taxi services a good example connecting Jindabyne to East Jindabyne
Lake St Clair - Tasmania	<ul style="list-style-type: none"> • Seasonal cruise services - only in the summer season • Private operation • On-demand on winter 	<ul style="list-style-type: none"> • Good example for Lake Jindabyne in terms of seasonal services and on-demand services in winter • Timetable for operation can be used as a benchmark • Similar size to Lake Jindabyne
Pittwater Edges - Sydney	<ul style="list-style-type: none"> • Different operating patterns and several attractions for stops • Both tourism and public transport services 	<ul style="list-style-type: none"> • Using water-based services for both public transport and tourist services could be beneficial for Jindabyne, but would require infrastructure and further analysis regarding economic feasibility
Lake Tahoe - USA	<ul style="list-style-type: none"> • Wide range of water-based services privately operations 	<ul style="list-style-type: none"> • Wide variety of short duration cruises and boats • Private operators run the services

Case Study	Key findings	Relevance to Go Jindabyne/ Lake Jindabyne
	<ul style="list-style-type: none"> • All seasons • Multiple times a day • Different private operators serve tourists 	<ul style="list-style-type: none"> • Water-based events

Summary

From the case studies presented, there are similarities for inland lakes such as Lake Jindabyne, including being rural/remote in nature, with water-based tourist services.

Key findings include the following:

- Most lakes have private operators
- Many services are tourist based with a range of different destinations and durations
- Using water-based services for both public transport and tourist services could be beneficial for Jindabyne
- Most services operate year-round, however a precedent for Lake Jindabyne would be Lake St Clair in Tasmania which has scheduled summer services and operates winter services on demand.

Further investigation would need to be undertaken regarding costs associated with a tourist service including the fleet, infrastructure, operations or maintenance, as well as demand estimation and patronage.

References

(All information accessed between 25/05/2019 to 17/06/2019)

Location	Reference links
Lake Argyle	https://www.australiasnorthwest.com/business/tour/lake-argyle-cruises
Lake Como	https://lakecomotravel.com/boat-tours-ferry-lake-como/#motorships https://www.expedia.com.au/things-to-do/en/lake-bleed-and-bleed-castle-tour-from-ljubljana_a551220.activity-details?semcid=AU.MUL.TILOBLX.GOOGLE.AT-c.EN.LX&semid=a11368339769_b156197305578_r1_q1dsa-497511626357_i173171726393_d1345243418743_e1c_i19071853.k1.f1111.n1.l1g.h1b.m1&qclid=Cj0KCOjwiPnBRCOARIsAA5n84l_E1LDMycEe5PQqhM4-q0D53KPI2l-7mDM1AKpJ1HxxR0GK02aEWAaAhPOEALw_wcB https://www.getyourguide.com/lake-como-l63/best-of-lake-como-charming-boat-cruise-from-varenna-t216276/?partner=true https://www.google.com/maps/place/46%C2%B000'36.3%22N+9%C2%B017'02.7%22E/@46.0233663,9.2161019,12z/data=!4m5!3m4!1s0x0:0x0!8m2!3d46.0100932!4d9.2840833 https://www.palazzodelvicere.com/lake-como-ferry-maps-and-timetables/
Queenstown	https://www.newzealand.com/au/queenstown%2Bboat-cruises/ https://www.newzealand.com/au/ferrieswater-taxis/
Wanaka	https://www.lakewanaka.co.nz/things-to-do/water-activities/
Lake Bled	https://www.google.com/maps/place/Lake+Bohinja/@45.6804209,12.8910932,7z/data=!4m5!3m4!1s0x477af35779d240f3:0x3fb08f3272bb08cd!8m2!3d46.2840104!4d13.8594144 https://www.getyourguide.com/ljubljana-l318/-t98088/ https://www.google.com/maps/place/Lake+Bohinja/@45.6804209,12.8910932,7z/data=!4m5!3m4!1s0x477af35779d240f3:0x3fb08f3272bb08cd!8m2!3d46.2840104!4d13.8594144 https://www.getyourguide.com/ljubljana-l318/-t98088/ http://www.bleed.si/en/what-to-do/summer-sports/rowing/Map
Lake Tahoe - USA	https://www.visitcity.com/en/lake-tahoe/activities/all-activities?activitiesSearchByName=dinner%20cruise&sbi=M.S%20Dixie%20II%20Sunset&sbn_sec=dinner%20cruise&actid=&qclid=Cj0KCOjwiPnBRCOARIsAA5n84kpc6aKroJjAVrOzO2BcNvdWyJYHuETrVPHpc7AdhXFngS8Mh_zgkDYaAnSuEALw_wcB https://www.laketahoe.com/top-10-tahoe-boat-tours https://www.viator.com/Lake-Tahoe-tourism/Lake-Tahoe-Cruises-and-Sailing-and-other-fun-Things-to-Do/d816-t30781?semLander=true&m=28353&supaq=71358706720&supsc=aud-435409373039:kwd-298988123751&supai=119162860931&supap=111&supdv=c&supnt=nt:qclk:CjwKCAjw583nBRBwEiwA7MKvoDh5xpPIH1qxRbNZerVr9vdpd8w8ohhg4hlfk55gRhr8JxGzn_mGVRBoCFxoQAvD_BwE&suplp=9071853&supli=&supti=aud-435409373039:kwd-298988123751&isem=true&supci=aud-435409373039:kwd-298988123751&supap1=&supap2=&qclid=CjwKCAjw583nBRBwEiwA7MKvoDh5xpPIH1qxRbNZerVr9vdpd8w8ohhg4hlfk55gRhr8JxGzn_mGVRBoCFxoQAvD_BwE
Lake St Clair	https://www.lakestclairlodge.com.au/about-lake-st-clair/lake-st-clair-ferry https://www.abc.net.au/news/2018-01-22/lake-st-clair-ferry-fight-to-go-on-under-elise-archer/9347912 https://www.lakestclairlodge.com.au/about-lake-st-clair/lake-st-clair-ferry/



BUSINESS CASE | 2018

LAKE JINDABYNE SHARED TRAIL PROJECT



Lake Jindabyne Shared Trail Project

The Lake Jindabyne Shared Trail Project combines the pristine beauty of Lake Jindabyne with an iconic recreational trail of some 100kms.

The Project will link the world class Thredbo Valley Track directly to the township of Jindabyne resulting in an international standard mountain bike trail of some 100 kms and creating new opportunities for events and opportunities for increasing visitation and length of stay.

The Snowy Mountains is a traditional mecca for winter holiday makers and the proposed trail represents a significant boost to low visitation levels currently impacting the regional economy in the summer and shoulder seasons.

The lakeside orientation of the track will provide spectacular vistas and access to unique secluded lake access points. The palette complements a backdrop of stunning green hills in summer and snow capped mountains in winter. Each day will offer trail users a changing landscape, rich in colour and beauty.

The Lake Jindabyne Trail Project will deliver new recreational assets to support and grow visitation and economic outcomes in the Snowy Mountain Region and NSW.

The Project will deliver a holistic walking and cycling trail that links the existing network of day-use areas and short walking and cycling infrastructure located around Lake Jindabyne forming a route of some 100kms.

Importantly the Project will link the world class Thredbo Valley Track directly to the township of Jindabyne resulting in an international standard mountain bike trail of some 100 kms and creating new opportunities for events and opportunities for increasing visitation and length of stay.

PROJECT PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal Name	Lake Jindabyne Shared Trail Project
Lead Organisation	Snowy Monaro Council
Lead Organisation ABN	72 906 802 034
LEAD CONTACT	
Name	Mark Adams
Position	Group Manager Economic Development and Tourism
Phone	02 6455 1912
Email	Mark.Adams@snowymonaro.nsw.gov.au
Address	PO Box 714, Cooma NSW 2630
PROJECT SCOPE	
Project summary for publication	The Lake Jindabyne Shared Trail Project will deliver new recreational assets to support and grow visitation and economic outcomes in the Snowy Mountain Region and NSW. The Project will deliver a holistic walking and cycling trail that links the existing network of day-use areas and short walking and cycling infrastructure located around Lake Jindabyne forming a route of some 100kms. Importantly the Project will link the world class Thredbo Valley Track directly to the township of Jindabyne resulting in an international standard mountain bike trail of some 100 kms and creating new opportunities for events and opportunities for increasing visitation and length of stay.
PROPOSAL LOCATION	
Project Address	Jindabyne NSW
Latitude and Longitude	Key staging area locations below: <ul style="list-style-type: none"> Jindabyne NSW 2627 -36.414269, 148.611021 Kalkite NSW 2627 -36.335678, 148.637768
Local Government Area	Snowy Monaro
NSW Electorate	Monaro
Federal Electorate	Eden-Monaro

DOCUMENT SUMMARY INFORMATION

Version	1
Version Release Date	August 2018
Document Security	

DOCUMENT HISTORY

Version	Amendment	Amendment Date	Amended by

The Snowy Monaro region has proud Aboriginal heritage, and Snowy Monaro Regional Council acknowledges the Ngarigo, Walgalu, Southern Ngunnawal and Bidhawal people as the original custodians of our vast and beautiful region.

Disclaimer

This document is a confidential Snowy Monaro Regional Council report and may contain commercially sensitive information. Apart from any use as permitted under the Copyright Act 1968, no part of this document may be reproduced by any process, publicly released or published without prior written consent from Snowy Monaro Regional Council and Business Sense. Requests and inquiries concerning reproduction and rights should be addressed to the General Manager, Snowy Monaro Regional Council.

General Manager
Snowy Monaro Regional Council
81 Commissioner Street
PO Box 714, COOMA NSW 2630
Phone: 1300 345 345
Email: council@snowymonaro.nsw.gov.au

Prepared by Business Sense
203 Rankin Street
Bathurst NSW 2795
Mob: 0400 902628
Email: hello@businesssense.com.au

SNOWY MONARO REGION

The Snowy Monaro region covers 15,158 square kilometres, with rolling plains and mountain ranges. Just over a quarter (28%) of the region is national parks or reserves with remaining area largely privately owned rural land.

The region sits at the top of both the Snowy and Murrumbidgee River Catchments. Along with their major tributaries, they offer significant environmental values, as well as a source of fresh water for urban, recreational, irrigation and energy uses.

Snowy Monaro region is proud and diverse. Its eclectic mix of people contributes to the growing and vibrant community with 20,713 (ABS 2017) residents who love and call the region home. The Region experienced has recorded 2% growth since 2011 and has projected growth to 2036 of 5.7%. With roots in agriculture, timber, snow sport and the Snowy Mountains Hydro-Electric Scheme, our region's area's Gross Regional Product is estimated at \$1.29 billion.

For the Snowy Monaro Local Government Area, the tourism industry is a key contributor accounting for 17% of the regional economy and generating nearly 20% of all local employment with the largest Industry Sector being Accommodation and Food Services (NIEIR 2017). The tourism impact in the regional economy is significantly proportionally larger than any other region in NSW. (NIEIR 2017).

The collaborative tourism vision for the Snowy Mountains region is "The Snowy Mountains will be recognised as the premium Australian all-year round, all-age visitor destination for snow sports, and a wide range of alpine and sub-alpine recreational activities, achieving strong visitation, yield and length of visitor stay."

The area has outstanding natural, cultural and environmental significance. It includes Australia's highest mountains, unique landscapes, reserves and forests. The area provides a network of vegetation and habitats which protect significant ecological communities and biodiversity and provide corridors for flora and fauna.

The region has a rich Indigenous and European cultural heritage which has become part of Australia's folklore. A major water catchment, it contains the upper reaches of the Snowy and Murray Rivers and many of the lakes and hydro-electricity generators of the Snowy Mountains Scheme, a significant post-World War II undertaking that is also part of Australia's folklore.



Table of Contents

1	EXECUTIVE SUMMARY	7
2	CASE FOR CHANGE	11
2.1	Background	11
2.2	Project Overview	12
2.3	Rationale for Investment	10
2.3	Strategic Alignment	13
2.4	Expected Outcomes	17
2.5	Stakeholder and Community Support	19
3	ANALYSIS OF THE PROPOSAL	20
3.1	Objectives and Indicators	20
3.2	The Base Case	20
3.3	Other Options Considered	20
3.4	Information About the Proposal	21
3.5	Projected Costs	28
3.6	Cost-Benefit Analysis	28
3.7	Economic Impact Analysis	29
4	IMPLEMENTATION CASE	31
4.1	Program and Milestones	31
4.2	Project Management	31
4.3	Governance	33
4.4	Funding Arrangements	34
4.5	Life Cycle Costs	34
4.6	Risk Management	34
4.7	Procurement Management	35
4.8	Experience to Deliver	37



Executive Summary

The Lake Jindabyne Shared Trail Project will deliver an iconic walking or cycling trail, totalling 100 kilometres to be constructed on the surrounds of beautiful Lake Jindabyne in New South Wales.

The completion of the Lake Jindabyne Shared Trail Project will connect Jindabyne to the townships of Thredbo and Crackenback and the smaller towns and localities of Kalkite, Creel Bay and East Jindabyne to the larger town of Jindabyne by linking existing trails and providing an impressive walking and mountain biking trail. Importantly, the Project will realise the critical extension of the Thredbo Valley Track and recently funded 'extension' Project, from Gaden Trout Hatchery, where it will connect to the tourism hub of Jindabyne creating a world class tourism asset.

The core components of the Project include:

- Gaden Trout Hatchery to Jindabyne (Thredbo Valley Track Connection)
- Lake Jindabyne Southern Network (Jindabyne to Creel Bay and Kalkite)
- Lake Jindabyne Northern Network (Kalkite to Creek Bay)

The Project will deliver a holistic walking and cycling trail that links the existing network of day-use areas and short walking and cycling infrastructure located around Lake Jindabyne forming a route of more than 100 kilometres. Importantly, the Project will link the world class Thredbo Valley Track directly to the township of Jindabyne resulting in an international standard mountain bike trail of 50kms, creating new opportunities for international standard events and driving opportunities for increased visitation and length of stay.

On completion, the Project will deliver direct economic benefits associated with increased visitor expenditure including job generation and contribution to gross regional product. However, the Project will also deliver a broader range of social outcomes for the Snowy Monaro Region and the Snowy Mountains region of NSW.

The key outcome from the Lake Jindabyne Trail Project will be the delivery of a 100km walking and cycling trail on the surrounds of picturesque Lake Jindabyne. This will further extend the multiple outcomes of the Thredbo Valley Track extension project and highlights its significant critical role in the region's cycling visitor planning.

Located five hours south-west of Sydney and one and half hours south of Canberra, in the south east corner of NSW, Jindabyne is one of highest settlements of its size in Australia. At 918m above sea level, with a population of 2,629, Jindabyne is the gateway to the Kosciuszko National Park, NSW Largest National Park at 673,542 hectares and the home of the ski resort towns of Thredbo, Selwyn Snowfields, Perisher and Charlotte Pass. Kosciuszko National Park is vitally important to the visitor economy in the Snowy Mountains Region and to the township of Jindabyne.

The economic assessment assumes that the Project will increase visitation Jindabyne as well as Kosciuszko National Park and likely extend the length of stay of visitors. This assumption is supported by international and national trends that point to rapid growth in nature and adventure tourism, bushwalking and mountain biking throughout the world.

Locally, the tourism market in and around the Snowy Mountains is heavily weighted towards the winter months around snow sports. However, local tourism and economic plans have identified increased outdoor and nature-based activities, including hiking, fishing and biking, as an opportunity to increase visitation during the traditional low season and have developed marketing and infrastructure plans around this. The local tourist operators, as well as the broader accommodation, retail and food operators are already set up to service the tourism market and welcome the opportunity to support their business year-round.

The Project will extend and enhance the considerable investment in the Thredbo Valley Track. The initial \$13 million investment by NPWS through the NSW Government was opened in January 2015 and was aimed at beginner to intermediate riders. The Thredbo Valley Track Extension Project received \$27 million funding under the Regional Growth Environment and Tourism Fund earlier in 2018 to continue the Trail. This Project will complete the vision of the Snowy Monaro Council to deliver a “ride centre” within the region.

The Project will contribute to the local and regional economy through increased visitation that will generate intrastate, interstate and overseas tourism spending. The new trails will assist to diversify the tourism product away from a heavy reliance on the snow season, providing year around visitor options and increased business and employment opportunities.

.On completion the Project will:

- Increase visitor numbers and the value of tourism by 20% in the Snowy Monaro Region, over non-peak periods, by increasing nature-based attractions and encouraging overnight stays;
- Develop a world class walking trail attraction for the Snowy Mountains of NSW;
- Provide opportunities for Aboriginal communities to promote their culture and enhance lessee and commercial tour operator opportunities; and
- Support economic development by providing new opportunities for business and employment growth in the tourism, hospitality and service related sectors to sustain year-round related services.

The Lake Jindabyne Trail Project will deliver new recreational assets to support and grow visitation and economic outcomes in the Snowy Mountain Region and NSW.

The Project will support and enhance local business opportunities as trail-users spend money preparing for their experience. Importantly the Trail around Lake Jindabyne will offer further opportunities for visitors to explore the Region and therefore increase visitation and length of stay.

