



SNOWY MONARO
REGIONAL COUNCIL

BUSINESS PAPER

Administrator Delegations Meeting
24 February 2017

CONFLICTS OF INTEREST

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

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

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

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

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

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

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

COUNCIL CODE OF CONDUCT

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

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

COUNCIL CODE OF MEETING PRACTICE

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

Acknowledgement of Owners of Land

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

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

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

**ON FRIDAY 24 FEBRUARY 2017
COMMENCING AT 9.30AM**

BUSINESS PAPER

1. OPENING OF THE MEETING

2. APOLOGIES/REQUESTS OF LEAVE OF ABSENCE

3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

(Declarations also to be made prior to discussions on each item)

4. ADOPTION OF COMMITTEE MINUTES/RECOMMENDATIONS

Nil

5. CORPORATE BUSINESS - KEY DIRECTION 1. SUSTAINING OUR ENVIRONMENT FOR LIFE

Nil

6. CORPORATE BUSINESS - KEY DIRECTION 2. EXPANDING CONNECTIONS WITHIN THE REGION AND BEYOND

6.1 Proposed Acquisition of Crown land (Cootralantra Road) for the Purpose of Road 3

6.2 Cooma Enhancement Program - Stage 3 Works 7

7. CORPORATE BUSINESS - KEY DIRECTION 3. STRENGTHENING OUR LOCAL ECONOMY

Nil

8. CORPORATE BUSINESS - KEY DIRECTION 4. CREATING SAFER, HEALTHIER AND THRIVING COMMUNITY

Nil

9. CORPORATE BUSINESS - KEY DIRECTION 5. ENHANCING OUR HEALTHY, ACTIVE LIFESTYLE

Nil

10. CORPORATE BUSINESS - KEY DIRECTION 6. MANAGING DEVELOPMENT AND SERVICE DELIVERY TO RETAIN THE THINGS WE VALUE

Nil

11. CORPORATE BUSINESS - KEY DIRECTION 7. PROVIDING EFFECTIVE CIVIC LEADERSHIP AND CITIZEN PARTICIPATION

Nil

12. QUESTIONS TAKEN ON NOTICE

13. CONFIDENTIAL MATTERS

6.1 PROPOSED ACQUISITION OF CROWN LAND (COOTRALANTRA ROAD) FOR THE PURPOSE OF ROAD

Record No:

Responsible Officer:	Director Service Delivery
Author:	Property Officer
Key Direction:	2. Expanding Connections Within the Shire and Beyond
Delivery Plan Strategy:	DP2.5 Continual maintenance and improvement of the road infrastructure network.
Operational Plan Action:	OP2.13 Undertake an annual maintenance program of Councils Transportation Network in accordance with the Roads Hierarchy database and Transportation Asset Management Plan.
Attachments:	1. Map of Cootralantra Road as it passes through Crown land ↓
Cost Centre	1830 – Unsealed Rural Roads: Local
Project	
Further Operational Plan Actions:	Type text here

EXECUTIVE SUMMARY

Cootralantra Road, from the intersection of Kosciuszko Road and the boundary of “Glenmore”, passes through two travelling stock reserves, lots (lots 7001 and 7002 DP 94305). This section of Cootralantra Road has no formal designated road reserve, it is merely a “track” which has been illegally constructed over Crown land.

In order to dedicate Cootralantra Road through the stock reserves to create continuity of Cootralantra Road from the boundary of “Glenmore” through the stock reserves to the intersection of Kosciuszko Road, Council needs to initiate the process of land acquisition through the process of the Land Acquisition (Just Terms Compensation) Act 1991.

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

OFFICER’S RECOMMENDATION

That Council

- A. Approves the acquisition of the constructed section of Cootralantra Road which traverses Lots 7001 and 7002 DP 94305 for the purpose of public road under the provisions of the Land Acquisition (Just Terms Compensation) Act 1991 in accordance with the Land Acquisition (Just Terms Compensation) Act 1991 for the purposes of s.178 of the Roads Act 1993;
 - B. Seek approval from the Minister for Local Government and/or the Governor in accordance with section 187 of the Local Government Act 1993 to give all necessary Proposed Acquisition Notices in accordance with the Land Acquisition (Just Terms Compensation) Act 1991;
 - C. That upon receipt of the Minister’s/Governor’s approval, Council serve each PAN and take each other action necessary to carry out the acquisition;
 - D. Upon receipt of the Minister’s/Governor’s approval Council give effect to the acquisition by publication of an Acquisition Notice in the NSW Government Gazette and such other publication as may be required by law;
-

6.1 PROPOSED ACQUISITION OF CROWN LAND (COOTRALANTRA ROAD) FOR THE PURPOSE OF ROAD

- E. That Council pay compensation to all interest holders entitled to compensation by virtue of the compulsory acquisition on the terms set out in the Land Acquisition (Just Terms Compensation) Act 1991;
- F. That Council authorise the General Manager and the Administrator to complete and execute all documentation necessary to finalise and bring into force Council's acquisition of the land and if necessary to affix the Council seal to any documents related to the acquisition;
- G. That upon acquisition the acquired Property is dedicated as road following gazettal of the acquisition;

BACKGROUND

Cootralantra Road, from the intersection of Kosciuszko Road and the boundary of "Glenmore", passes through two travelling stock reserves, lots (lots 7001 and 7002 DP 94305). This section of Cootralantra has no formal designated road reserve, it is merely a "track" which has been illegally constructed over Crown land.

From the boundary of "Glenmore" Cootralantra Road is a Council public road. The road was constructed over the stock reserves in good faith by a previous Council prior to the Crown creating new rules surrounding the construction and maintenance of "roads" across Crown land including Crown road reserves and informal tracks.

In consideration of the Crown's stance on construction and maintenance of "roads" on Crown land Council ceased maintaining Cootralantra Road across the stock reserves which impacted significantly on landowners who access their properties from Kosciuszko Road along Cootralantra Road.

When Council staff commenced the preliminary investigations in order to acquire the land within the constructed road reserve across the stock reserves it was revealed that there were a number of pending Aboriginal land claims over both of the reserves.

Searches that were carried out with respect to Native Title claims revealed that there were no Native Title claims over the reserves.

Application was made to the local Bega Aboriginal Land Council (LALC) requesting advice on how Council could proceed to acquire the road reserve. The LALC responded by excising the road reserve from its claim over the two reserves and this decision has now been registered with the Office of the Registrar, Aboriginal Land Rights Act 1983 (NSW) and passed on to the Minister for Crown Lands for review and appropriate action.

As soon as Council received notification regarding native title and Aboriginal land claims a request for consent to acquire the "road" was sent to the Local Land Services who has care and control of the reserves. Council is still awaiting a response.

The Crown will not give consent to the acquisition prior to Council receiving consent from the Local Land Services.

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Dedication of Cootralantra Road as a Council public road between the intersection of Kosciuszko Road and the boundary of "Glenmore" across lots 7001 and 7002 will ensure legal access to landowners who access their properties using that route.

2. Environmental

There will be no environmental impact with respect to the dedication of the road as the road is already constructed.

3. Economic

Council will purchase the land within the constructed road reserve, a distance of 906.4m X 20m wide. The Valuer General will arrange to have the land valued and based on the valuation, will set the purchase price.

The valuation of the land will occur as part of the process of Land Acquisition (Just Terms Compensation) Act 1991 which is the process through which Council will acquire the land.

Costs to be incurred will include survey (estimated at \$6,400 plus GST in January 2016) as well as legal costs of approximately \$3,000. A reasonable estimate would be \$15,000 plus the purchase price for the land. Budget for this project needs to be identified during the quarterly budget review process.

4. Civic Leadership

Council is the roads authority for the road network system throughout the Shire. By ensuring that a legal road reserve is established over the constructed road, Council protects landowners from risks of liability as well as having the legal right of care, control and maintenance of the road.

Determination by Administrator

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

Signature:

Date:

6.1 PROPOSED ACQUISITION OF CROWN LAND (COOTRALANTRA ROAD) FOR THE PURPOSE OF ROAD

ATTACHMENT 1 MAP OF COOTRALANTRA ROAD AS IT PASSES THROUGH CROWN LAND

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6.2 COOMA ENHANCEMENT PROGRAM - STAGE 3 WORKS

Record No:

Responsible Officer:	Director Service Delivery
Author:	Deputy Director Service Delivery
Key Direction:	2. Expanding Connections Within the Shire and Beyond
Delivery Plan Strategy:	DP2.7 Improve connectivity, accessibility and promote activity through improved pathways.
Operational Plan Action:	OP2.22 Continue Councils annual footpath maintenance and construction program in-line with each of the Township Action, Master and Beautification Plan's.
Attachments:	1. Cooma Enhancement Strategy ↓ 2. Stage 3 CES Project Management Plan - Confidential 3. Stage 3 CES Economic Analysis ↓
Cost Centre	Type text here
Project	Type text here
Further Operational Plan Actions:	Type text here

EXECUTIVE SUMMARY

Council has received an offer of \$400,000 contribution from the federal government under the Community Development Grants to undertake the proposed Stage 3 works for the Cooma Enhancement Program.

Funding of \$510,137.50 is requested to be confirmed to allow the project to proceed.

Council is requested to review project, and allocated funding for project if approved.

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

OFFICER'S RECOMMENDATION

That Council

- A. Confirm support to undertake Stage 3 of the Cooma Enhancement Program.
- B. Commits to providing the additional cash funds of \$620,275 needed to undertake this project.

BACKGROUND

The Cooma Enhancement Strategy identifies a number of areas within Cooma's Central Business District (CBD) that have not developed to reflect the changing culture within Cooma.

Cooma is increasingly becoming the staging point for many community and regional fundraising runs, rides and rallies.