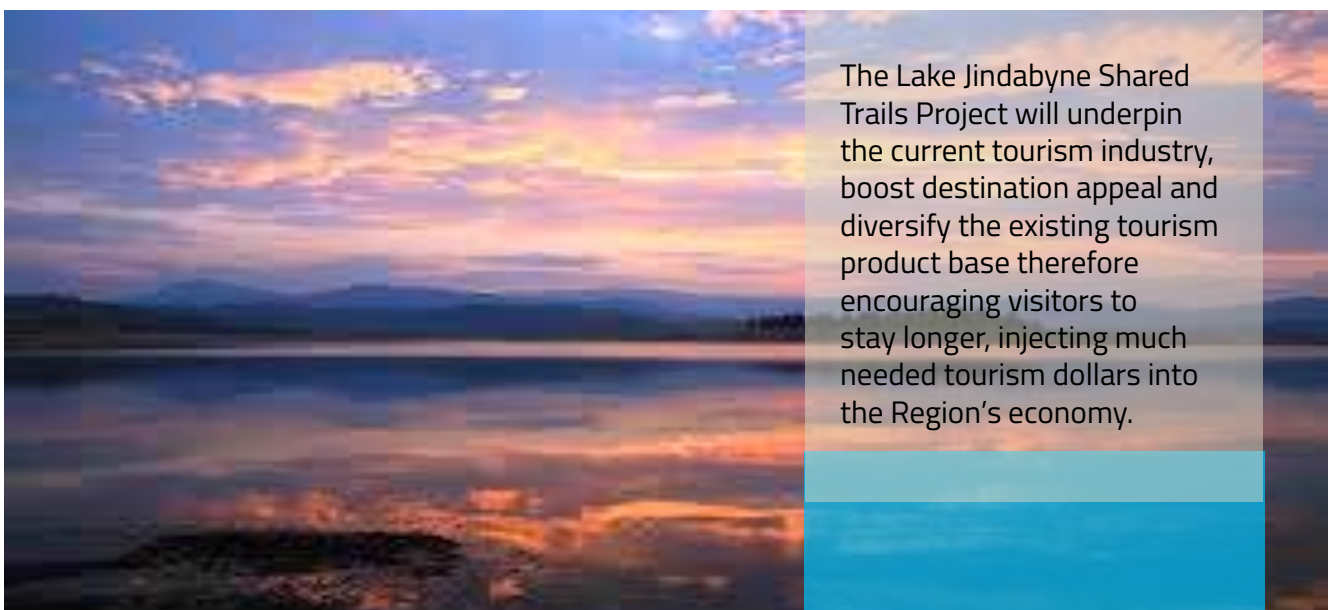
The Project is a long-term strategy for developing new visitor experiences in the Snowy Monaro that align with government policies and strategies, and that can also make a significant contribution to the state’s economy by investing in high-value natural assets.

The Project is the product of comprehensive community engagement, a strong evidence base and represents a collaborative partnership between New South Wales (NSW) National Parks and Wildlife Service (NPWS), volunteer groups and organisation, businesses and the communities within the Snowy Mountains Regions.

The Lake Jindabyne Shared Trail Project will deliver on key actions outlined in significant NSW Government plans and strategies including the Premier's Priorities, Visitor Economy Industry Action Plan, Regional Tourism Infrastructure Investment Attraction Strategy 2016-2021, South East and Tablelands Regional Plan 2036 and the Destination Southern – Destination Management Plan.

Snowy Monaro Regional Council has undertaken substantial planning to develop a Project that is investment-ready and will deliver on policy outcomes for New South Wales and protect the natural and cultural assets of the Region whilst delivering a world class tourism product that will drive visitor growth and support local communities.

The Lake Jindabyne Shared Trail Project will underpin the current tourism industry, boost On completion the Project will induce a range of social benefits for the surrounding local government areas and visitors who undertake the Walk. These include raising cultural awareness, strengthening existing and forging new partnerships with stakeholders, encouraging social connectivity and cohesion and strengthening the connection between conservation and tourism.



Regional Profile

The Lake Jindabyne Project is located within Destination NSW designated Snowy Mountains tourism region and is situated within the Snowy Monaro Local Government Area (LGA).

The Snowy Monaro region covers 15,158 square kilometres, with rolling plains and mountain ranges. Just over a quarter (28%) of the region is national parks or reserves with remaining area largely privately owned rural land.

The region sits at the top of both the Snowy and Murrumbidgee River Catchments. Along with their major tributaries, they offer significant environmental values, as well as a source of fresh water for urban, recreational, irrigation and energy uses.

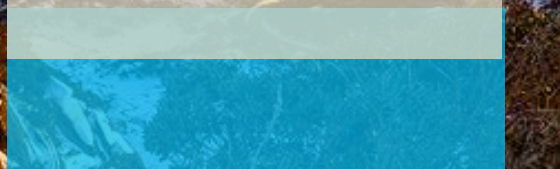
Snowy Monaro region is proud and diverse. Its eclectic mix of people contributes to the growing and vibrant community with 20,713 (ABS 2017) residents who love and call the region home. The Region experienced has recorded 2% growth since 2011 and has projected growth to 2036 of 5.7%. With roots in agriculture, timber, snow sport and the Snowy Mountains Hydro-Electric Scheme, our region's area's Gross Regional Product is estimated at \$1.29 billion.

For the Snowy Monaro Local Government Area, the tourism industry is a key contributor accounting for 17% of the regional economy and generating nearly 20% of all local employment with the largest Industry Sector being Accommodation and Food Services (NIEIR 2017). The tourism impact in the regional economy is significantly proportionally larger than any other region in NSW. (NIEIR 2017).

The area has outstanding natural, cultural and environmental significance. It includes Australia's highest mountains, unique landscapes, reserves and forests. The area provides a network of vegetation and habitats which protect significant ecological communities and biodiversity and provide corridors for flora and fauna.



The collaborative tourism vision for the Snowy Mountains region is "The Snowy Mountains will be recognised as the premium Australian all-year round, all-age visitor destination for snow sports, and a wide range of alpine and sub-alpine recreational activities, achieving strong visitation, yield and length of visitor stay."





2. Case FOR CHANGE

The Lake Jindabyne Shared Trail Project is located in the Snowy Monaro Region of NSW which is home to the World Heritage listed Kosciusko National Park. Originally situated on land that is now under Lake Jindabyne, the township was transferred to its present location in the 1960s due to the construction of Jindabyne Dam, on the Snowy River, as part of the Snowy Mountains Scheme.

2.1 Background

The Lake Jindabyne Trails Project is located in the Snowy Monaro Region of NSW which is home to the World Heritage listed Kosciusko National Park. Originally situated on land that is now under Lake Jindabyne, the township was transferred to its present location in the 1960s due to the construction of Jindabyne Dam, on the Snowy River, as part of the Snowy Mountains Scheme.

Jindabyne, as the Gateway to Kosciuszko National Park, is a key service town for Australia's highest ski resorts including Perisher, Thredbo and Charlotte Pass.

The Snowy Mountains region is iconic and fast becoming renowned as a world-class destination for mountain biking and trail enthusiasts. Over the past few years, 100km of trails have been developed, with more being planned.

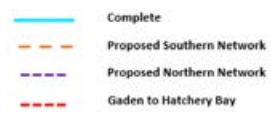
The Kosciusko National Park Cycling Strategy and Lake Jindabyne Recreation Plan aims to position the Snowy Mountains region as a leading trail and cycle tourism destination. The existing trail network has become increasingly popular among local residents and visitors to town.

SMRC has the support of the local community. Volunteer groups already contribute a significant investment into trail maintenance and improvements to the existing trail network. The Jindabyne Trail Stewardship (JTS) is a self-sustaining, non-profit group with the key aim to preserve, improve and maintain access to the existing and future trail network within Jindabyne and surrounding areas. JTS have a contribution plan which enables local businesses and individuals to donate or become a financial partner.

The Lake Jindabyne Recreation Trail report provides detail on stakeholder consultation, appropriate pathway design parameters, proposed route, access and preliminary cost estimates and benefits. Many of the proposed recommendations of the strategy have already been implemented. The Kosciuszko National Park Cycle Strategy also provides more support for the Thredbo Valley track to Jindabyne connection. This would be considered as a major priority for the region.

On completion of the Project, the track will become the jewel in the crown across the region and be considered one of the greatest trails, not only in Australia, but in the Southern Hemisphere. Riders will have the pleasure of riding from the Top of Thredbo, descend down the spectacular All Mountain Trail, connecting to the Thredbo Valley Trail in Thredbo Village and continuing to ride all the way to Jindabyne. This will equal approximately 50kms of single track from top to bottom and become an IMBA (International Mountain Bike Association) EPIC Silver status.

Without adequate funding and support for trail infrastructure and cycle tourism development there is a real risk of product decline and experience degradation resulting in competitive failure with negative consequences for the region and state. Investing in the region's trail infrastructure and cycle tourism offering presents a major growth opportunity and will enhance its international and national significance as a destination.



2.2 RATIONALE FOR INVESTMENT

The Lake Jindabyne Shared Trails Project is seeking \$12,939,350 million in funding to complete critical infrastructure to create a world class trail around Lake Jindabyne in the Snowy Mountains region of NSW. The Project will expand and link current trail offerings and link Thredbo to Jindabyne and the smaller communities of Kalkite and Creel Bay. Further, the Project will provide new experiences in a growing tourism market whilst protecting and showcasing the important natural and cultural asset of Lake Jindabyne.


2.2.1 The Visitor Economy in the Snowy Mountains Region

The visitor economy takes into account broader economic activity than that which has historically been defined as 'tourism and events'. It includes the direct and indirect impacts resulting from a visitor travelling outside their usual environment for a holiday, leisure, events, business, conventions and exhibitions, retail, education, to visit friends and relatives or for short-term employment in NSW. (NSW Government)

The visitor economy encompasses tourism sectors that directly service and engage with visitors including attractions, airlines or hotels. Visitor expenditure creates flow-on benefits to the broader economy through employment, investment, infrastructure development, export growth and multiculturalism. (NSW Government)

Tourism is a significant industry in the Snowy Monaro Local Government Area contributing \$740 million to the economy. In the Snowy Mountains LGA, there are 2,219 direct full-time equivalent jobs and 1,440 indirect full-time equivalent jobs in the tourism sector, contributing almost \$340 million in value add to the local economy. (economy.id)

The alpine resorts industry is an important part of the Australian tourism industry and provides significant benefits not only in the resort areas themselves but also to the surrounding towns, many of which have come to rely quite heavily on the industry for employment and local business activity. The industry provides significant employment, especially for younger people who might otherwise be attracted out of the regions to the larger cities.

A scenic view of a lake with a boat and a willow tree. The image shows a calm body of water with a small wooden boat on the shore. A large willow tree with long, drooping branches is in the foreground, partially obscuring the view. The background shows a forested shoreline under a clear sky.

On completion, the Project will create a unique multi-purpose walking track from Kosciuszko National Park to Jindabyne. The shared Trail will encompass spectacular lookouts, bush scenery and lakeside walking, with a range of supporting accommodation options and will be positioned as an international tourist attraction.

The industry also supports many specialist businesses that provide clothing and equipment for the range of alpine activities, these businesses may also be located in major cities as well as within the alpine regions.

The alpine areas are a key component of the Destination Southern NSW – Destination Management Plan (DMP) of which the Snowy Monaro Regional Council is a part. The DMP identified the alpine activities including snow-sports, and the alpine resorts as one of the current leading experiences of the region.

Increased visitation and expenditure in the region as a result of trail investment will benefit existing operators in the alpine resorts and associated communities. It will also attract further investment from the private sector to develop products and services to meet the needs of visitors which could include transport, merchandise, accommodation, food and beverages, and guiding services. An increased length of stay for existing markets will improve the occupancy rate of accommodation facilities and may result in investment in new accommodation infrastructure to meet market needs.

The Lake Jindabyne Shared Trails Project will provide opportunities for commercial operators and businesses to develop new visitor experiences across the region and especially in the smaller local villages which are situated along the Lake Jindabyne Shared Trail. The Project will also present opportunities for collaboration across a range of tourism businesses.

National Parks in NSW contribute \$11.9 billion in expenditure to the economy each year. This figure relates to expenditure by visitors where visiting a National Park was the primary purpose of their visit. It is estimated that all expenditure by all visitors to a National Park would be twice that figure. (OEHS Economic and Strategic Analysis Branch) Of this total expenditure, 40% originates from interstate and international visitors providing a net benefit to the NSW Economy. (OEHS, Economic and Strategic Analysis Branch)

The establishment and ongoing management of national parks and other reserves also contributes to the visitor economy. Expenditure on capital works and park management services provide an injection into the local economy and the parks themselves attract visitors who generate demand for accommodation, meals, souvenirs and other entertainment. Visitation to NSW National Parks increased by more than 30% between June 2014 and June 2016.

The 2016 NSW National Parks and Wildlife Service, Managed Parks Visitation Survey reported that visiting a NSW NPWS National Park was a key driver of visitation to a region. The key results were:

- 65.5% of NSW NPWS park visitors stated that visiting the park was either the only reason or the main reason for their trip;
- 16.5% indicated that the visit was one of the main reasons for their trip; and
- 15.6% reported that the visit was a minor reason for their trip.



2.2.2 The Nature-Based Tourism Market

Destination NSW defines a nature-based visitor as one that participates in at least one of the following activities: bushwalking or rainforest walks; visit national parks or State parks; whale or dolphin watching; visit botanical or other public gardens; visit farms; go to the beach; visit wildlife parks, zoos or aquariums; or visit the outback (for international visitors only). (destinationnsw.com.au)

NSW received nearly 28.3 million international and domestic nature-based visitors in 2017 up by 5.7% on 2016. Nature based visitors spent nearly 129.2 million nights in the NSW and spent an estimated \$19.6 billion in NSW. (destinationnsw.com.au)

Nature based visitors accounted for 83.7% of international visitors to NSW, 37.2% of domestic overnight visitors and 22.9% of daytrip visitors to NSW. NSW is also the largest recipient of nature-based tourists receiving 54% of visitors and 34% of nights by nature-based travellers in Australia. 'Visit national parks or State parks (65.1%) was the second most popular nature-based activity undertaken by international visitors who had been to NSW.

The Snowy Mountains region attracted 0.5% of international nature-based visitors and 3.0% of domestic overnight visitors to New South Wales. The nature-based tourism market is increasing in size and visits to national and state parks are an important part of this market segment. There is significant opportunity to attract a greater share of this market with additional walking tracks including multi-day trails, the introduction of cycling trails and improved visitor infrastructure within the national parks.

2.2.3 Adventure Tourism

Adventure travel is a sector of tourism that is becoming increasingly recognised for attracting environmentally and culturally aware consumers and for its focus on responsible and sustainable development. Adventure travel also creates economic opportunities for local people in rural and remote communities worldwide. (www.adventuretravelnews.com)

The Lake Jindabyne Shared Trails Project will assist in developing the adventure tourism market in the region. This will address the market demand for more experiential activities by developing challenges and adventures that highlight the natural and cultural assets and provide product differentiation. By providing unique activities for visitors to experience, the region can leverage this lucrative market (Adventure Tourism Market Study 2013).

The Adventure Tourism Market Study (2013) undertaken by the George Washington University in the USA, found that the value of the global outbound adventure travel sector was US\$263 billion, excluding airfares, up from US\$89 billion first reported in the benchmark consumer study. The study reported that if the US\$263 billion is combined with the estimated \$82 billion spent for related gear, apparel and accessories, adventure travellers spent more than \$345 billion in 2012 for travel related to adventure.

The study defines a trip as "adventure travel" if it involves two of the following three elements, with the core of an adventure trip involving all three:

- Connection with nature;
- Interaction with culture; and
- A physical activity.

Within Australia, numerous organisations are catering for adventure tourists, with tours, packages and activities offered in all states utilising the magnificent range of natural features spread throughout the country. The Project will cater for the mountain bike traveller, linking with Thredbo Valley Trail as well as the nature-based and walking enthusiast visitors, thus attracting visitors to the region.

2.2.4 The Bushwalking Market

A key element of the Project is the addition of an increased number of short and medium length walking trails. These will link with established trails and will improve and upgrade current offerings in the region providing a range of alternatives for all level of walker. Bushwalking is a popular activity with 286,000 Australia adults indicating that they participated in a bush walk at least once in the previous 12 months (ABS 4177.0)

Bushwalking is becoming an increasingly important attraction for tourists. In March 2016, Destination NSW reported that more than 7.0 million visitors participated in bush or rainforest walking, an increase of 19% on the previous year (www.destinationnsw.com.au). Further, more than one in six of all holiday trips taken in NSW now include a nature-based walk. (Tourism Research Australia National Visitor Survey year ending 2016 unpublished data) Within NSW National Parks, participation in nature-based walks by visitors has grown from 49% in 2014 to 63% in 2016.

The bushwalking market is an essential part of the nature tourism segment and the Lake Jindabyne Shared Trails Project will capture these important visitors by upgrading and expanding existing assets in the region, extending the stay of current walkers and providing additional attractions for current nature-based visitors to the region.



2.2.5 The Cycling Market

The Project is focussed on connecting the Thredbo Valley Track extension to Jindabyne and the completion of a shared pathway around Lake Jindabyne. This will strengthen the nature-based products of the Snowy Mountains region, and extending the stay of riders to other trails in the broader Snowy Mountains Region.