The upgrades in the Central Business District of town improve the visual amenity of the area, providing garden beds construction in traditional methods using local basalt rock.

An application for funding were made under the National Stronger Regions fund at the beginning of 2016, however this program was later cancelled. The federal government has committed \$400,000 to the Stage 3 works under the Community Development Grants program.

This leave a short fall of \$110,137.50 from the previously committed contribution from the former Cooma-Monaro Shire Council.

Project Scope

The project scope includes:

- Construction of pedestrian management and garden bed facilities at 4 roundabout corners along Sharp St,
- Installation of 2 sets of entrance signs and flags on the Bombala (Monaro Highway) and Jindabyne (Snowy Mountains Highway) entrances to Cooma.

Scope of work will be re-confirmed following a detailed review of the project.

Project Cost

- The Total Project Cost estimate is \$1,409,860.
- The breakdown of the costs into Source funding requirements is:

Source	Amount
Council – In-Kind Donation	\$389,585.00
Council – Cash Donation	\$510,137.50
Grant Application	\$400,000.00
Grant Shortfall	\$110,137.50

QUADRUPLE BOTTOM LINE REPORTING

1. Social

Cooma is an historical town, whose last period of major expansion and growth was as a base for the construction (and operation) of the Snowy Mountains Hydroelectric Scheme (completed 1949). Cooma has a strong multicultural influence in the area.

One of the key outcomes of the Cooma Enhancement Strategy is to establish a theme within the community – create an Identity.

Within Cooma there is a strong link to the construction of building utilising a traditional stone construction method of using local basalt. The construction of the roundabout garden beds and entrance sign foundation will all replicate this construction method utilising local basalt

2. Environmental

Overtime during periods of heavy rain the Cooma CBD's drainage network is unable to cope. Through investigation and analysis there are a number of reason for this:

- Undersize drainage lines,
- Complex system of pits and pipes that create high head losses through the system,
- Ingress of tree roots, causing pipe blockages.

3. Economic

The visual amenity of an area greatly contributes to a visitors decision to stop in the area (or stay) or keep driving. Cooma is the Gateway to the Snowy Mountains / Monaro Region, we are competing with other villages in the area for the tourist traffic.

Our assessment is that the Stage 3 would contribute to generating 20% of the potential revenue with increase in tourism.

This impact would be:

	Ultimate Goal	Stage 3 Project
Potential Revenue Generated	\$21.9M	\$4.38M
Additional Local jobs	303	60.6
Additional contribution to economy	\$16.02M	\$3.204M

4. Civic Leadership

Former Cooma-Monaro Shire Council resolution 8 February 2016

Item 12.4 Funding for Cooma CBD Upgrade

Report Summary

For Council to allocate funding for an application to complete the upgrade to the Cooma CBD in the National Stronger Regions Fund Round Three.

34/16

RESOLVED (Kaltoum/Ingram)

That Council allocate \$400,000 for 50/50 funding as the contribution to a grant application to the National Stronger Regions Fund Round Three.

That any proposed borrowings be approved by Council.

CARRIED UNANIMOUSLY (8-0)

Determination by Administrator

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

Signature:

Date:



Cooma-Monaro Shire Council

Cooma Enhancement Strategy



Cooma-Monaro Shire Council

Cooma-Monaro Shire Council

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Document Control

Cooma Enhancement Strategy	Issue No: A	Issue Date: 14 March 2016	Revision Date:	
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Cooma-Monaro Shire Council

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Cooma-Monaro Shire Council

1 Introduction

The Cooma Enhancement Strategy identifies a number of areas within Cooma's Central Business District (CBD) that have not developed to reflect the changing culture within Cooma.

Cooma grew rapidly as the base for the construction of the Snowy Mountains Hydro Electric Scheme in 1949. The current culture within Cooma reflects more of a tourist destination rather than a construction basecamp. Cooma is the 'Gateway to the Snowy Mountains' however the visual appearance of the town does not reflect this change in culture.

Cooma is increasingly becoming the staging point for many community and regional fundraising runs, rides and rallies.

The upgrades in the Central Business District of town improve the visual amenity of the area, providing garden beds construction in traditional methods using local basalt rock.

The entrance signs and flags will set the standard and expectation of visitors to the area and provide an LED sign for community updates of events.

The Cooma Enhancement Strategy has been developed in accordance with the 'Cooma CBD Structure Plan (2009-2029)', the Council's Delivery Program and Operational Plan and the Destination Management Plan.

Summary profile area

Cooma-Monaro Shire, 2011



1.1 Strategy Objectives

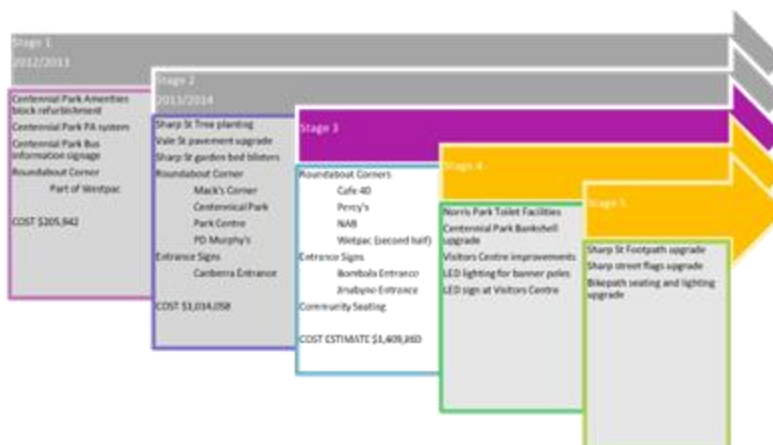
The objectives of this program of works is to:

- Create a place of enjoyment,
- Create a safe and active environment for all seasons, and day / night activities, and
- Create an environment that encourages community interaction.

Cooma-Monaro Shire Council

1.2 Program Overview

The Cooma Enhancement Strategy (CES) has been broken into five stage of work.



1.3 Program Outcomes

Program Outcome	Description
Improve economic activity in the region	In accordance with Economic Modelling the CES aims are to: <ol style="list-style-type: none"> 1. Increase those traveling through Cooma to become Day Visitors, and 2. Increase of those travelling through Cooma to become Overnight visitors.
Increase productivity	The additional revenue generated by visitors will have a flow on effect above the Accommodation and Food Services industries.
Create Identity / Visual Enhancement	<p>Cooma is an historical town, whose last period of major expansion and growth was as a base for the construction (and operation) of the Snowy Mountains Hydroelectric Scheme (completed 1949). Cooma has a strong multicultural influence in the area.</p> <p>One of the key outcomes of the Cooma Enhancement Strategy is to establish a theme within the community – create an Identity.</p> <p>Within Cooma there is a strong link to the construction of building utilising a traditional stone construction method of using local basalt. The construction of the roundabout garden beds and entrance sign foundation will all replicate this construction method utilising local basalt.</p> <p>The recognition of the change in culture will result in Cooma becoming a more desirable community to live, thus creating a</p>



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Program Outcome	Description
	more stable and viable community.
Improve Communication	The Entrance signs contain an LED panel. This panel is linked via the mobile phone system to the Cooma Visitors Centre (CVC). The CVC controls what appears on the panel, enabling the display of welcoming notices, and advertising of upcoming events for the region.
Improve Community Interaction	<p>The roundabout corners contain seating. This seating creates locations for people to sit and talk. Allows the community to have a relaxed location to enjoy the conversation of others.</p> <p>Bandshell upgrade will allow more functions to be held throughout the year.</p> <p>Norris Park toilet facilities will improve the utilisation of this park for social events within the community.</p>
Pedestrian Safety	Improved access and egress for all pedestrians, while restricting their ability to cross outside the marked pedestrian crossing, and providing improved sight distances for traffic.
Improve drainage	<p>Overtime during periods of heavy rain the Cooma CBD's drainage network is unable to cope. Through investigation and analysis there are a number of reason for this:</p> <ul style="list-style-type: none"> • Undersize drainage lines, • Complex system of pits and pipes that create high head losses through the system, • Ingress of tree roots, causing pipe blockages.
Bike Storage	<p>The Cooma CBD has limited area where bikes can be secured. Each Roundabout corner will have 2 bike rails. By providing these it will encourage more of the local community to ride into town, rather than driving; these will complement the existing bike paths throughout Cooma.</p> <p>Improving the overall health and wellbeing of the community.</p>

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2 Cooma Enhancement Strategy Stages of Work

Cooma-Monaro Shire Council has funded the 2 previous stages of the Enhancement program. The works were delivered in-house using specialised contractors as required.

Stage	Project Delivered On Time	Project Delivered within Budget
Stage 1: 2012/2013		
Stage 2: 2013/2014		
Stage 3: 2016 2018	Work not Started	Work not Started
Stage 4: 2018/2019	Work not Started	Work not Started
Stage 5: 2019/2020	Work not Started	Work not Started

2.1 CES – Stage 1

During the 2012/2013 financial year a budget allocation of \$205,942 was made for the CBD overall upgrade.

The following works were undertaken:

- Centennial Park Amenities block refurbishment
- Centennial Park New PA system
- Centennial Park Bus information signage
- CBD Corner works –
 - Westpac corner (Sharp St frontage only) (Sharp and Vale St – South Western Corner)



Centennial Park Amenities block –Before



Centennial Park Amenities block –After

Cooma-Monaro Shire Council



Centennial Park Bus Information signage



Centennial Park PA system



CBD Corner works – Westpac corner -
Before



CBD Corner works – Westpac corner –
After

2.2 CES – Stage 2

During the 2013/2014 financial year a budget allocation of \$1,014,058 was made for stage 2 of the CBD overall upgrade.