Cycling, which includes mountain bike riding, is a popular sport around the world, contributing to a growing nature-based tourism market. The Project seeks to capture an increasing market share of this growing industry, support the local tourism market and increase visitation during the summer period.

Participation in mountain biking events around Australia give some indication of the popularity of the sport and the associated impact on the community. The Australian Mountain Bike Market Profile reported that 37% stated that they travel to another state in Australia once a year to specifically engage in mountain bike riding. A further 15% travelled interstate twice a year, 6% of respondents travelled three times a year and 11% more than three times a year for mountain bike riding. Almost 44% of respondents spent between \$30-\$60 per day on food and beverages whilst on their trip.

The economic impact of mountain bikes events across the world is well documented. The benefits to communities from mountain biking include employment, transport, retail, bike hire, food and accommodation businesses (Adelaide Mount Lofty Ranges MTB Destination July 2015).

The number and diversity of mountain bike destinations across Australia is increasing to meet the rapid growth of the sport nationally. The continued uptake of mountain biking in Australia is expected to follow the international growth trends. The Australian resident mountain bike market is estimated to be around 679,000 people with the Australian MTB tourism market estimated to be approximately 424,300 visitors a year (Mountain Biking in Northern Territory, July 2016). All states across Australia are developing trails and associated infrastructure to support the growing industry. MTB development plans are in place across Australia, with many regions supporting the construction and development of trails to meet world standards.

2.2.6 Increased Visitation to Existing Tourist Activities

Developing additional facilities within a region, such as mountain bike trails, will attract new visitors to the region that may not have visited previously. This contributes additional visitors to existing attractions, may extend the length stay of the visitors and the visitors will promote the region to their friends and families resulting in further visitation. The Project will assist in creating a more diverse recreation and visitor base for economic growth by driving year-round visitation to the Snowy region.

"Whilst the main economic drivers come from skiing and related winter sport experiences, the season typically lasts 16-18 weeks. For the rest of the year the industry needs an integrated campaign of a more diverse recreation and visitor base for economic growth." Snowy Mountains Destination Management Plan 2013.

Evidence demonstrates that the Snowy Mountains tourism market is highly seasonal, with the peaks corresponding to the winter ski months of June, July, August and September. The impact of the winter season on visitation to the region is best illustrated through data collated from car movements (4-year average from 2010 - 2013) into Kosciuszko National Park via the Alpine Way and Kosciuszko Road.

The impact of this data is significant, demonstrating that between the lowest (October) and the highest month (July) of visitation, there is a difference of over 68,000 car movements per month.

The region's tourism industry experienced significant decline from 2002 to 2012 with visitation levels dropping by some 16% demonstrating the need to build experiences during non- ski season months. "This decline in visitation across all visitor types has had ramifications throughout the region's four shires. It has impacted jobs and the financial viability of businesses in the region. The economic vitality of the region has been weakened as a result." (Snowy Mountains Destination Management Plan)

Since this time, the Snowy Region has developed a range of tourism products to promote the region as a year-round tourism venue. There is currently more than 100 kilometres of trails throughout the region and local tourism operators have increased outdoor and nature-based activities, including hiking, fishing and biking, as an opportunity to increase visitation during the traditional low season and have developed marketing and infrastructure plans around this. The provision of enhanced tourism experiences and attracting further visitors through the mountain bike market will assist in "smoothing" visitation throughout the year and provide further reasons for visitors to return.



2.3 STRATEGIC ALIGNMENT

The Lake Jindabyne Shared Trails Project aligns with key NSW and Federal Government, Regional and local Strategies, Plans and Policies. These are identified below.

NSW Premier's Priorities

The NSW Premier's Priorities set 12 Premier's Priorities which reflect the NSW Government's commitment to whole-of-government approaches to tackling important issues for NSW. The Lake Jindabyne Shared Trails Project aligns directly with these objectives including:

- Objective 1: Improve the performance of the NSW economy
- Objective 2: Drive economic growth in regional NSW
- Objective 3: Protect our natural environment

Goal 1: Creating jobs

- Supporting businesses
- Ensuring a skilled workforce
- Supporting regional development

The Project will deliver an 100km iconic, internationally recognised mountain bike trail resulting in increased visitation from domestic, interstate and international and visitor spending across NSW. The Project will directly enhance the regional economies of the surrounding local government areas by extending tourism expenditure beyond the winter period.

The Lake Jindabyne Shared Trails Project will create jobs during the construction and operational stages of the Project, and will also create substantial ongoing employment opportunities for the region, as a major tourism attraction, that will boost the visitor economy. The Project has the potential to underpin regional career development in the cycling and mountain bike industries and substantially strengthen the traditionally low employment summer season.

Goal 2: Supporting infrastructure

- Regional infrastructure projects ensuring that the regions have the infrastructure they need to support a vibrant and productive economy

The Project delivers important enabling visitor infrastructure to the region that will underpin the region developing as a cycling adventure hub with Jindabyne at its central service point. The Lake Jindabyne Shared Trails Project will attract new visitors to the Region and also assist in increasing the length of stay of existing visitors, supporting the region's economy through increased tourism expenditure in the summer season.

The Project will support increased day and overnight visitation, including increasing length of stay in the region, through general use and the attraction for holidays and special events. The Project introduces a viable industry with rapid growth and fast uptake that can be supported by collaboration with NPWS, Snowy Monaro Regional Council and mountain bike and hiking industry operators in the region to support a vibrant and productive economy.

Goal 3: Tackling childhood obesity

The well-planned shared trail, set in an engaging environment, will actively encourage families to exercise more to maintain their health. This will contribute to improvement in physical and mental health, assist with reducing obesity and contribute to a host of other health benefits. It will also provide an opportunity to promote, encourage and enable health benefits to all age groups within the Snowy Region communities as well as visitors.

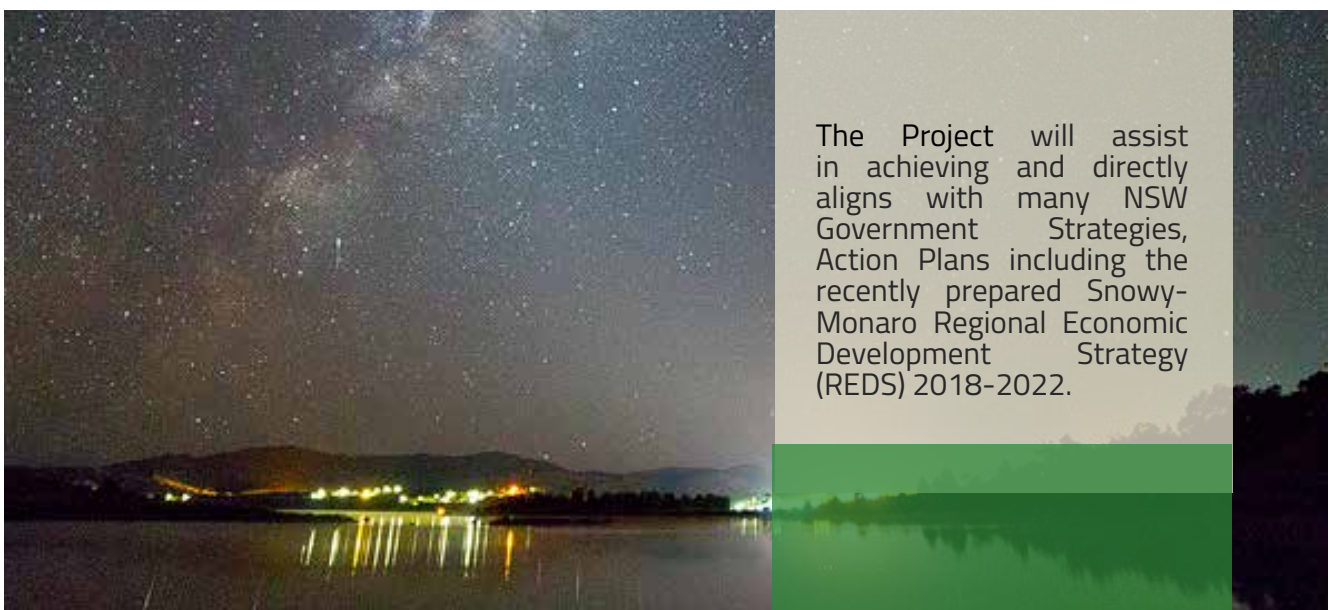
State Infrastructure Strategy Update, 2014

Lake Jindabyne Shared Trails Project is directly linked to the Thredbo Valley Track Extension Project which was developed in response to the State Infrastructure Strategy Update 2014 (SISU2014) recommendations. The Project on completion, will deliver increased tourism activity in the Snowy Mountains Region including NSW National Parks thus contributing significantly to the state's economy.

In June 2014, the Premier announced the Rebuilding NSW initiative, a \$20 billion program of infrastructure investment. The one-off capital injection provided by Rebuilding NSW represents a significant opportunity to accelerate a program of infrastructure investment and lock in long-term and higher rates of economic growth and productivity than would otherwise be achievable. The SISU 2014 recommends how the Rebuilding NSW funds should be spent and specifically identified the contribution of national parks and the potential to deliver economic benefits to the state: "National parks are a significant asset for regional tourism economies, receiving over 34 million domestic visits each year and generating thousands of regional jobs".

"There are a number of opportunities to grow the contribution which national parks make to the State's economic and social wellbeing through transformative capital investment, as has taken place in New Zealand, Victoria and Tasmania" (SISU2014). Snowy Monaro Regional Council and its communities have long recognised the contribution Kosciusko National Park has on the region. From economic to environmental benefits, the communities working with Council have developed Project such as the existing network of trails to deliver increased tourism and drive year round visitation to the region.

The Project will assist in growing the contribution Kosciusko National Park make to the State's regional economies through a capital investment that will directly link the Gateway Centre of Jindabyne to the Thredbo Valley Track. This is a critical Link to ensure the significant funding to grow the iconic tracks international appeal as a Mountain Biking hub



Visitor Economy Industry Action Plan (VEIAP)

The VEIAP is one of six Industry Action Plans developed under NSW 2021. NSW 2021 is a 10-year plan to rebuild the economy and identifies the visitor economy as a critical sector to contribute to the growth of the overall NSW economy.

Recommendation 29. Relevant NSW Government Departments and agencies work with the Tourism Industry to clearly articulate responsibilities and establish milestones for the management and development of identified nature and heritage tourism experiences and develop a co-ordinated and more dynamic approach to delivery of these opportunities. The new destination management planning system will also explore nature and heritage tourism opportunities to benefit a destination's visitor economy.

Action 29B. Incorporate significant National Landscapes and World Heritage Areas within NSW into the relevant Destination Management Plans to better leverage these experiences and help grow visitation and spend.

Action 29C. Identify and facilitate opportunities for commercial and strategic tourism partnerships and participation in National Parks, historic sites and other relevant State- operated Reserves and implement a plan to realise these opportunities.

The Project directly supports the initiatives outlined in the VEIAP. The Trails Project directly supports the VEIPA and will deliver additional overnight visitor expenditure to the Snowy Mountains Region of NSW.

South East and Tableland Regional Plan 2036 and Implementation Plan

The South East and Tableland Regional Plan 2036 represents a collaborative approach that closely integrates and aligns with the strategic planning for Canberra. The vision for the South East and Tablelands is to be a "borderless region in Australia's most geographically diverse natural environment with the nation's capital at its heart".

The Plan sets regional planning priorities and provides a framework for regional and local planning decisions. The Plan identifies priority growth sectors that will diversify the local economy including:

- tourism;
- agriculture and aquaculture;
- freight and logistics;
- health, disability and aged care;
- public administration and defence;
- education and training; and
- renewable energy

The South East and Tablelands has a diverse economy, which is underpinned by connections to Canberra and Sydney. The region has varied agriculture and tourism opportunities and is a hub for renewable energy generation. The region's nature-based tourism, including mountain biking, bushwalking and fishing, attracts growing numbers of domestic and international visitors through the region's strategic location and is supported by Canberra Airport's increasing international tourist attraction.

The Plan notes that the tourism can be promoted to the developing Asian market, via linkages with Canberra Airport and that the sustainable use of national parks, Crown Lands, agricultural

lands, and other assets can be used to promote experiences that are nature and eco-based, food and wine-based (including agritourism), adventure-based (canoeing, kayaking, skydiving and mountain biking) and arts and cultural-based assets.

The importance of protecting the natural environment is recognised as one of the four goals of the Regional Plan. Goal 2 is “A diverse environment interconnected by biodiversity corridors” and notes the significant presence of national parks within the region representing more than 10,600 square kilometres within the South East and Tablelands region.

Making it Happen in the Regions

The Framework is based on a model of investment in regional NSW that:

1. Provides quality services and infrastructure in regional NSW – ensuring a baseline set of services across regional NSW;
2. Aligns efforts to support growing regional centres, acknowledging the needs of areas with strong growth in population, jobs or both; and
3. Identifies and activates economic potential by looking across regional NSW for opportunities to change the economic outlook and activate local economies.
4. The Project will directly support and enhance the economies of the Snowy Monaro region.

The Region is facing significant economic challenges with over 1000 job losses in three the key industry sectors of Agriculture, Forestry and Fisheries, Construction and Public Administration and Safety over the past 6 years. The Project will increase visitation to Jindabyne and Kosciuszko National Park and extend the length of stay of visitors. This is supported by international and national trends that point to rapidly increased participation in mountain biking throughout the world. Locally, the tourism market in and around Kosciuszko National Park is heavily weighted towards the winter months around snow sports. However, opportunities exist to increase outdoor and nature-based activities, including hiking, fishing and biking, supporting increased visitation during the “quiet” season. Increased visitation to the region will directly contribute to the local economy.

Snowy-Monaro Regional Economic Development Strategy (REDS) 2018-2022

The NSW Government has assisted local councils and their communities to develop 37 Regional Economic Development Strategies (REDS) across regional NSW. Each Strategy is designed around one or more local government areas that form a functional economic region as defined by economic data and community input.

The Snowy Monaro REDS has been developed to facilitate economic growth opportunities across the Snowy Monaro Regional Council region. The REDS identified that the Snowy Monaro’s diversified economy includes a range of specialisations, spanning:

- Engines of Growth like tourism, agriculture, forestry, power generation and manufacturing
- Enabling Industries like property services, administration, transport and professional services
- Population Serving Industries like education, retail, public administration and healthcare.

The Jindabyne Shared Trails Project aligns with the Engines of Growth specialisation. The Project builds on the tourism opportunities that currently exist in the region and delivers additional tourism products to attract and extend the stay of visitors.

The Project also support the strategic imperatives of the REDS to develop the Region’s year-round tourism offering and accessibility from major markets. The Project is aimed at developing the growing “off season” tourism market in the Snowy Monaro region, leveraging the popularity of the

adventure and nature tourism markets and the increasing number of mountain bike enthusiasts across the world. Mountain biking and walking trails in the Jindabyne region are seen as both early stage actions and candidate projects within the REDS.

Destination Southern NSW (DSNSW) Regional Destination Management Plan (DMP)

The DSNSW Region stretches from the South Coast, to the Snowy Monaro and across to the Canberra Region Tablelands. It is home to a significantly diverse landscapes and natural features, and is located along the Sydney to Melbourne travel routes, both coast and inland. In addition, the region is adjacent to the ACT with direct access to Canberra. The region's diverse visitor offering and jurisdictional boundaries lend themselves to the DSNSW Region being divided into three sub-regions being Snowy Monaro, Tablelands and Coast.

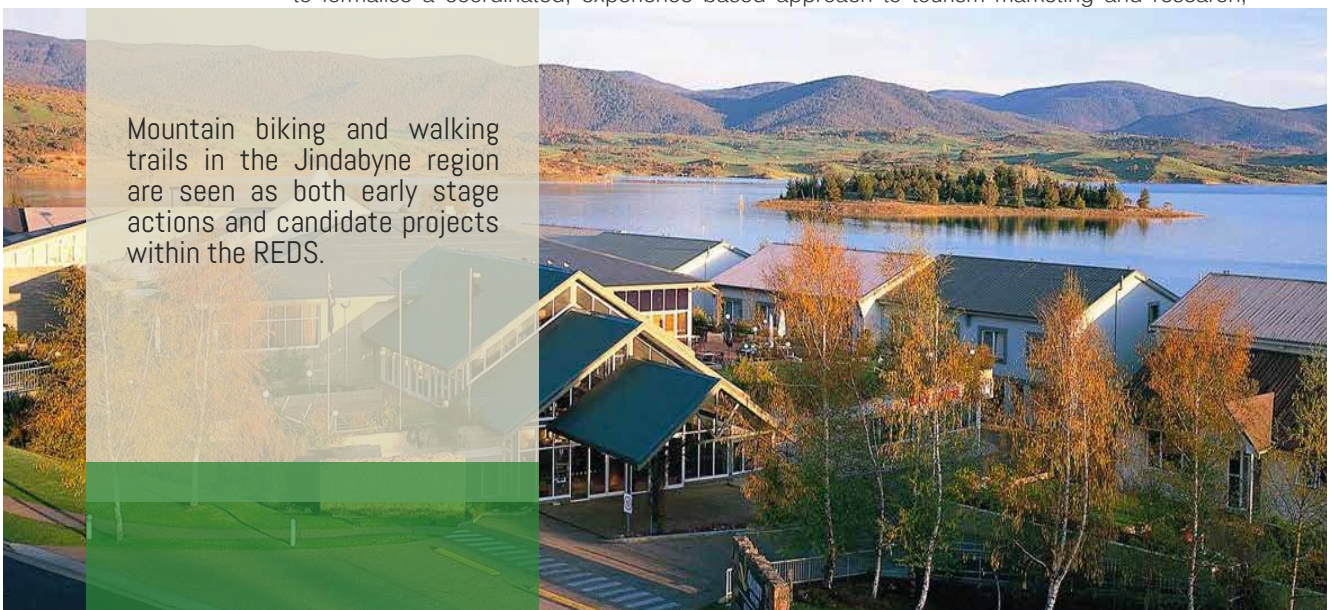
The Plan identifies NPWS are a major regional influencer stating, "National Parks are a major draw card for nature-based visitor experiences. NSW National Parks and Wildlife Service is an essential partner." (SDMP). The Project directly aligns with the Plan in supporting Kosciusko National Park major visitor upgrades including the Thredbo Valley Track Extension which is linked this Project.