The following works were undertaken:

- Vale Street Paving Improvements
- Sharp Street tree planting
- Sharp Street garden bed blisters
- CBD Corner Works
 - Macks' Corner (Sharp and Bombala St – North Eastern Corner)
 - Centennial Park Corner (Sharp and Bombala St – South Western Corner)
 - Park Centre Corner (Sharp and Bombala St – South Eastern Corner)
 - PD Murphy's Corner (Sharp and Vale St – North Western Corner)
- Cooma Town Entry signs
 - Canberra Entrance

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Vale St Paving Improvements – Before



Vale St Paving Improvements – After



Sharp St Tree Planting – Before



Sharp St Tree Planting – After



Sharp Street garden bed blisters – Before



Sharp Street garden bed blisters – After



CBD Corner – Mack Corner – Before



CBD Corner – Mack Corner – After

Cooma-Monaro Shire Council



CBD Corner – Centennial Park – Before



CBD Corner – Centennial Park – After



CBD Corner – Park Centre – Before



CBD Corner – Park Centre – After



CBD Corner – PD Murphy – Before



CBD Corner – PD Murphy – After



Cooma Town Entry signs – Before



Cooma Town Entry signs – After

Cooma-Monaro Shire Council

2.3 CES – Stage 3

Additional details on this Stage can be found in the Cooma Enhancement Program – Stage 3 Project Management Plan.

Roundabout Corners

Construction of pedestrian management and garden bed facilities at 4 roundabout corners along Sharp St.

- Drainage improvements
- Installation of concrete tree root barriers to eliminate the root evading Council's assets in the future.
- Construction of stone planter boxes. These also provide additional protection to the community from the traffic travelling around the roundabouts.
- Segmented paving.
- Aluminium seating installation
- Bike rack installation
- Hard and Soft Landscaping
- New street lighting (only required on Café 40 corner).

Entrance Signs

Installation of 2 sets of entrance signs and flags on the Bombala (Monaro Highway) and Jindabyne (Snowy Mountains Highway) entrances to Cooma.

- Installation of entrance sign on each side of the road; including basalt rock foundation, LED panel and solar panel,
- Installation of 3 flag poles on each side of the road.

Community Seating

Installation of additional seating around Cooma to provide more rest stops along our bike path and major walking paths.

2.4 CES – Stage 4

Norris Park Toilet Facilities

Construction of an 'all access' toilet facility at Norris Park. Facilities will be constructed to complement the surrounding construction of the park.

Centennial Park Bandshell upgrade

Upgrade of the Centennial Park Bandshell and facilities. Concept plans have been drafted, community consultation required to determine extent of works required under this project.

- Extension of Shelter
- Disabled access to stage floor
- Renovate external finish of facilities each side of stage

Cooma-Monaro Shire Council

- Paint stage floor and back wall



Visitors Centre improvements

Upgrade to external façade and significant internal upgrades to facility. Scope of changes under development.

- Modernise external finishes
- Open facility to allow park seating to form part of facilities
- Create more internal space to allow local displays, such as the Sporting Hall of Fame.
- Create more office space for tourism
- Installation of LED banner on walkway

LED lights for banner poles

Installation of LED lights for Town Entrance banner poles to improve the visual amenity when entering Cooma in the dark.

2.5 CES – Stage 5

Sharp St Footpath upgrade

Replacement of concrete footpath along Sharp Street with pavers to match in with the pavers at the new corner garden beds.

Sharp street flags upgrade

Upgrade of banner poles along Sharp Street. Current poles require the use of a cherry picker to replace flags, upgrade would mean flags will be able to be changed from the ground, eliminating the working at height risk.

Bikepath seating and lighting upgrade

Installation of additional seats along bikepath and provide lighting to allow walking / riding along path during dusk / darker times.



Cooma-Monaro Shire Council

Economic Analysis

Cooma



Cooma-Monaro Shire Council

Cooma-Monaro Shire Council

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Document Control

Economic Analysis				
	Issue No: A	Issue Date: 14 March 2016	Revision Date:	

Cooma-Monaro Shire Council

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Cooma-Monaro Shire Council

1 Introduction

Cooma grew rapidly as the base for the construction of the Snowy Mountains Hydro Electric Scheme in 1949. The current culture within Cooma reflects more of a tourist destination rather than a construction basecamp. Cooma is the 'Gateway to the Snowy Mountains' however the visual appearance of the town does not reflect this change in culture.

Cooma is increasingly becoming the staging point for many community and regional fundraising runs, rides and rallies.

The Economic Analysis has been developed in accordance with the 'Cooma CBD Structure Plan (2009-2029)', the Council's Delivery Program and Operational Plan and the Destination Management Plan.

2 Final Goals

The ultimate goals of the economic development undertaken in the region is to:

- Capture 20% of those travelling through Cooma to become Day visitors, and
- Capture 5% of those travelling through Cooma to become Overnight visitors.

Appendix A provides the Economic Analysis generates as a result if these goals are achieved.

3 Stage 3 Goals

The visual amenity of an area greatly contributes to a visitors decision to stop in the area (or stay) or keep driving. Cooma is the Gateway to the Snowy Mountains / Monaro Region, we are competing with other villages in the area for the tourist traffic.

Our assessment is that the Stage 3 would contribute to generating 20% of the potential revenue with increase in tourism.

This impact would be:

	Ultimate Goal	Stage 3 Project
Potential Revenue Generated	\$21.9M	\$4.38M
Additional Local jobs	303	60.6
Additional contribution to economy	\$16.02M	\$3.204M

Cooma-Monaro Shire Council

Appendix A – 20% Day / 5% Night Analysis

Impact of increased visitation by visitors travelling through Cooma to Snowy River and Bega Valley Shires

	Overnight visitors	Day visitors	Total Visitors
Cooma Monaro Shire	88,500	181,300	269,800
Snowy River Shire	462,400	177,800	640,200
Bega Valley Shire	456,600	388,500	845,100
Source: Tourism Research Australia Tourism in Local Government Areas 2013			
Visitors to Snowy River and Bega Valley travelling through Cooma to destination	530,310	257,145	787,455
Assumes 90% of visitors to Snowy River and 25% of visitors to Bega Valley pass through Cooma to arrive at their final destination			
Visitors to Snowy River and Bega Valley already stopping in Cooma	45,950	113,260	159,210
Assumes 5% of overnight and 20% of day visitors already stop in Cooma			
Visitors to Snowy River and Bega Valley travelling through Cooma to not stopping	484,360	143,885	628,245
Goal 1			
Capture 20% of those travelling through Cooma to become Day visitors	96,872	28,777	125,649
Average daily spend	100.39	100.39	
Potential revenue	9,724,602	2,888,811	12,613,413
Goal 2			
Capture 5% of those travelling through Cooma to become Overnight visitors	24,218	7,194	31,412
Average daily spend	298.31	298.31	
Potential revenue	7,224,352.54	2,146,081.36	9,370,433.90
Total potential revenue	16,948,955	5,034,892	21,983,847



Economic impact model

Economic impact modelling enables Cooma-Monaro Shire to explore how change in employment or output(sales) in one sector of the local economy will impact on all other sectors of the economy, by modelling the flow-on effects across different industries.

This provides Cooma-Monaro Shire with powerful evidence to advocate against industrial closures or strategically target new industry sectors which are likely to have the greatest positive economic impact.

Different industries will have different flow on effects. Adding jobs in a particular sector will not only add to the value of that sector, but also to other industries related to the supply chain (eg. suppliers, wholesalers) and service industries (retail, food services, administration) which will expand to service the additional workforce. Jobs in associated industries may be added in the local area or outside it, based on journey to work information.

The economic impacts are calculated using an input-output model which is derived from the local economy microsimulation model by National Economics (NIEIR).

To use the model, simply input the number of jobs (per year) to be added to (+) or removed (-) from the economy in a particular industry sector. The results show the theoretical addition (or loss) to the local economy of jobs and value-added by industry sector. It also shows the proportion of the new employment that would occur inside and outside Cooma-Monaro Shire.

Industry: Food and Beverage Services

Impact modeled: ADDITION of \$21.9 million sales

Company name:

Impact Summary

Cooma-Monaro Shire - Modelling the effect of adding \$21.9m sales in Food and Beverage Services - Inflation adjusted

Summary	Output (\$m)	Value-added (\$m)	Wages & salaries (\$m)	Local jobs	Residents jobs
Starting position Cooma-Monaro Shire (year ended June 2014)	--	--	--	--	--
Food and Beverage Services	1,874.60	814.48	626.23	19,668	23,103
All industries	80,025.80	34,339.33	24,660.60	371,975	419,098
Impacts on Cooma-Monaro Shire economy	--	--	--	--	--
Direct impact on Food and Beverage Services sector	21.90	9.52	7.32	230	--
Industrial impact	14.22	5.71	3.83	61	--
Consumption impact	2.07	0.98	0.67	12	--
Total impact on Cooma-Monaro Shire economy	38.19	16.20	11.82	303	271
▪ Type 1 multiplier (direct & industrial)	1.65	1.60	1.52	1.27	--
Type 2 multiplier (direct, industrial & consumption)	1.74	1.70	1.62	1.32	--
Impact on Australian economy	--	--	--	--	--
Total impact outside Cooma-Monaro Shire	17.00	7.11	5.97	57	89
Total impact on Australian economy	55.19	23.32	17.79	360	360

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2015. Compiled and presented in economy.id by [id](#), the population experts.

Note: All \$ values are expressed in 2012-13 base year dollar terms.

Impact on Output

The direct addition of \$21.9 million annual output in the Food and Beverage Services sector of Cooma-Monaro Shire economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to be an additional \$14.22m in Output, representing a Type 1 Output multiplier of 1.65.

There would be an additional contribution to Cooma-Monaro Shire economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$2.07m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$38.19m in Cooma-Monaro Shire economy, representing a Type 2 Output multiplier of 1.74.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$17.00m in Output.