Additionally the Project will assist in delivering the key 'Visitor Experience' themes of 'Remarkable Journey' and 'Immerse Yourself in Nature' by enticing visitors to the region by delivering quality experiences within the picturesque setting of Lake Jindabyne.

The Project will directly align the sub-region positioning with the experience themes. "Challenge, nature and adventure can further develop its outdoor experiences and, in particular become known as an iconic cycling destination linking Canberra/ Queanbeyan and the mountains through MTB hubs in Thredbo, Jindabyne, Cooma, road riding, the potential rail trails and events."

The Project will directly boost destination appeal through itineraries and promotion and branding to enhance the Jindabyne Trails and developed to enhance the cycle product experience. On completion and through the Projects delivery Snowy Monaro Council will work closely with agency stakeholders such as NPWS as well as other local government and tourism stakeholders to formalise a coordinated, experience based approach to tourism marketing and research,

Mountain biking and walking trails in the Jindabyne region are seen as both early stage actions and candidate projects within the REDS.



allowing economies of scale, greater reach and impact and longer-term, strategic collaboration.

Snowy Mountains Destination Management Plan

The Destination Management Plan supports the vision of Tourism Snowy Mountains in delivering the vision that the Snowy Mountains will be recognised as the premium Australian all-year round, all-age visitor destination for snow sports, and a wide range of alpine and sub-alpine recreational activities, achieving strong visitation, yield and length of visitor stay.

The DMP recommends three key strategies to achieve the vision including Marketing, Industry Development and Coordination & Management. The Project directly aligns with vision to create an all-year round visitor destination by providing infrastructure to support the growing nature tourism and mountain biking sector.

The Project also aligns with the two key strategies of:

- **Marketing:** Increase domestic visitation and international awareness. The Project will attract additional domestic visitors in the important non ski season by expanding the adventure tourism product in the region. International awareness of the tourism product will be increased via recognition from the International Mountain Biking Association's grading of the track.
- **Industry Development:** Increased Product Development. The Project will deliver vital infrastructure to improve and expand the tourism product currently offered in the region. The strategy refers to the development of Walking and Cycle tourism which aligns with the Project.

Kosciuszko National Park Cycling Strategy

The Kosciuszko National Park Cycling Strategy, developed by NPWS in 2016 in consultation with key stakeholders and partners, has the following goals:

- **Goal 1:** Manage cycling to produce positive and sustainable outcomes for conservation, recreation and tourism
- **Goal 2:** Improve existing tracks and trails to meet consumer demand and add value to the park's natural and cultural values.
- **Goal 3:** Develop new tracks and opportunities that meet consumer demand and are compatible with Kosciuszko National Park's natural and cultural values including responding to external investment proposals.
- **Goal 4:** Collaborate with biking organisations, local communities and the private sector to maintain and promote cycling opportunities in the park.

The Project will help deliver the four goals and the overarching vision "By 2025 Kosciuszko National Park will have made a positive and strategic contribution to the wider Snowy Mountains region, being recognised nationally for outstanding sustainable cycling experiences." (Kosciuszko National Park Cycling Strategy: 2016).

The Strategy was developed through extensive consultation with a broad range of public and private sector stakeholders including mountain bike groups (Tumut, Wagga Wagga, Jindabyne, Cooma-Monaro, Tumbarumba), tourism operators/resorts (alpine resorts, Jindabyne, Lake Crackenback), Tourism Snowy Mountains, Jindabyne Trail Stewardship Group, Snowies Mountain Trail Bike Destination Group, the former Local Government Areas of Snowy River, Tumbarumba and Tumut Shire's and the Southern Ranges Regional Advisory Committee. Results from an NPWS summer park visitor survey (2014–15) were also used in developing the Strategy.

Snowy Mountains Recreation Experience Plan

The Snowy Mountains Recreation Experience Plan forms the compelling recreational experiences using public land that aims to drive tourism in the Snowy Mountains Region. The Plan is a collaborative effort between the region's public land and resource management agencies – the Forestry Corporation of NSW, Crown Lands and NSW Fisheries (all part of the Department of Primary Industries (DPI)) and the NSW National Parks and Wildlife Service (part of the Office of Environment and Heritage).

The aims of the Implementation Plan are to:

- take a collaborative cross-tenure approach to development of compelling recreational experiences for contemporary markets that will contribute to positioning the region as a premier recreational destination
- develop experience linkages across the region and to adjoining areas
- identify public and private partnerships for seamless delivery of experiences
- increase visitation and length of stay in the region and the benefits flowing from visitation.

The Snowy Mountains Recreation Experience Plan recognises the potential and significance of Trails to the Region. Importantly the Plan recommends the Lake Jindabyne trail highly in the recreation experience assessment (page 29).

2.4 EXPECTED OUTCOMES

The key outcome from the Lake Jindabyne Shared Trails Project will be the delivery of new integrated shared walking and cycling trails around Lake Jindabyne driving economic activity for the Snowy Mountains Region, local communities, NSW and Australia. The Project will deliver economic benefits associated with increased visitor expenditure through the attraction of additional visitors to the region to experience the shared trail around Lake Jindabyne with direct linkages to the Thredbo Valley Track.



On completion, the Project will help grow and support mountain bike activity in the region through the provision of lower grade tracks and the trails will also link to the Thredbo Valley Track.

“Similar to snow sports, mountain bike trail infrastructure attracts multiple repeat users if the product is of high quality, has adventure merit and international credibility. These factors contribute to strong repeat business and loyal patrons and is supported by bike community recommendation” NPWS

The Project will assist realise regional stakeholders and the Snowy Monaro Regional Council’s vision of developing the region as a mountain bike destination, a ‘ride centre’, that will attract new visitors and extend the visitation to the Region.

Specifically, the Project will:

- Increase the average length of visitor stay during the summer season;
- Support private operators through increasing occupancy levels;
- Provide greater support for a mix of existing and new business ventures and improved profitability;
- Improve the financial sustainability of NPWS to deliver targeted conservation and park management services in this sensitive ecological environment, through increasing visitors into Kosciuszko National Park;
- Increase the potential for job and population growth within the region to support new and associated business ventures (bike shops, event organisers, accommodation, food); and
- Deliver greater visitor numbers outside of the snow season, which will assist in the positioning of the Snowy Mountain Region as a year-round destination.

The Project will also deliver a broader range of outcomes for the Snowy Mountains region of NSW. These are outlined below.

2.4.2 Diversification of the Tourism Product

Recreation and associated tourism are key economic drivers in the Snowy Mountains Region. Activity in the broad region is currently dominated by walking/hiking, camping, fishing, horse riding and sightseeing in summer, and skiing and snowboarding in winter. (Kosciuszko National Park Cycling Strategy, 2016).

However, currently there is marked disparity between the visitation numbers in the winter snow season and the other seasons throughout the year. The Council and other stakeholders have been working towards a vision of creating a “ride centre” with the aim of developing a more rounded tourism product and diversifying the tourism product. The increasing trends of adventure and nature tourism supports these initiatives.

The benefits of a broader tourism product will allow for a longer tourism season and provide less reliance on the summer peak periods. The walking and cycling market will attract year around visitation providing greater stability for current tourism operators and improved employment options for the workforce.

2.4.3 Creation of employment opportunities in villages

The Jindabyne Shared Trails Project will provide additional and more reliable visitation to the smaller villages and communities around the national park, providing business opportunities and employment for the residents.

National Parks and Wildlife Service currently own several cottages and units at their management depot, known as Waste Point, 13km West of Jindabyne. Their Masterplan explores the possibility of a lake side precinct for locals and visitors. Waste Point has been used as a management base since the 1950s and contains a collection of houses, a small research station, a works depot and water supply, waste water treatment and utility infrastructure. The accommodation provides the perfect base for tourism and users of the trail. The Project would open up the opportunity for Waste Point to be a profitable tourism and accommodation area.

The Project will also link the outer villages of East Jindabyne and Kalkite. East Jindabyne, 10km northeast of Jindabyne has a population of 697 people and has a small shopping centre, restaurant and several accommodation options. Kalkite is located 19km northeast of Jindabyne and has a population of 214. Kalkite is largely a residential area with lots of young families and accommodation options servicing the tourist market. The Project will link these villages on the trail providing connectivity with other population centres in the LGA. It may also provide business opportunities in the villages as participants on the trail seek to stop along the trail.

The diversification and expansion of the tourism product in the Snowy Mountains region through the development of the Project, will provide opportunity for business growth in communities wanting to grow their visitor economy.

2.4.4 Increased Health Benefits for the Community

Studies have shown that increased exercise contributes to better health outcomes which, in turn, provide direct economic benefit to the community. Whilst the key outcome of the proposed Project is associated with attracting additional visitors to the region, the development of the Trail will encourage a range of participants to walk and cycle along the trails.

The trails will be accessible for all levels of walkers and can also be utilised by locals and will provide a safe, easily accessible recreational facility for the Jindabyne Community, as well as visitors to the region.

This will enable the community to enjoy the natural environment as well as assist to increase their level of physical activity. This may contribute to improving the overall health of the region and will provide associated economic benefits. Research on the benefits of mountain biking and walking have also shown that these activities puts less pressure on joints compared to other high impact sports such as running, thus making it a more long-term activity.

2.4.5 Strengthening the Connection Between Conservation and Tourism

Tourism can be an effective tool for the conservation and management of protected areas (IUCN 2002). Well-managed tourism can generate the financial and political support needed to sustain the values of protected areas. It can also increase understanding of our reserves and their environmental and cultural values, and contribute to enriching visitor experiences. (www.environment.gov.au)

The Project is located alongside some of the most beautiful national parks in Australia. The National Parks exist for the ongoing protection of natural, cultural and historic heritage; these same elements also attract visitors to parks.

NPWS Ecotourism is ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation.

(Ecotourism Australia) Increased tourism to sensitive natural areas without appropriate planning and management can threaten the integrity of ecosystems and local cultures. The increase of visitors to ecologically sensitive areas can lead to significant environmental degradation. Likewise, local communities and indigenous cultures can be harmed in numerous ways by an influx of foreign visitors and wealth (nature.org). NPWS is committed to the ongoing protection of the natural, cultural and historic elements of their Parks.

Nature-based tourism is a significant component of Australia's visitor economy, with Tourism Research Australia reporting that in the year ending June 2017, 28% of domestic overnight and 69% of the international visitors engaged in some sort of nature-based activity.

The Kosciuszko National Park has a range of nature-based activities to attract visitors including walking and riding along the many and varied tracks. The National Park currently attracts significant visitors keen to experience that natural wonders within the Park. The Project will extend and link the current trails potentially extending the length of stay of visitors and further promoting the region.

2.4.6. Connecting Communities

The recreational activities and events created by the Project will contribute to the development of stronger social networks and more cohesive communities in the Snowy Monaro region for residents and participants the Region. Events and activities held in Lake Jindabyne and also through the Thredbo Valley Track Extension will provide opportunities for social engagement, which will create awareness and acceptance of differences between individuals and the various communities in the Region. The Project will link Jindabyne to Thredbo and Crackenback and the smaller communities of Creek Bay and Kalkite to the service hub of Jindabyne.



Providing recreational facilities accessible to the residents in the Snowy Mountains region will assist in creating a common bond. Participation in various recreational activities will provide a focus within the communities of the Region and a sense of community cohesion. The valuable social networks developed through shared experiences and aspirations will help instil a sense of belonging and provide an incentive to become involved and remain active in sport.

2.4.7. Reduce the Impacts of a Transient Population

The Snowy Mountains tourism market is highly seasonal, with the visitation spikes corresponding to the winter ski months of (June, July, August and September). NPWS data highlights the tourism impact with data collated from car movements (4 year average from 2010 - 2013) into Kosciuszko National Park via the Alpine Way and Kosciuszko Road. "The impact of this data is significant, demonstrating that between the lowest (October) and the highest month (July) of visitation, there is a difference of over 68,000 car movements per month." (NPWS: 2017)

In addition, the main economic drivers in the Snowy Mountains region come from skiing and related winter sport experiences, And the winter season typically lasts 16-18 weeks. The accommodation sector in the region has approximately 17,000 beds but only a year-round occupancy of 28% however, over the winter period the occupancy levels are very high for many operators (Snowy Mountains DMP 2013).

Employee retention is an important challenging issue for the hospitality and tourism industry. The Snowy Mountains tourism and hospitality industry relies on a stable committed workforce to ensure that the visitor needs and expectations are met. The largest industry sector in the Snowy Monaro LGA is the accommodation and food services (NEIR 2017) and as such attracts a large number of transient workers who are employed within the tourism industry in various roles. Research demonstrates that many of the workers are short stay employees who are either on a working holiday internationally, or national transients who have decided to go to this region for the ski season or summer break. Staff retention is a critical factor in the hospitality and tourism industry.

Reducing the seasonality by increasing tourism visitation over summer months will assist in levelling visitation throughout the year and reduce the seasonal nature of the tourism product. This will also result in the supply of additional employment opportunities for the local population and assist with attracting and retaining a population.

The Snowy Monaro Region has experienced a 2% population increase from 2011 to 2016 with a significant increase in the young workforce (25-34 years) which indicates the urgent need to create new employment opportunities to cater and sustain a growing population.

However, between 2011/12 and 2016/17 there was a decline in total employment (79 jobs) with the largest losses realised in the Agriculture, Forestry and Fisheries (-355 jobs) and Public Administration and Safety sectors (-112 jobs). Increased employment provided by additional visitation as a result of the Project, will contribute to more stable employment opportunities year-round, encouraging families and young people to move and remain in the region.

A declining population, especially within the family and young workers age groups, impacts on community cohesion and the development of strong connections. The tourism sector, through its industry bodies, local organisation groups and operators have developed a range of options to increase visitation through the non-snow months. The Project is a vital piece of infrastructure in the realisation of this vision.

2.4.8 Social Value

Cultural, artistic, recreational, sporting activities and voluntary work enrich people's lives and improve their connections with the wider community. International research shows that increasing community participation in organised sport and recreation contributes to what is known as "social capital", which is the "social fabric, or glue" that ties members together in a given locality (Cox, 1995). According to Putnam (2000) sports clubs and community organisations are important conduits for developing such capital and are good barometers of community strength.

Sport and recreation provides the catalyst for community gatherings, from small functions to major events, where people play, talk and share experiences. Importantly, it has a positive effect that reaches many levels of our society.

The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important.

Generally, places with high levels of social capital are safer, better governed and more prosperous, compared to those places with low levels of social capital (Putnam, 2000)

2.5 ECONOMIC IMPACT ANALYSIS

The economic impact of the proposed Lake Jindabyne Shared Trails Project has been assessed in terms of the impact of the construction of the Project..

2.5.1 Economic Impact of Construction

The economic impact of construction of the proposed Lake Jindabyne Shared Trails Project has been based on a total construction cost of \$13 million. The capital costs were sourced from information provided by Snowy Monaro Regional Council.

Based on these assumptions, the construction of the Project is expected to contribute \$6.6 million in GRP including flow-ons. The Project is expected to generate 39 full-time equivalent positions during construction.

2.6 STAKEHOLDER AND COMMUNITY SUPPORT

The Project has been developed with key stakeholders including bike groups, local tourism bodies, surrounding local councils, advisory committees and NSW government agencies including NPWS as a key stakeholder.

Community and stakeholder engagement and consultation on the Lake Jindabyne Shared Trails Project has been an integral part of the development of the Project and also used as market research that supports the Business Case.

Snowy Monaro Regional Council has undertaken extensive research as part of the development of the Project, recognising the value of input from local residents within the bordering council areas, adjoining landowners, businesses, community organisations and government stakeholders.

The Lake Jindabyne Shared Trail 355 Committee have played a key role in ensuring that the shared trail network meets the broads needs of the local community.

Section 355 of the Local Government Act 1993 sets out how Council can delegate some of its functions to a Committee of Council. The Lake Jindabyne Shared Trail committee functions as both an Advisory and Management committee. The committee was formed in 2010 during the first planning phases of the Lake Jindabyne Shared Trail extension.