The combined effect of economic multipliers in Cooma-Monaro Shire and the wider Australian economy is estimated to be \$55.19m added to Australia's Output.

Impact on Local Employment (jobs)

The direct addition of \$21.9 million annual output in the Food and Beverage Services sector of the Cooma-Monaro Shire economy is estimated to lead to a corresponding direct addition of 230 jobs in the local Food and Beverage Services sector. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 61 jobs. This represents a Type 1 Employment multiplier of 1.27.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 12 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 303 jobs located in Cooma-Monaro Shire. This represents a Type 2 Employment multiplier of 1.32.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 57 jobs.

The combined effect of economic multipliers in Cooma-Monaro Shire and the wider Australian economy is estimated to be an addition of 360 jobs.

Impact on Wages and Salaries Income

The direct addition of \$21.9 million annual output in the Food and Beverage Services sector of Cooma-Monaro Shire economy is estimated to lead to a corresponding direct increase in income from Wages and Salaries of \$7.32m within the local Food and Beverage Services sector. A further \$3.83m in Wages and Salaries would be generated from the employment created in related intermediate industries. This represents a Type 1 Income multiplier of 1.52.

As these Wages and Salaries flow through the economy, it will increase local consumption, creating more jobs and adding an estimated \$0.67m in Wages and Salaries in consumption industries such as the retail sector.

The combination of all direct, industrial and consumption effects would result in a total estimated increase in income through Wages and Salaries of \$11.82m in Cooma-Monaro Shire. This represents a Type 2 Income multiplier of 1.62.

These income impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further \$5.97m in Wages and Salaries.

The combined effect of economic multipliers in Cooma-Monaro Shire and the wider Australian economy is estimated to be an addition of \$17.79m in Wages and Salaries.

Impact on Value-added

The direct addition of \$21.9 million annual output in the Food and Beverage Services sector of Cooma-Monaro Shire economy would lead to a corresponding direct increase in Value-added of \$9.52m. A further \$5.71m in Value-added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 Value-added multiplier of 1.60.

There would be an additional contribution to Cooma-Monaro Shire economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Value-added of \$0.98m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$16.20m in Cooma-Monaro Shire economy, representing a Type 2 Value-added multiplier of 1.70.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$7.11m in Value-added.

The combined effect of economic multipliers in Cooma-Monaro Shire and the wider Australian economy is estimated to be \$23.32m added to Australia's Value-added.

Impact on GRP

Value-added by industry represents the industry component of Gross Regional Product (GRP). The impact on Cooma-Monaro Shire's GRP as a result of this change to the economy is directly equivalent to the change in Value-added outlined in the section above.

In summary, GRP in Cooma-Monaro Shire is estimated to increase by \$16.20m.

The effect on the Australian economy (including Cooma-Monaro Shire) is estimated to be a growth in Gross Domestic Product (GDP) of \$23.32m.

Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of \$21.9 million annual output in the Food and Beverage Services sector of Cooma-Monaro Shire economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Employment by industry sector