The Committee has undertaken the following:

- Providing Council with advise on trail maintenance, enhancement and upgrades
- Coordinating monthly trial maintenance days
- Assist in prioritising any proposals for improvement, growth and trail development plans of the area

The Committee meets quarterly and the minutes of each meeting are formerly adopted at a Council meeting. The committee will continue to assist Council throughout the Lake Jindabyne shared trial extension project.

Snowy Monaro Regional Council was heavily involved with NPWS during the community engagement for the concept for the Thredbo Valley Track Extension Project due to the critical linkage between the Projects. Consultations commenced in February 2015 when the NPWS held a community and commercial stakeholder consultation meeting. This meeting was attended by representatives of the Jindabyne Cycling Club, Jindabyne Sport and Recreation Centre, Jindabyne Trail Stewardship, fishing stakeholders and local businesses.

Throughout 2015 and 2016, NPWS held additional consultations with stakeholders during the development of the Kosciuszko National Park Cycling Strategy, which has been recently released. Consultations have also been held with the Department of Primary Industries, Crown Lands and NPWS which have been ongoing with regard to the proposed bridge at Gaden Trout Hatchery.

Snowy Monaro Regional Council formed a reference group in 2015. The Snowies MTB Destination Group consists of key stakeholders from Thredbo, Lake Crackenback Resort, Bungarra

Alpine Learning Centre, National Parks and Wildlife Service, Local MTB Club and Tourism Snowy Mountains. The multi-stakeholder group meet up to 6 times per year with the purpose of coordinating efforts for marketing, signage, shared trail planning, grant funding, and trail information. The multistakolder group will continue to play an integral role for the implementation of the Lake Jindabyne Shared Trail extension.

The key conclusions from these consultations are that:

- There is immense community support for the Project due to the social and economic benefits,
- The Lake Jindabyne Project is a key link to cycling hubs in the Snowy Mountains,
- The Project has strong stakeholder support





3. Project ANALYSIS

3.1 OBJECTIVES AND INDICATORS

The Project aims to deliver new recreational assets to support visitor services and activities in the Snowy Mountains Region. The Project is supported and identified in several local and regional plans and is directly linked with the delivery of the National Park and Wildlife Services, Thredbo Valley Track Extension Project.

TABLE 3.1: LAKE JINDABYNE SHARED TRAILS PROJECT OBJECTIVES

Project Objectives	Performance Indicator	Time frame
Drive year-round visitation to Lake Jindabyne and the Snowy Mountains region	Increase visitation to Jindabyne by 10%	2 years post launch
Deliver additional visitation and longer overnight stays to the region	Increase day and overnight visitation to the region	2 years post completion
Enhance annual economic return from visitation by stimulating the summer recreation market	Increased regional GRP	3 years post completion
Optimise partnership opportunities with the cycling and broader tourism industry	a) Increased number of cycling events b) Increase in new cycling business enterprises	2 years post Project completion
Create Australia's best mountain biking experience whilst providing a world-class hiking and fishing track	a) The local area to reach IMBA "Ride Centre" status b) Support Thredbo Valley Track Extension to achieve EPIC trail status from the International Mountain Bike Association (IMBA)	2 years post Project completion

3.2 THE BASE CASE

In developing the Lake Jindabyne Shared Trails project, a range of options, including a 'do nothing' options have been considered, evaluated and are described in the table below.

OPTION 0 – Do nothing (BASE CASE)

The do-nothing option would see the existing shirt trails remain as a series of independent short ride and walking tracks that provides a summer cycle activity. This option will not meet the shared vision of the Snowy Monaro Regional Council and stakeholders to create bike hub around Lake Jindabyne. Further would disappoint the significant community interest and support behind the Project to provide a continuous track from Kosciusko National Park into Jindabyne. It will limit the potential for further international and national events drawing overnight and extended stay visitation to the region.

TABLE 3.2: OPTION 0 - THE BASE CASE

Name	Project Options
OPTION 0: BASE CASE - DO NOTHING	
Key Advantages	<ul style="list-style-type: none"> • Trail corridor, where relevant, remains undisturbed • No capital expense • No additional cost to Council for operation and maintenance cost of the paths, trails and park.

Key Disadvantages	<ul style="list-style-type: none"> • No linkage from Thredbo Valley track into Jindabyne • Lost opportunity for regional economy • Jindabyne trails will not be connected with Thredbo & Crackenback • Smaller communities will not be linked • The significant community and stakeholder support for the Shred Trails Project delivery is disengaged • Opportunity costs involved with no new events • Not improving the health and safety of the community who currently use the path, no fitness opportunities
Costs	Nil
Risk Categories	<ul style="list-style-type: none"> • Health and Safety. • Leadership and Management. • Reputation. • Legal. • Political.
Opportunities	<ul style="list-style-type: none"> • Loss of opportunity for Leadership and Management among key players and stakeholders in the community, who are currently advocating for the expansion of the trail network. • Community involvement will decrease due to lack of committed by Council to expand the trial network.
Stakeholder Impact	<ul style="list-style-type: none"> • Community pressure will increase to meet the expectation for paths, trails and park in the region. • Loss of delivery momentum.
Issues	<ul style="list-style-type: none"> • Loss of opportunity – social and economic. • Loss in time and funds allocated to produce detailed trail master plans. • Failure to meet community and stakeholder expectations in terms of infrastructure delivery.

3.2.3 Other Options

Option 1 – Partial delivery of some components

Option 1 involves the delivery of partial elements of construction only; listed in descending hierarchy though able to be delivered concurrently. These include:

- Lake Jindabyne Shared Trail – Stage 1: Eastern route (East Jindabyne to Kalkite) and Western route (Hatchery Bay to Creel Bay)

Option 2 – Delivery of full project components

Option 2 involves completion of all three (3) components, delivered concurrently. These include:

- Complete Lake Jindabyne Shared Trail – Stage 1 elements, followed by Stage 2 (over a span of years)

Area	Comments	
	OPTION 1	OPTION 2
Key Disadvantages	<ul style="list-style-type: none"> Increase in economic benefits to the community. Improvement to health and safety for the community that use the trail network for fitness or to commute. Less risk for Council to maintain in terms of trail length. 	<ul style="list-style-type: none"> Increase in economic benefits to the community. Improvement to health and safety for the community that use the trail network for fitness or to commute. 'Future proofing' in the realm of large scale tourism demand drivers for the region.
Costs	\$7,817,060	\$12,939,350
Risk Categories	<ul style="list-style-type: none"> Workforce Planning. Environmental. Time. Financial. Health and Safety. 	<ul style="list-style-type: none"> Workforce Planning. Environmental. Time. Financial. Health and Safety.
Opportunities	<ul style="list-style-type: none"> Leadership and management. Communication and Information. Facilities and Asset Management. 	<ul style="list-style-type: none"> Leadership and management. Communication and Information. Facilities and Asset Management.
Stakeholder Impact	<ul style="list-style-type: none"> Impact to private land (privacy, potential interference with stock). There will be a positive impact to stakeholders with shared vision to link Impact to private land (privacy, potential interference with stock). There will be a positive impact to stakeholders with shared vision to link concurrent delivery of 3 project components trails; Includes the opportunity for NPWS to link the Thredbo Valley track to the Lake Jindabyne Shared Trail, therefore leveraging further benefit to existing public & private investments. 	<ul style="list-style-type: none"> Impact to private land (privacy, potential interference with stock). There will be a positive impact to stakeholders with shared vision to link Impact to private land (privacy, potential interference with stock). There will be a positive impact to stakeholders with shared vision to link concurrent delivery of 3 project components trails; Includes the opportunity for NPWS to link the Thredbo Valley track to the Lake Jindabyne Shared Trail, therefore leveraging further benefit to existing public & private investments.
Issues	<ul style="list-style-type: none"> Securing approval of public trail corridor via various landholders (as and where necessary). 	<ul style="list-style-type: none"> Long term maintenance costs. Full circuit of Lake Jindabyne Shared Trail would be a long distance ride/hike; likely to mainly appeal to high skilled riders and experienced hikers, thus a smaller demographic. Risk management for more remote long distance ride/hike use.

Council's preferred option is Option 2 – Delivery of full project components Concurrently. Without adequate funding and support for trail infrastructure, and adventure/mountain bike tourism development, there is real risk of product decline and experience degradation which will result in competitive failure with negative consequences for both the Snowy Monaro region and the state.

3.4 INFORMATION ABOUT THE PROPOSAL

3.4.1. Scope of Works

The Lake Jindabyne Shared Trails Project is located in south eastern NSW, within the Snowy Monaro Regional Local Government Area (LGA). Snowy Monaro Regional LGA is part of the NSW Government's Snowy Monaro Functional Economic Region.

The Council area is also part of the Federal Government's Southern Inland Regional Development Australia region which also comprises of the rural shires of Hilltops, Upper Lachlan, Wingecarribee, Goulburn, Mulwaree, Yass Valley as well as Queanbeyan-Palerang.

The project will cover the following scope:

- Stage 1:
 - o Gaden Trout Hatchery to Jindabyne (Thredbo Valley Track Connection)
 - o Lake Jindabyne Southern Network (Jindabyne to Creel Bay and Kalkite)
- Stage 2:
 - o Lake Jindabyne Northern Network (Kalkite to Creel Bay)

The following tables provide a scope of the works for each of the three Project stages with an associated cost. These were undertaken by Common Ground.

TABLE 3.4.1 SCOPE OF WORKS AND ASSOCIATED COSTS

STAGE	LOCATION	SCOPE
1A	Gaden Trout Hatchery to Jindabyne (Thredbo Valley Track Connection)	<ul style="list-style-type: none"> • Detail design and construction for trail connection • Detail design and construction for underpass at Kosciuszko road • Fencing and signage • Hatchery Bay road and parking upgrade
1B	Southern Network- Jindabyne to Creel Bay	<p>Includes the completion of all planning phases for the extension from East Jindabyne to Kalkite (Eastern route) and Hatchery Bay to Waste point (Western route).</p> <p>Planning phases include;</p> <ul style="list-style-type: none"> • Landholder consultation • trail corridor survey, • details on trail design, platforms and crossings, • detailed costs for construction, • completion of environmental, and • Aboriginal Cultural heritage assessment.
2	Northern Network (Kalkite to Creel Bay)	<p>Initial feasibility for the northern network has commenced. The scope and remaining tasks for this project will included the following:</p> <ul style="list-style-type: none"> • Details Trail design • Detail design for platforms and bridge crossings • Completion of Environmental Assessment • Aboriginal Cultural heritage assessment • Trail construction

3.5 PROJECTED COSTS

3.5.1 Projected Capital Costs

Snowy Monaro Regional Council has undertaken extensive planning on the Project to ensure the Project elements are sustainable beyond the construction period for all elements of the Project.

The following table details the costing for the three key segments of the Trail. These costs have been provided by an expert Design company specialising in Trail construction.

PROJECT ELEMENT	DETAILS	COSTING
Gaden Trout Hatchery To Jindabyne		
Shared Trail	Shared Path Design and construct Gaden Picnic Ground- 75mm compacted DGB20 Road Base	\$14,707.5
	Trail Design and Construction Hatchery Bay Road- Sustainable shared trail to IMBA guidelines	\$46, 250
		SubTotal \$60, 957.50
Road works and Stock fencing	Re-grade and supply of road base 1200Lm x 4m Wide	\$84, 000
	Road rehabilitation around Hatchery Bay picnic area	\$35, 000
	Supply and installation of stock fencing	\$70, 000
		SubTotal \$189, 000
Underpass Construction	Detail design pedestrian box culvert underpass	\$16, 100
	Supply and install Box Culvert Underpass	\$96, 000
	Supply and install Stock Grids and ramp	\$20, 000
	Traffic control and survey	\$40, 000
		Sub-total \$172, 100
		Sub-Total with 20% contingency \$506, 469
Southern Network- Jindabyne To Creel Bay		
Trail Construction	Segment 1 East Jindabyne to Kalkite Village- Trail Construction to IMBA standard design 14.3km	\$572,000
	Segment 2 Kalkite to Eucumbene- Trail Construction to IMBA standard design 8.8km	\$352,000
Crossings	Fabrication and installation of 33 FRP platform crossings- Constructed to Australian standards.	\$123,238
		Sub-total \$1,047,238
		Sub-total with 20% contingency \$1,256,685

PROJECT ELEMENT	DETAILS	COSTING
Northern Network- Kalkite to Creel Bay		
Detail Trail Design-	Trail Survey and scope	\$64 000
	Concept plan for major bridge crossings	\$20 000
	REF and Cultural Heritage Assessment	\$30 000
	Final Detail Trail Design Report	\$28 914
		SubTotal \$ 142,914
Southern Network- Jindabyne To Creel Bay		
Trail Construction	Segment 3 Eucumbene to Snowy River- 164km Trail Construction to IMBA standard design	\$656,000
Signage and supporting infrastructure	Segment 4- Snowy River to Creel Bay- 7km Trail Construction to IMBA standard design	\$280,000
	Segment 5- Creel Bay to Thredbo River- 4km Trail Construction to IMBA standard design	\$160 000
	Segment 6- Thredbo River to Hatchery Bay- 14.3km Trail Construction to IMBA standard design	\$572,000
Crossings	Fabrication and installation of 43 FRP platform crossings- Constructed to Australian standards.	\$160,583.
		Sub-Total \$1,828,583
		Sub-total with 20% contingency \$2,815,890.66
Major Bridge and Crossing Construction	Construction bridge at Eucumbene River	\$1,610,000
	Construction of Bridge at Snowy River	\$1,040,000
	Fabrication and installation of 76 Minor crossing (up to 3-6m)	\$342,000
	Fabrication and Installation 3 Major bridge Crossing (50-100m)	\$3,600,000
		Sub-total \$6,592,000
		Total with 20% Contingency \$7,910,400
		Total Project costs \$12,939,350



TABLE 3.5.1: PROJECTED CAPITAL COSTS INCLUSIVE OF CONTINGENCY (\$s)						
STAGE	017-18	018-19	019-20	2020-21	Remaining Years	Total
Base Cost Estimate		2,125,352	4,592,400	3,633,728		10,351,480
Contingency		531,338	1,148,100	908,432		2,587,870
Escalation						
Sub-total		2,656,690	5,740,500	4,542,160		12,939,350

3.5.2 Projected Ongoing Costs

The general market rate for trail maintenance in Australia is average at 2-6% of the capital cost/value of the trail per annum; or \$1,000 to \$1,500 per kilometre of trail per annum. The table below provides an estimate of the expected ongoing maintenance cost for each trail. Depreciation costs based on a straight line depreciation over a 50 year life expectancy, 2% of the capital cost per year.

The ongoing costs for the Project are identified in the Table below

TABLE 3.5.2: PROJECTED ONGOING COSTS (\$000s)						
STAGE	017-18	018-19	019-20	2020-21	Remaining Years	Total
Vegetation clearing/ erosion/weeds			\$65,000	\$95,000	\$130,000	

3.7 FINANCIAL APPRAISAL

Snowy Monaro Regional Council has undertaken a financial appraisal, which involved determining the net present value (NPV) of the Project: The NPV is a measure of all future positive and negative cash flows associated with the project, discounted back to today's dollars. The discount rate used represents the time value of money over the life of the project, as well as the risk – or potential variability – associated with those cash flows.

A positive NPV represents financial value accruing to Council as a result of undertaking the project, whilst a negative NPV represents a negative cost to Council over the life of the project. The financial appraisal does not factor in monetised benefits to other parties; only the impact to Council is considered.

Methodology

The primary objective of the financial appraisal is to determine the net financial impact of the Project on Council under various development options, in addition to the base case option.

The assessment addresses key criteria for public funding of facilities and is consistent with both the NSW Governments Guidelines for conducting cost benefit assessments, and industry best practice.

The analysis has been performed from the perspective of Council's role as project developer and operator, and hence only considers cash flows that:

- have a direct impact upon Council; and
- are directly attributable to the development of the Project.

The key output from the financial appraisal is a discounted cash flow ('DCF') analysis, providing a measure of the net cash flow to Council, discounted to present terms at a rate commensurate with the risk of the project. The NPV of each option was then used to compare their relative affordability. Whilst corresponding internal rate of return ('IRR') and payback period calculations are common for projects of this nature, the overall negative financial impact over the life of the development deemed it unnecessary to incorporate into the reported results.

Snowy Monaro Regional Council recognises the need to make informed decisions on how these grant funding arrangements may have an impact on Snowy Monaro Regional Council's cashflow over the project construction period in particular; as relevant and approved contractors submit their claims for progress payments.

Council has given careful consideration to the alignment between the construction program and its external Funder's funding progress claim schedule to ensure that Snowy Monaro Regional Council is not exposed to any period of (temporary) short-term financial distress. If there is potential for such an event to occur, the Council has in place the necessary cash flow to cover any short term cashflow shortfalls until further external funds can be accessed.

3.8 PROPOSED FUNDING ARRANGEMENTS

It is envisaged the Project will have two core funding streams, a partnership between Snowy Monaro Regional Council and the NSW Government. Council will manage any funding secured for the Project and manage the construction of all elements of the Project.

Snowy Monaro Regional Council has expended \$121,972 of its own funds in 2016/17 financial year. A further \$105,000 of its own funds were expended in 2017/18 to continue planning and design.

Council seeks the full amount of construction costs under the Growing Local Economy Fund, in order to deliver an Alpine tourism asset that will encourage economic activities, consistent with changing market demands and tourism industry needs.

Operations and Maintenance

In order to deliver long lasting best value to the community a priority will be ensuring the design of the project incorporates 'smart design', and has low maintenance construction measures wherever possible. It is anticipated that annual maintenance for the project outlined in the business case will be in the vicinity of 1% of the total construction phase cost i.e. Approximately \$130 000 per annum.

Once the project is completed it will be handed over to the Recreational Manager for operation and maintenance. In conjunction with the Assets Manager they will be responsible for establishment of an ongoing maintenance program. Council will be responsible for the allocation of adequate budget for operations, maintenance and depreciation.

TABLE 3.8 PROPOSED FUNDING ARRANGEMENTS (\$)

STAGE	017-18	019-20	2020-21	2021-22	Total
Proposal capital costs		2,656,690	5,740,500	4,542,160	12,939,350
Funding sources					
NSW Government		2,656,690	5,740,500	4,542,160	12,939,350
Council contributions	105,000				
Community contributions	55,000				
					\$12,939,350



4. Implementation CASE

4.1 PROGRAM AND MILESTONES

Snowy Monaro Regional Council has put considerable effort into planning for the Project. Council is confident that the timeline is achievable and they will be applying their rigorous and robust design development and project management processes to ensure that these milestones are achieved and a high-quality build results.

The Table below outlines the expected dates of the key milestones of the Project.

TABLE 4.1: LAKE JINDABYNE SHARED TRAIL PROJECT TIMEFRAMES AND MILESTONES

Project Element	Start	Finish
Concept Development		
Land Acquisition	Commenced	October 2018
Stakeholder engagement	Commenced	November 2018
Detailed Project analysis	Commenced	December 2018
Final Business Case	Completed	September 2018
Approval of Funding from NSW Government		November 2018
Stage 1- Southern Network & TVT to Jindabyne		
Detail Design	Commenced	March 2019
Construction documentation	March 2019	April 2019
Tender	April 2019	May 2019
Construction	May 2019	December 2020
Opening event		January 2021
Commission		February 2021
Stage 2 Northern Network		
Detail Design	November 2018	June 2019
Construction Documentation	June 2019	July 2019
Tender	July 2019	August 2019
Construction	July 2019	December 2020
Opening Event		January 2021
Commission		February 2021

4.2 EXPERIENCE TO DELIVER

The Project will be administered and project managed by Snowy Monaro Regional Council. The Council has a strong track record of capital works delivery including major capital projects including trail and road infrastructure in the Region. Snowy Monaro Council has committed funding for the Project as it is viewed as a strategic priority for the economic and social returns for the community as well as the broader region.

Snowy Monaro Regional Council (SMRC) has the capabilities and experience to manage all aspects of the Lake Jindabyne Trails Project. Council is experienced in managing and acquitting State and Federal Government Grants. The local government (Council Amalgamations) Proclamation 2016 ('the Proclamation') under the Local Government Act 1993 (NSW) transferred the assets and liabilities of the former councils Bombala Council, Cooma-Monaro Shire Council and Snowy River Shire Council to Snowy Monaro Regional Council as at 12 May 2016.

Council has a combined \$1.5 billion asset portfolio which requires ongoing maintenance, and in many asset categories require significant upgrade or replacement. For 2018/19, Council has an annual operating budget of some \$73 million. (Source: Delivery Program 2018-21; Page 6.)

(Council's total cash and investments as at 30 June 2017 were \$77 774 000*.

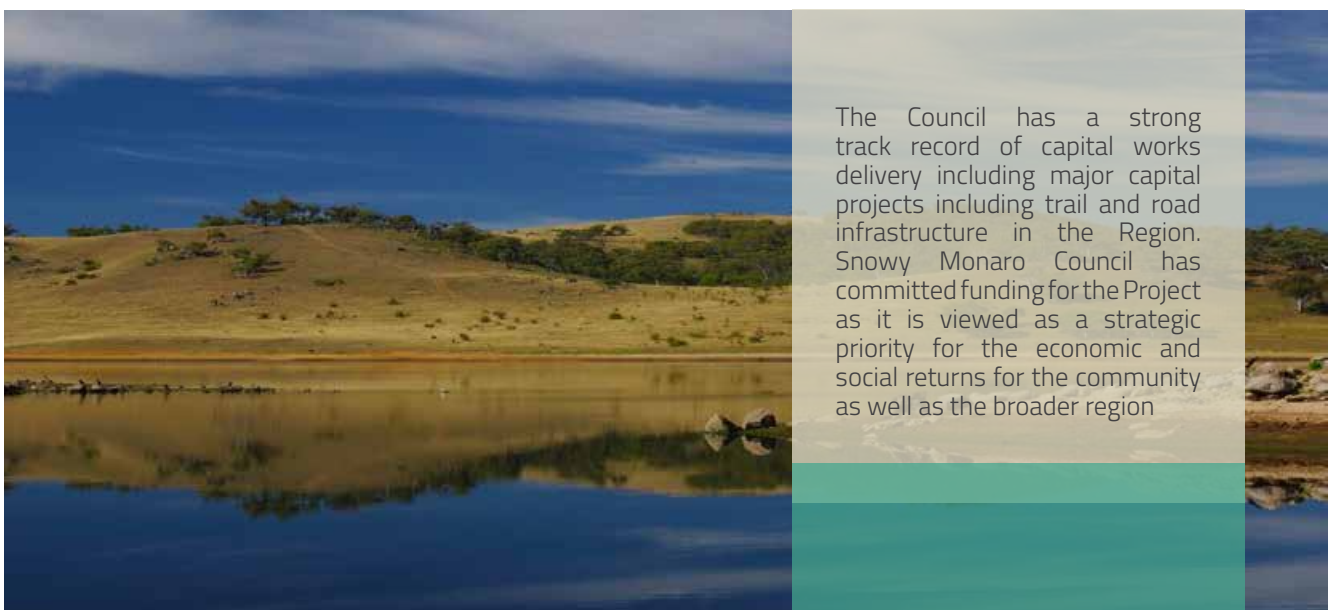
*Source: SMRC General Purpose Statement for period 13 May to 30 June 2017, Page 8; Page 81 Audit Office of NSW.)

'Specific Purpose' Grants received for operating purposes 2016/17: \$17 165 000.

'Specific Purpose' Grants received for capital purposes 2016/17: \$16 614 000.

Source: SMRC General Purpose Statement for period 13 May to 30 June 2017, Page 28.

The Council has a dedicated Corporate and Community Services Directorate (encompasses Governance) along with an Operations and Infrastructure Directorate, with over 400 employed across these two areas.



The Council has a strong track record of capital works delivery including major capital projects including trail and road infrastructure in the Region. Snowy Monaro Council has committed funding for the Project as it is viewed as a strategic priority for the economic and social returns for the community as well as the broader region

These include qualified Chartered Professional Accountants, Engineers, as well as Survey and Design, Operational and Construction staff. The Operations and Infrastructure Directorate is responsible for parks and gardens, plant and fleet, asset construction and maintenance and engineering services.

The Corporate and Community Services Directorate includes the Financial Services unit, being responsible for the administration and oversight of financial activities in preparation of forward planning for the sustainable financial future of Council and residents of the Snowy Monaro Region.

In 2016/17 the Financial Services section of Council managed an \$84 451 000 continuing operations expenditure (including depreciation, operating and capital expenditure).

Source: SMRC General Purpose Statement for period 13 May to 30 June 2017, Page 4.

Snowy Monaro Regional Council has the demonstrated capacity and experience to deliver the project. Council has been successful in securing many grants for a broad variety of projects which have been successfully completed and commissioned, or projects which are currently on track. Evidenced through the management of the following major project examples:

TABLE 4.2: SNOWY MONARO COUNCIL CAPACITY TO DELIVER

PROJECT NAME	PROJECT AMOUNT and AMOUNT OF FUNDING RECEIVED	PROJECT DESCRIPTION	KEY OUTCOMES
PROJECT NAME			
Upgrade and Augmentation of the Berridale STP; and the reuse of treated effluent at the Coolamatong Golf Club (2008-2010)	TPC \$7.2 million	The project has many benefits to the community with an increased use of the golf club both by locals & visitors due to the improvements in the greens from the irrigation provided by treated effluent from the STP.	State Government, Federal Government and Council funds were involved in the project.
Nimmitabel Water Supply Construction of a new 320 ML Dam - Lake Wallace (2015-2017)	TPC \$5.3 million	The community has greatly benefited from this project due to the removal of high level water restrictions.	Federal Government, State Government and Council funds involved in the project.
Bombala STP Augmentation and Upgrade (2017-2019)	TPC \$7 million (\$3.5 million Commonwealth; \$3.5 million State)	The project consists of replacing the existing ageing STP with a modern STP based on the IDEA process. The new STP will include all ancillary systems including inlet works, filtration, UV disinfection, sludge management, chemical facilities and a modern control system.	Project currently underway with construction due to be completed in Dec 2019

4.3 GOVERNANCE

Snowy Monaro Council will manage and oversee the delivery of the Lake Jindabyne Shared Trail Project. The Project will be managed in accordance with Lake Jindabyne Shared Trail Project Management Plan, which documents the overarching project controls that will be followed for the life of the project.

Snowy Monaro Regional Council (SMRC) is uniquely placed and well equipped to implement major programs through complementary in-house expertise and regional delivery capability. SMRC has in-house communications, planning, finance, engineer, project specialist, property and environmental expertise and is able to provide a high degree of control and assurance in the development and delivery of infrastructure programs.

The Project will be delivered in two key phases:

1. Planning: Community Engagement Team, Tourism and Economic Development Unit, Planning, Innovation and Business (project specialists) Risk Management and Finance Teams support project development and initiation. The Project is extensively planned and costed prior to development. The operations and infrastructure directorate, which includes engineers, as well as Survey and Design and construction teams support project design, management and procurement.
2. Implementation: The Operations and Infrastructure Directorate undertake environmental assessments and planning approvals and deliver implementation supported by subject matter experts located in line of business teams. Following strict management guidelines for the Project will ensure that its work practices and project delivery are undertaken effectively and efficiently within an underlying philosophy of continual improvement and quality assurance. The following table details the positions, roles and responsibilities that have been identified for key project personnel for the Lake Jindabyne Trails Project.

The Innovation and Business team will provide guidance, advice and assistance to the Project to optimise project outcomes, oversees the Project in terms of expenditure, resourcing and scheduling, where necessary may assist with conflict resolution, promotes acceptance of the Project and the changes that will prevail, and signs-off on approvals to proceed to each succeeding project phase. Project Control Group is managed by the Project Manager with reporting delegations to the Project Sponsor.

4.3.1 Project Management

A Project Management Plan will be formulated specifically for the implementation of the Projects core activities. The Project will be managed in accordance with Snowy Monaro Council's Project Management Framework, which documents the overarching project controls that will be followed for the life of the project.

The Project Management Plan has been developed for the Project to provide:

- A comprehensive overview of the project outputs and describes the roles and responsibilities of each of the parties;
- Key stakeholders (Government, funding parties, project staff) with a documented framework to ensure the delivery of defined project outcomes and to effectively monitor the project from start to finish; and
- A formalised agreement between the governing body and the Project Manager regarding the project structure, scope and key components.

Detailed cost estimates for each element of the project are provided in the Project Management Plan. These estimates have been developed by Snowy Monaro Regional Council's Services Division.

4.3.2 Key Stakeholders

A stakeholder analysis has identified a range of stakeholders involved or impacted by the Project. It is recommended that a review of the Stakeholder Analysis be undertaken on commencement of the Project and periodically as the Project progresses in conjunction with the Communications Plan. This will assist in ensuring key risks and issues are mitigated and stakeholders are informed and engaged during the Project.

Key Stakeholders include but are not limited to:

- NSW Government
- Relevant State and Federal Politicians and Ministers
- Snowy Monaro Regional Council (Councillors and staff)
- Residents
- Local businesses in the vicinity of the works
- Local Businesses in the region
- Tourism Operators
- Snowy Hydro
- Landholders

By following strict management guidelines for the Project will ensure that its work practices and project delivery are undertaken effectively and efficiently within an underlying philosophy of continual improvement and quality assurance.

The Project Steering Committee (Table 4.3) provides guidance, advice and assistance to the Project team to optimise project outcomes, oversees the Project in terms of expenditure, resourcing and scheduling, where necessary may assist with conflict resolution, promotes acceptance of the Project and the changes that will prevail, and signs-off on approvals to proceed to each succeeding project phase. The Project Control Group is managed by the Project Manager with reporting delegations to the Project Sponsor.

TABLE 4.3: LAKE JINDABYNE SHARED TRAIL PROJECT STEERING COMMITTEE

PROJECT NAME	PROJECT AMOUNT and AMOUNT OF FUNDING RECEIVED	PROJECT DESCRIPTION
Group manager Tourism and Economic Development	Project Sponsor	Overall direction and endorsement
Innovation and Business Unit	Project Control Group	Project coordination and delivery
SMRC Jindabyne Office	Project Management Office	Project coordination and delivery
Snowy Mountains MTB Destination Group	Project Management Office	Local region direction and support
Lake Jindabyne Shared Trail Committee	Working Group	Information for bid inputs noted above, implementation planning, development of project management plan

Team Leader-Recreation and Community Strategy	Regional Project Management Team Member	Direction and support to the Project Manager
Recreation Planner	Project Manager	Oversee & coordinate the implementation of the project – procurement, finance, reporting and contract management

4.3 KEY RISKS

Snowy Monaro Regional Council recognises that risk identification involves determining which risks or threats are likely to affect the Project. It involves the identification of risks or threats that may lead to project outputs being delayed or reduced, outlays being advanced or increased and/or output quality (fitness for purpose) being reduced or compromised.

For the Project a number of high level risks should have been identified during the project initiation stage – and will be used as the basis for a more thorough analysis of the risks facing the project.



Risk	Proposed mitigation	Risk rating after mitigation		
		Consequence	Likelihood	Rating
FINANCIAL				
Construction funding is not obtained	Identify and apply for all possible schemes that could provide the funding. Lobby state and federal ministers	Extreme	Possible	Serious
Design and Construction funding is insufficient	Carry out a cost estimate before the design has commenced. Apply a reasonable contingency to cover unforeseen costs. Under-take a more thorough cost estimate at the 90% stage to confirm the funding is adequate. Identify scope changes during design and assess its financial impact on the project before accepting	Extreme	Possible	Serious
Significant design changes towards the end of the project – program and budget over-run	Develop concept designs and an Issues register. Discuss with all relevant stake-holders in a pre-design meeting to obtain an approved concept to base the detailed design on. Provide 3 x design submissions for review (eg 50%, 90% and 100%).	Major	Possible	Serious
DESIGN & CONSTRUCTION				
Design not compliant to standards	Project to be designed to current legislation, including pre-empting any potential changes in legislation	Major	Unlikely	Medium
Adverse Weather Conditions	Allow for inclement weather in construction program	Moderate	Possible	Medium
Adverse Ground Conditions	Undertake Geotechnical investigations to determine the existing ground conditions	Major	Possible	Medium
Delays in design documentation	Ensure accurate programming from outset, and if delays arise have rectification methods ready	Moderate	Possible	Medium
Over Specification	Ensure design team is aware of budget and is designing to necessary specifications and not more. Prepare and agree on a detailed scope of works before the commencement of design	Moderate	Possible	Medium
Failure to understand and manage staff and client expectations	Formal priority setting, effective communication flow between staff, client and design team. Allow for regular team meetings to track progress	Moderate	Possible	Medium
Failure to deliver project on schedule	Ensure appropriate risk management and contract management processes are being undertaken as well as initiating a monitoring and reporting regime. Consider out-sourcing the construction if necessary.	Moderate	Unlikely	Medium
Delays in subcontractors providing their services	Discuss procurement requirements early in the design stage to provide early warning to suppliers. Engage sub-contractors at the appropriate time to meet the program	Major	Unlikely	Medium
High Tender Prices due to Economic Instability	Accurate cost planning including, if required, allowance for current market conditions	Major	Unlikely	Medium
Services Relocation	Surveys and investigation to be completed prior to commencement of construction. Engage the sub-contractors early in the design stage to minimise potential delays	Major	Rare	Low
Inability to secure labour	Have strategy in place to source labour from other areas	Major	Rare	Low
Damage or disturbance to an Aboriginal heritage site	Works only to occur within the areas approved in the REF.	Major	Rare	Low

Risk	Proposed mitigation	Risk rating after mitigation		
Poor quality construction	SMC Civil construction shall provide the appropriate resources to undertake site surveillance and QA checks throughout construction. The construction team. (SMC Civil Construction) has gained external accreditation against ISO9001:2008 and implements quality control and assurance procedures through IMS systems.	Major	Unlikely	Medium
ADMINISTRATIVE & PROCUREMENT				
Incorrect Procurement Method in place	Implement procurement processes in accordance with Local Government requirements as outlined in the project Procurement Management Plan	Major	Unlikely	Medium
"Non compliance with environmental, planning or development consent requirements"	Active project management / superintend-ency, environmental / WHS systems	Possible	Minor	Medium
Delay with procurement	Procure major construction elements during the design stage	Major	Unlikely	Medium
Approval or other planning issues	Ensure adequate co-ordination with services providers (eg. Essential energy, Telstra and APA) to prevent design approval delays. Engage the service providers early to allow sufficient time.	Minor	Unlikely	Medium
Contracting issues	Contractors and raw material suppliers are handled by SMC Plant & Fleet using the SMC procurement process which conforms to our purchasing policy and procedures	Minor	Unlikely	Medium
Environmental	Environmental management and environ-mental controls are ongoing during construction. SMC Civil Construction has gained external accreditation under ISO14001:2004 and utilise IMS system checks to maintain environmental responsibilities.	Minor	Unlikely	Medium
Need for land acquisition for drainage purposes	Acquire the necessary land	Critical	Possible	Serious
Whole of life safety	Undertake a safety in design workshop in the early stages of the design process to identify and mitigate potential safety issues for the whole of life of the project. The con-tractor (SMC Civil Construction) has gained external accreditation against AS4801:2001 (attached) and implements IMS systems to check and maintain safety systems.	Major	Unlikely	Medium

4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS

The following Table identifies the key legislation, regulatory issues and approvals under which planning, preservation and protection of the Project will occur and likely permits, licences or approvals that may be required for its future construction and operation.

Minimal issues and approvals are required for the Project. Those required or that the Project falls under includes:

- Local Government Act 2009
- Crown Land (land acquisition)

4.5 PROPOSED MANAGEMENT ACTIVITIES

4.5.1 Risk Management

Snowy Monaro Regional Council recognises that managing risks in projects is a very important management process in order to achieve the Project objectives in terms of time, cost, quality, safety and environmental sustainability. As such, to identify and appropriately treat risks affecting the project, Council's Infrastructure Services Department have developed a comprehensive Risk Management Plan, including Risk Management Matrix for the Project.

The objective of the Project Risk Management Plan is to manage the actions to identify, assess and treat risks to the project objectives and its delivered system to create, maintain, action and report upon the risk register. The Plan is a living document that is completed and updated throughout the life of the project.

The high level Risk Analysis includes identified risk, estimate and schedule items, new risks, secondary risks, scope changes, change orders and actual costs, so as to provide a graphic depiction of the changing nature of project risk over time.

Due to the nature of risks involved in the implementation of the Project Council recognises that the Risk Management Plan will require regular review. The responsibility of maintaining the Plan and the associated registers will be the responsibility of the Project Manager.

Internal and external policies adopted to guide the risk management procedures in the Project include:

- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011
- Local Government Act 1993
- Local Government (General) Regulation 2005
- Snowy Monaro Regional Council WHS Policy
- Snowy Monaro Regional Council Risk Management Procedure
- Snowy Monaro Regional Council Contractor Management Procedure

Snowy Monaro Regional Council believes that good risk management involves the entire project team including design, engineering, business, contracts, finance, purchasing, estimating and project controls. The Project Manager will lead the project team and is assigned the authority and responsibility for meeting the project objectives including the overall management of the risks identified within the project.

4.5.2 Strategies For Procurement

Snowy Monaro Regional Council has an established Procurement Policy. This Policy establishes Procurement Principles, Staff Responsibilities and Tendering (Quotation) Requirements to be used in the procurement of all consultants, goods and services required by Council.

The procurement process covers the steps of identifying and specifying the Goods or Services, tendering, the purchase of the Goods or Services, the supply of Goods or provision of Services and the compliance verification, acceptance and payment for the Goods or Services. Due to the size and scope of the Project a dedicated Procurement Management Plan has been developed.

A market based procurement strategy has been developed in line with Snowy Monaro Regional Council's Procurement Policy. Council will approach the market to encourage competition and to be consistent with government procurement obligations.

Four phases have been identified for the procurement of this project, these being:

- Concept Design
- Detailed Design
- Construction, Testing & Commissioning
- Operation and Maintenance

Snowy Monaro Regional Council recently implemented a robust procurement strategy to construct the Heavy Vehicle Bypass project as an emergency water supply for Lake Cargelligo. As part of the procurement strategy internal approval was obtained prior to proceeding, confirming the availability of funds and resources for managing the procurement. Council called open tenders; tenders were fairly evaluated in accordance with the NSW Government Tendering Guidelines.

4.5.3 Asset Management

To enable the community to access and enjoy all the services and facilities that the Snowy Monaro has to offer, the Snowy Monaro Council owns and maintains a large portfolio of assets. With an infrastructure asset replacement value of over \$1.5 billion, the efficient management of these assets is vital in maintaining safe, reliable and efficient services that help achieve the strategic priorities and goals of Council. The various assets created as a result of the Project will be managed in accordance with best practice asset management. The assets created as a result of the completion of the Project would be maintained in accordance with Council's Asset Management Plan and in accordance with Asset Management Policy (SMRC 210). Any planned maintenance and capital funding will be reviewed and allocated annually.

Council recognises that failure to adequately plan for the renewal of assets and the development of new assets would result in the needs of the community, now and into the future, not being met. As such Council has developed an Asset Management Strategy, Council's Asset Management Policy as part of Council's goal to adopt contemporary best practice in Asset Management.

The Asset Management Strategy provides clear courses of action for managing Asset Management at Council and supports the Snowy Monaro Regional Council Community Strategic Plan and Asset Management Policy. The Asset Management Strategy is also the basis for outlining and monitoring Key Performance Indicators and provides Council with the ability to monitor, measure and report on asset management plans and processes.

The key objectives of Council's Asset Management system include:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice

These key documents allow Council the:

- Ability to provide better outputs with fewer resources by better aligning Council resources and needs.
- Ability to understand what condition the assets are in and by monitoring the effect actions are having on them. Having a key set of actions that will allow Council to manage the provision of these assets into the future at lowest long-term cost.
- Ability to assign appropriate levels of funding for each asset class in line with the respective service level targets. Being able to clearly define what service levels Council can deliver to customers, the rate-payers and users.





Annexures

Annexure One

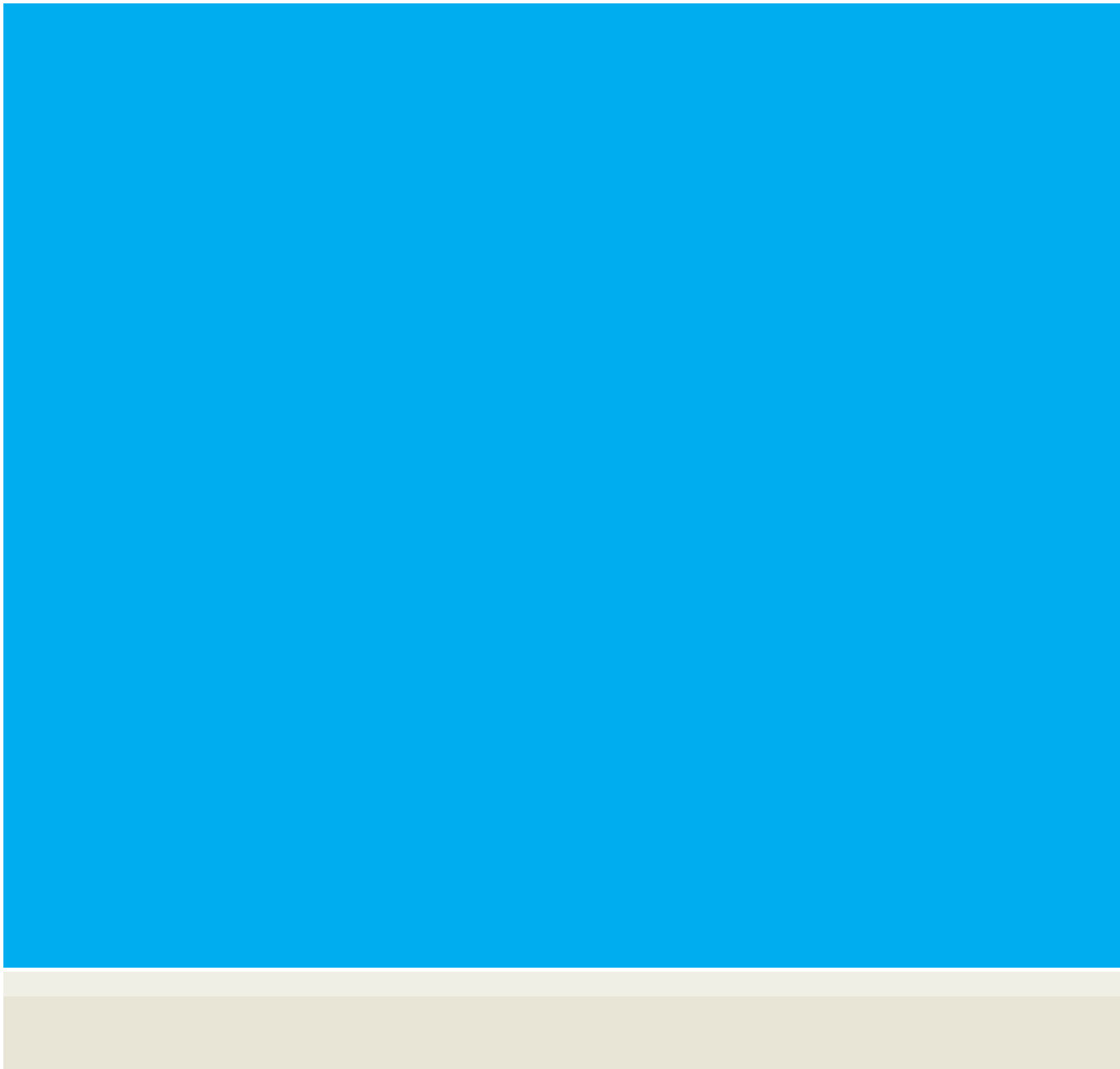
SCOPE OF WORKS DOCUMENT

Annexure Two

PLANS DESIGNS

Annexure Three

AUDITED FINANCIAL STATEMENTS



Snowy Monaro Regional Council

Lake Jindabyne Shared Trail



economic profile

Table of Contents

Economic impact assessment model	1
--	---

Snowy Monaro Regional Council area

Economic Impact Model

Economic impact modelling enables Snowy Monaro Regional Council area to explore how changes in employment or output (sales) due to a new project, business or policy will impact on all other sectors of the economy. It does this by using an input-output model derived from the local economy microsimulation model by National Economics (NIEIR) to model the flow-on effects across different industries.

This provides Snowy Monaro Regional Council area with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.

Model input summary

Project: Lake Jindabyne Shared Trail (Snowy Monaro Regional Council area)

Construction phase - modelling the impact of:

- adding \$ 8.00 m in Construction over a 2 years period.

Operational phase - modelling the impact of:

- adding \$ 1.09 m sales in Rental and Hiring Services (except Real Estate)
- adding \$ 1.23 m sales in Food Retailing
- adding \$ 270.00 k sales in Other Store-Based Retailing
- adding \$ 600.00 k sales in Accommodation
- adding \$ 2.29 m sales in Food and Beverage Services

Economic impact highlights

The economic impacts of Lake Jindabyne Shared Trail are summarised in the infographic below

Construction Phase (over a 2 year period)



\$ 14.35 m
Output

(\$ 8.00 m direct
+ \$ 6.35 m Indirect)



\$ 4.80 m
Value added

(\$ 2.49 m Direct
+ \$ 2.31 m Indirect)



23
Local jobs
(per year)

(12 Direct
+ 11 Indirect)

Operational Phase (per year)



\$ 7.66 m
Output

(\$ 5.48 m Direct
+ \$ 2.18 m Indirect)



\$ 2.97 m
Value added

(\$ 2.17 m Direct
+ \$ 794.21 k Indirect)



47
Local jobs

(41 Direct
+ 7 Indirect)

Summary of impacts

Construction phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to inject \$ 8.00 m of direct output into the local economy over 2 years. This would lead to an uplift of \$ 2.49 m in direct value added and support 12 direct local jobs per annum during the construction phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to generate an additional \$ 6.35 m in output, \$ 2.31 m in value-added and support another 11 indirect local jobs per year during the construction phase of the project.

The total estimated construction phase local impact is \$ 14.35 m in output, \$ 4.80 m in value-added, and 23 local jobs per annum over 2 years.

Construction phase (2 year period)

Snowy Monaro Regional Council area - Modelling the impact of:
- adding \$8m in Construction

Economic measure	Output (\$m)	Value-added (\$m)	Local Jobs (annual)	Residents jobs (annual)
Impacts on Snowy Monaro Regional Council area economy	--	--	--	--
Direct impact on selected sector(s)	8.00	2.49	12	--
Industrial impact	5.29	1.97	9	--
Consumption impact	1.06	0.35	2	--
Total impact on Snowy Monaro Regional Council area economy	14.35	4.80	23	22
Multipliers	--	--	--	--
Type 1 multiplier (direct and industrial)	1.66	1.79	1.81	--
Type 2 multiplier (direct, industrial and consumption)	1.79	1.93	1.94	--
Impact on NSW economy	--	--	--	--
Total impact - NSW outside Snowy Monaro Regional Council area	3.75	1.67	6	7
Total impact NSW economy	18.10	6.47	29	29
Impact on Australian economy	--	--	--	--
Total impact outside NSW economy	4.92	2.18	9	10
Total impact on Australian economy	23.02	8.65	38	38

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions). Note: All \$ values are expressed in 2019/20 base year dollar terms.

Operational phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to support 41 direct local jobs per annum on an ongoing basis. This would generate \$ 5.48 m in direct output per year and \$ 2.17 m in industry value added per year.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to support another 7 indirect local jobs per year and generate \$ 0.79 m in indirect industry value added per year off the back of \$ 2.18 m in output.

The total estimated annual impact is 47 local jobs, \$ 7.66 m in output and \$ 2.97 m in value added.

Operational phase

Snowy Monaro Regional Council area - Modelling the annual effect (inflation adjusted) of:

- adding \$ 1.09 m sales in Rental and Hiring Services (except Real Estate)
- adding \$ 1.23 m sales in Food Retailing
- adding \$ 270.00 k sales in Other Store-Based Retailing
- adding \$ 600.00 k sales in Accommodation
- adding \$ 2.29 m sales in Food and Beverage Services

Economic measure	Output (\$m)	Value-added (\$m)	Local jobs	Residents jobs
Impacts on Snowy Monaro Regional Council area economy	--	--	--	--
Direct impact on selected sector(s)	5.48	2.17	41	--
Industrial impact	1.53	0.58	5	--
Consumption impact	0.65	0.21	2	--
Total impact on Snowy Monaro Regional Council area economy	7.66	2.97	47	40
Multipliers	--	--	--	--
Type 1 multiplier (direct and industrial)	1.28	1.27	1.12	--
Type 2 multiplier (direct, industrial and consumption)	1.40	1.37	1.16	--
Impact on NSW economy	--	--	--	--
Total impact - NSW outside Snowy Monaro Regional Council area	2.58	1.16	8	13
Total impact NSW economy	10.23	4.13	55	53
Impact on Australian economy	--	--	--	--
Total impact outside NSW economy	2.93	1.32	11	13
Total impact on Australian economy	13.16	5.45	67	66

Source: National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions). Note: All \$ values are expressed in 2019/20 base year dollar terms.

Impacts on local jobs

Construction phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to support 12 direct local jobs per annum during the 2 years construction phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to support another 11 indirect local jobs per annum during the construction phase.

The total estimated impact is 23 local jobs per annum over 2 years.

This table and charts below show a detailed breakdown of how employment will be affected by industry during the construction phase.

Employment by industry sector - Construction Phase

Snowy Monaro Regional Council area - modeling the impact on local jobs, of:
- adding \$8m in Construction

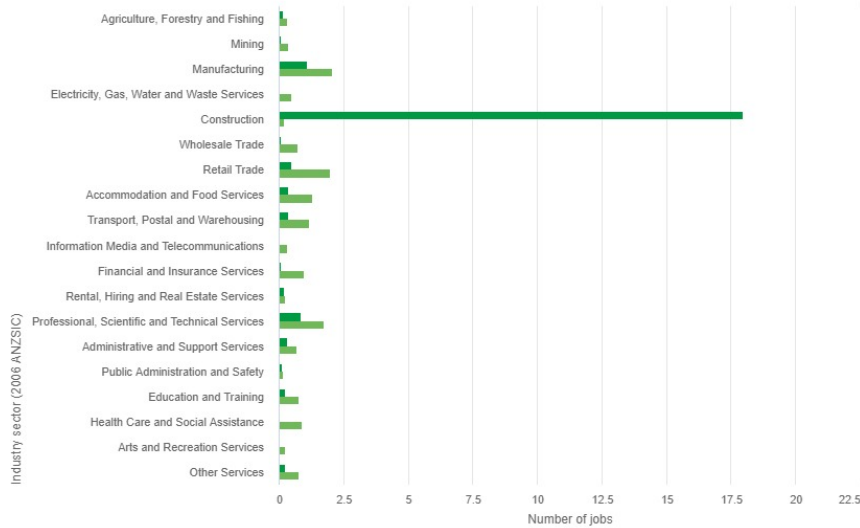
Industry sector (1-digit ANSIC)	Existing jobs in Snowy Monaro Regional Council area	Jobs created in Snowy Monaro Regional Council area (annual)	Jobs created outside of Snowy Monaro Regional Council area (annual)	Jobs created for Snowy Monaro Regional Council area residents (annual)
Agriculture, Forestry and Fishing	951	0.1	0.3	0.1
Mining	13	0.1	0.3	0.1
Manufacturing	325	1.1	2.1	1.0
Electricity, Gas, Water and Waste Services	301	0.0	0.5	0.0
Construction	1,016	18.0	0.2	17.4
Wholesale Trade	133	0.1	0.7	0.1
Retail Trade	823	0.5	2.0	0.5
Accommodation and Food Services	1,602	0.3	1.3	0.3
Transport, Postal and Warehousing	280	0.3	1.2	0.3
Information Media and Telecommunications	49	0.0	0.3	0.0
Financial and Insurance Services	70	0.1	1.0	0.1
Rental, Hiring and Real Estate Services	199	0.2	0.2	0.2
Professional, Scientific and Technical Services	325	0.9	1.7	0.8
Administrative and Support Services	302	0.3	0.7	0.3
Public Administration and Safety	612	0.1	0.2	0.1
Education and Training	713	0.2	0.8	0.2
Health Care and Social Assistance	725	0.0	0.9	0.0
Arts and Recreation Services	687	0.0	0.3	0.0
Other Services	340	0.2	0.8	0.2
Total industries	9,466	23	15	22

Source: National Institute of Economic and Industry Research (NIEIR) @2022. Compiled and presented in economy.id by .id (informed decisions).

Employment by industry sector - Construction Phase

Snowy Monaro Regional Council area - modeling the impact on local jobs, of:
 - adding \$8m in Construction

■ Jobs created in Snowy Monaro Regional Council area (annual)
 ■ Jobs created outside Snowy Monaro Regional Council area (annual)



Source: National Institute of Economic and Industry Research (NIEIR) @2022. Compiled and presented in economy.id by .id (informed decisions).

Operational phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to support 41 direct local jobs per annum on an ongoing basis.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to support another 7 indirect local jobs per annum during the operational phase.

The total estimated impact is 47 local jobs per annum.

The table and charts below show a detailed breakdown of how employment will be affected by industry during the operational phase.

Employment by industry sector - Operational Phase

Snowy Monaro Regional Council area - modeling the impact on local jobs, of:

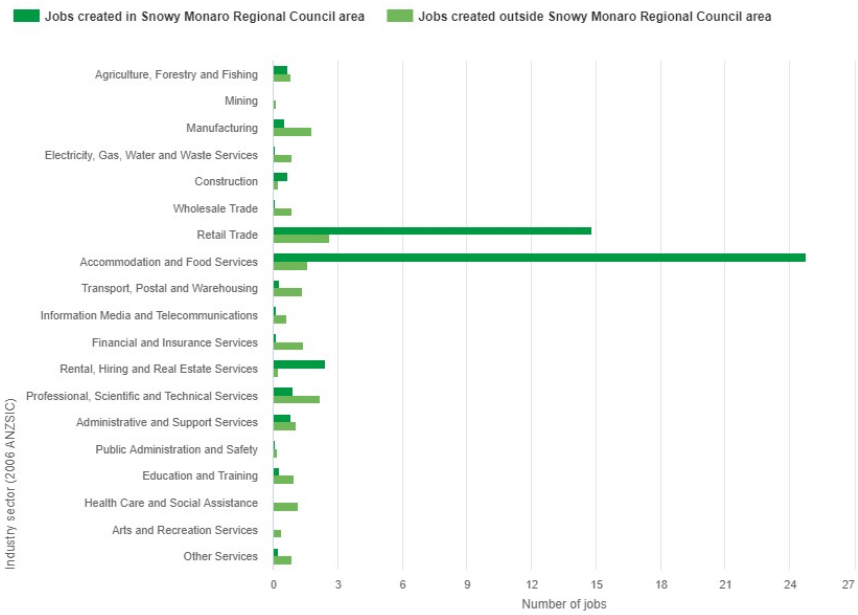
- adding \$ 1.09 m sales in Rental and Hiring Services (except Real Estate)
- adding \$ 1.23 m sales in Food Retailing
- adding \$ 270.00 k sales in Other Store-Based Retailing
- adding \$ 600.00 k sales in Accommodation
- adding \$ 2.29 m sales in Food and Beverage Services

Industry sector (1-digit ANSIC)	Existing jobs in Snowy Monaro Regional Council area	Jobs created in Snowy Monaro Regional Council area	Jobs created outside of Snowy Monaro Regional Council area	Jobs created for Snowy Monaro Regional Council area residents
Agriculture, Forestry and Fishing	4,757	0.7	0.8	0.6
Mining	64	0.0	0.1	0.0
Manufacturing	1,623	0.5	1.8	0.5
Electricity, Gas, Water and Waste Services	1,504	0.1	0.9	0.1
Construction	5,082	0.7	0.2	0.6
Wholesale Trade	663	0.1	0.9	0.1
Retail Trade	4,116	14.8	2.6	14.3
Accommodation and Food Services	8,011	24.8	1.6	19.1
Transport, Postal and Warehousing	1,400	0.3	1.4	0.2
Information Media and Telecommunications	245	0.1	0.6	0.1
Financial and Insurance Services	348	0.1	1.4	0.1
Rental, Hiring and Real Estate Services	993	2.4	0.3	2.1
Professional, Scientific and Technical Services	1,626	0.9	2.2	0.9
Administrative and Support Services	1,508	0.8	1.1	0.7
Public Administration and Safety	3,062	0.1	0.2	0.1
Education and Training	3,567	0.3	1.0	0.3
Health Care and Social Assistance	3,626	0.0	1.1	0.0
Arts and Recreation Services	3,435	0.0	0.4	0.0
Other Services	1,700	0.2	0.9	0.2
Total industries	47,331	47	19	40

Source: National Institute of Economic and Industry Research (NIEIR) @2022. Compiled and presented in economy.id by .id (informed decisions).

Employment by industry sector - Operational Phase

Snowy Monaro Regional Council area - modeling the impact on local jobs, of:



Source: National Institute of Economic and Industry Research (NIEIR) @2022. Compiled and presented in economy.id by .id (informed decisions).

Impacts on value added

Construction phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to generate \$2.5m direct value added during the 2 years construction phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to be another \$2.3m in value-added during the construction phase.

The total estimated impact is \$4.8m in value-added over 2 years.

This table and charts below show a detailed breakdown of value added by industry during the construction phase.

Value added by industry sector - Construction Phase

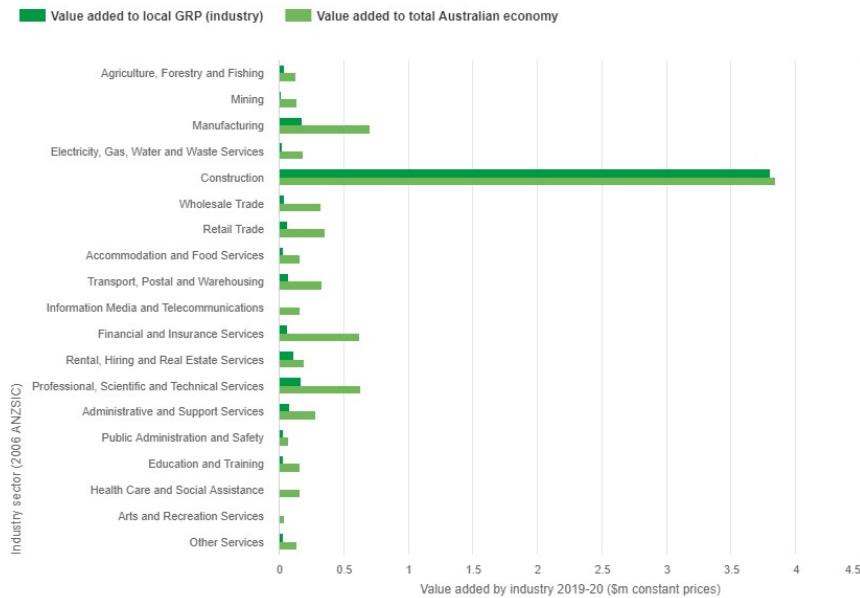
Snowy Monaro Regional Council area - modeling the impact on value added, of:
- adding \$8m in Construction

Industry sector (1-digit ANSIC)	Value Added \$m	Value added \$m to Snowy Monaro Regional Council area	Percentage change	Value added \$m to Australian economy
Agriculture, Forestry and Fishing	\$122.9	\$0.04	+0.03	\$0.13
Mining	\$1.8	\$0.01	+0.77	\$0.14
Manufacturing	\$28.2	\$0.17	+0.62	\$0.70
Electricity, Gas, Water and Waste Services	\$101.2	\$0.02	+0.02	\$0.19
Construction	\$107.6	\$3.81	+3.54	\$3.85
Wholesale Trade	\$25.2	\$0.04	+0.16	\$0.33
Retail Trade	\$56.5	\$0.07	+0.12	\$0.36
Accommodation and Food Services	\$75.5	\$0.03	+0.04	\$0.17
Transport, Postal and Warehousing	\$29.0	\$0.07	+0.25	\$0.34
Information Media and Telecommunications	\$5.1	\$0.01	+0.14	\$0.16
Financial and Insurance Services	\$21.1	\$0.06	+0.29	\$0.62
Rental, Hiring and Real Estate Services	\$33.1	\$0.12	+0.35	\$0.20
Professional, Scientific and Technical Services	\$34.0	\$0.17	+0.50	\$0.63
Administrative and Support Services	\$32.5	\$0.08	+0.24	\$0.28
Public Administration and Safety	\$69.2	\$0.03	+0.04	\$0.07
Education and Training	\$50.9	\$0.04	+0.07	\$0.16
Health Care and Social Assistance	\$57.0	\$0.01	+0.01	\$0.16
Arts and Recreation Services	\$43.3	\$0.00	+0.00	\$0.04
Other Services	\$20.6	\$0.03	+0.14	\$0.14
Total industries	\$914.6	\$4.80	+0.53	\$8.65

Source: National Institute of Economic and Industry Research (NIEIR) ©2022. Compiled and presented in economy.id by .id (informed decisions).

Value added by industry sector - Construction Phase

Snowy Monaro Regional Council area - modeling the impact on value added, of:
 - adding \$8m in Construction



Source: National Institute of Economic and Industry Research (NIEIR) ©2022. Compiled and presented in economy.id by .id (informed decisions).

Operational phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to generate \$2.2m direct value added per annum on an ongoing basis during the operational phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to be another \$0.8m in value-added per annum on an ongoing basis during the operational phase.

The total estimated impact is \$3.0m in value-added per annum during the operational phase of the project.

This table and charts below show a detailed breakdown of value added by industry during the operational phase of the project.

Value added by industry sector - Operational Phase

Snowy Monaro Regional Council area - modeling the impact on value added, of:

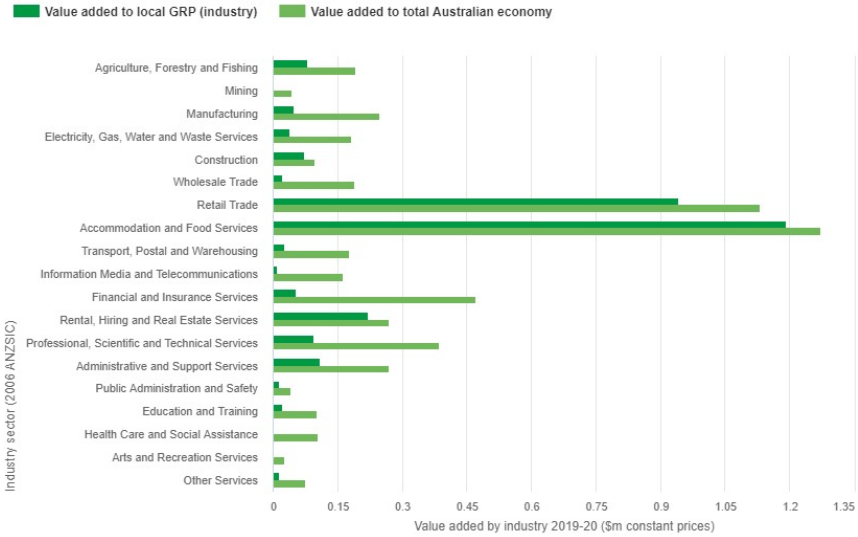
- adding \$ 1.09 m sales in Rental and Hiring Services (except Real Estate)
- adding \$ 1.23 m sales in Food Retailing
- adding \$ 270.00 k sales in Other Store-Based Retailing
- adding \$ 600.00 k sales in Accommodation
- adding \$ 2.29 m sales in Food and Beverage Services

Industry sector (1-digit ANSIC)	Value Added \$m	Value added \$m to Snowy Monaro Regional Council area	Percentage change	Value added \$m to Australian economy
Agriculture, Forestry and Fishing	\$614.3	\$0.08	+0.06	\$0.19
Mining	\$8.9	\$0.00	+0.04	\$0.04
Manufacturing	\$140.9	\$0.05	+0.17	\$0.25
Electricity, Gas, Water and Waste Services	\$506.1	\$0.04	+0.04	\$0.18
Construction	\$537.9	\$0.07	+0.07	\$0.10
Wholesale Trade	\$126.0	\$0.02	+0.09	\$0.19
Retail Trade	\$282.7	\$0.94	+1.66	\$1.13
Accommodation and Food Services	\$377.5	\$1.19	+1.58	\$1.27
Transport, Postal and Warehousing	\$144.8	\$0.03	+0.09	\$0.18
Information Media and Telecommunications	\$25.4	\$0.01	+0.18	\$0.16
Financial and Insurance Services	\$105.5	\$0.05	+0.25	\$0.47
Rental, Hiring and Real Estate Services	\$165.4	\$0.22	+0.67	\$0.27
Professional, Scientific and Technical Services	\$170.2	\$0.10	+0.28	\$0.39
Administrative and Support Services	\$162.5	\$0.11	+0.34	\$0.27
Public Administration and Safety	\$346.1	\$0.02	+0.02	\$0.04
Education and Training	\$254.3	\$0.02	+0.04	\$0.10
Health Care and Social Assistance	\$284.9	\$0.00	+0.01	\$0.10
Arts and Recreation Services	\$216.7	\$0.00	+0.01	\$0.03
Other Services	\$103.1	\$0.01	+0.07	\$0.08
Total industries	\$4,573.0	\$2.97	+0.32	\$5.45

Source: National Institute of Economic and Industry Research (NIEIR) ©2022. Compiled and presented in economy.id by .id (informed decisions).

Value added by industry sector - Operational Phase

Snowy Monaro Regional Council area - modeling the impact on value added, of:
 - adding \$ 1.09 m sales in Rental and Hiring Services (except Real Estate)
 - adding \$ 1.23 m sales in Food Retailing
 - adding \$ 270.00 k sales in Other Store-Based Retailing
 - adding \$ 600.00 k sales in Accommodation
 - adding \$ 2.29 m sales in Food and Beverage Services



Source: National Institute of Economic and Industry Research (NIEIR) ©2022. Compiled and presented in economy.id by .id (informed decisions).

Impacts on output

Construction phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to generate \$8.0m direct output during the 2 years construction phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to be another \$6.4m in output during the construction phase.

The total estimated impact is \$14.4m in output over 2 years.

Operational phase

Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to generate \$5.5m direct output per annum on an ongoing basis during the operational phase of the project.

From this direct expansion in the economy, it is anticipated that there would be flow-on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to be another \$2.2m in output per annum on an ongoing basis during the operational phase.

The total estimated impact is \$7.7m in output per annum during the operational phase of the project.

Impacts on resident employment

Construction phase

The combination of all direct, industrial and consumption effects of the construction phase of the Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to support 23 jobs.

As some of Snowy Monaro Regional Council area's residents leave the area to work and residents of other areas enter Snowy Monaro Regional Council area to work, not all of these jobs will be filled by Snowy Monaro Regional Council area residents. It is estimated that of the 23 jobs created, 22 or 95.7% would be expected to be filled by Snowy Monaro Regional Council area residents.

Operational phase

The total direct, industrial and consumption effects of the operational phase of the Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to support 47 jobs located in Snowy Monaro Regional Council area.

As some of Snowy Monaro Regional Council area's residents leave the area to work and residents of other areas enter Snowy Monaro Regional Council area to work, not all of these jobs will be filled by Snowy Monaro Regional Council area's residents. It is estimated that of the 47 jobs created, 40 or 85.1% would be expected to be filled by Snowy Monaro Regional Council area's residents.

Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on Snowy Monaro Regional Council area's GRP as a result of the Lake Jindabyne Shared Trail is directly equivalent to the change in value added outlined in the section above.

Construction phase

The construction of the Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area is estimated to increase GRP by \$4.8m. The effect of the construction of the Lake Jindabyne Shared Trail in Snowy Monaro Regional Council area on the Australian economy (including Snowy Monaro Regional Council area) is estimated to be a growth in GDP of \$8.7m.

Operational phase

GRP in Snowy Monaro Regional Council area is estimated to increase by \$3.0m per annum during the operational phase of the project.

The effect on the Australian economy (including Snowy Monaro Regional Council area) is estimated to be a growth in Gross Domestic Product (GDP) of \$5.4m per annum during the operational phase of the project.