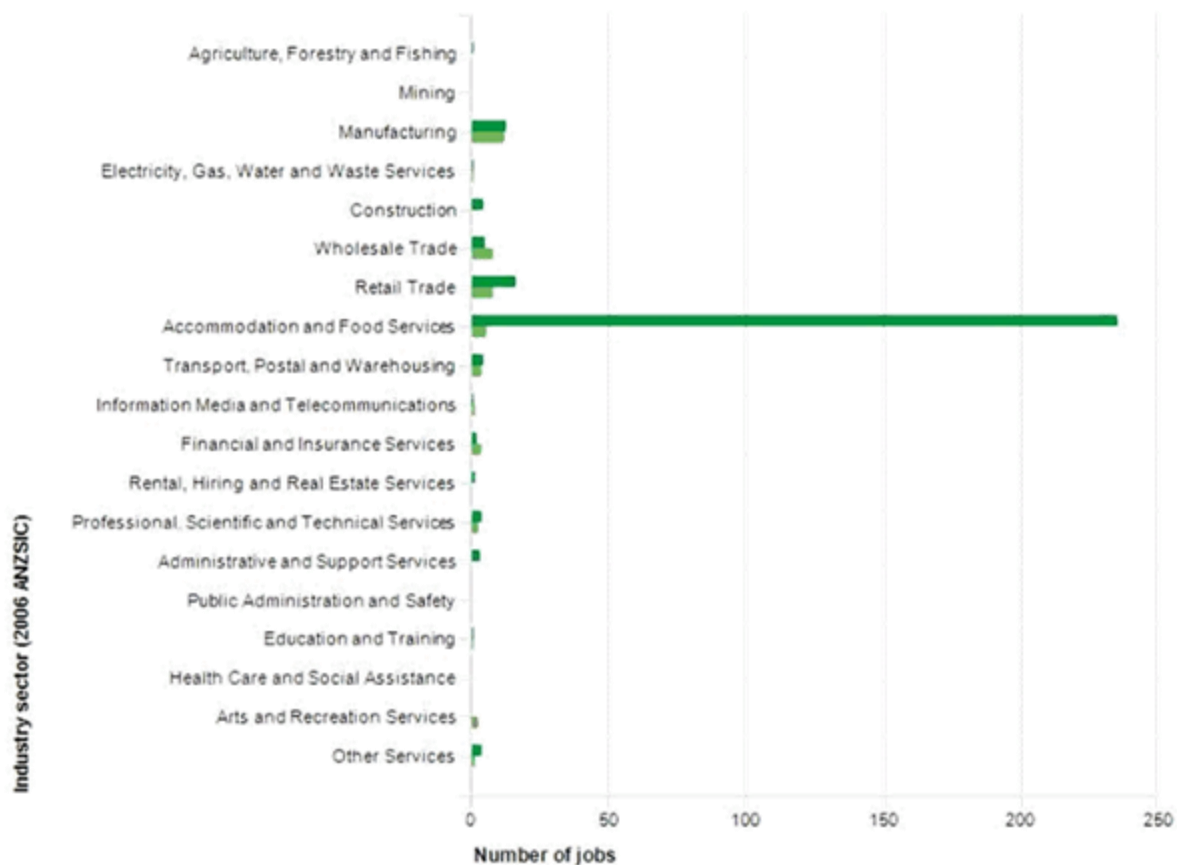
Cooma-Monaro Shire - Impact of \$21.9 million new sales in 'Food and Beverage Services' output (Type 1 & 2 combined impact)	Employment impacts			
	Existing jobs in Cooma-Monaro Shire*	Jobs created in Cooma-Monaro Shire	Jobs created outside of Cooma-Monaro Shire	Jobs created for Cooma-Monaro Shire residents
Industry sectors (1-digit ANSIC)				
Agriculture, Forestry and Fishing	338	1	1	1
Mining	16	0	0	0
Manufacturing	161	13	13	12
Electricity, Gas, Water and Waste Services	222	1	1	1
Construction	359	5	0	5
Wholesale Trade	111	5	8	5
Retail Trade	554	17	8	15
Accommodation and Food Services	341	236	6	209
Transport, Postal and Warehousing	172	4	4	4
Information Media and Telecommunications	46	1	2	1
Financial and Insurance Services	60	2	4	2
Rental, Hiring and Real Estate Services	52	2	0	2
Professional, Scientific and Technical Services	255	4	3	4
Administrative and Support Services	128	3	1	3
Public Administration and Safety	550	1	0	1
Education and Training	336	1	1	1
Health Care and Social Assistance	480	1	1	0
Arts and Recreation Services	38	1	3	1
Other Services	264	4	2	4
Total industries	4,483	303	57	271

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2015. Compiled and presented in economy.id by [id](#). The population experts

Employment by industry sector

Impact of \$21.9 million new sales in Food and Beverage Services sector

■ Jobs created in Cooma-Monaro Shire ■ Jobs created outside Cooma-Monaro Shire



Source: National Institute of Economic and Industry Research (NIEIR) ©2015
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Resident employment impacts

The combination of all direct, industrial and consumption effects of adding \$21.9 million annual output to the Food and Beverage Services sector of Cooma-Monaro Shire economy would be an estimated increase of 271 jobs located in Cooma-Monaro Shire and 89 jobs located outside Cooma-Monaro Shire – a total of 360 jobs.

As some of Cooma-Monaro Shire's residents leave the area to work and residents of other areas enter Cooma-Monaro Shire to work, not all of these jobs will be filled by Cooma-Monaro Shire residents. It is estimated that of the 360 jobs created, 271 or 75.2% would be expected to be filled by Cooma-Monaro Shire residents.

Industry employment impacts

The combination of all direct, industrial and consumption effects of adding \$21.9 million annual output to the Food and Beverage Services sector of Cooma-Monaro Shire economy would result in an estimated increase of 303 jobs located in Cooma-Monaro Shire.

Of the 303 jobs created within Cooma-Monaro Shire, 236, or 77.9% would be added within Accommodation and Food Services the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.

The largest increase in jobs outside Accommodation and Food Services would be in Retail Trade (17), Manufacturing (13) and Wholesale Trade (5).

A total of 57 jobs are estimated to be created outside Cooma-Monaro Shire, with the largest number being in Manufacturing (13) Retail Trade (8) and Wholesale Trade (8).

Impact on value-added by industry sector

This table shows a detailed breakdown of how adding \$21.9 million annual output in the Food and Beverage Services sector of Cooma-Monaro Shire economy will impact on the Value-added of each industry sector. This highlights the relationships between industry. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

Value-added by industry

Cooma-Monaro Shire - Impact of \$21.9 million new sales in 'Food and Beverage Services' output (Type 1 & 2 combined impact)

Value added 2011-12 (\$m constant prices)

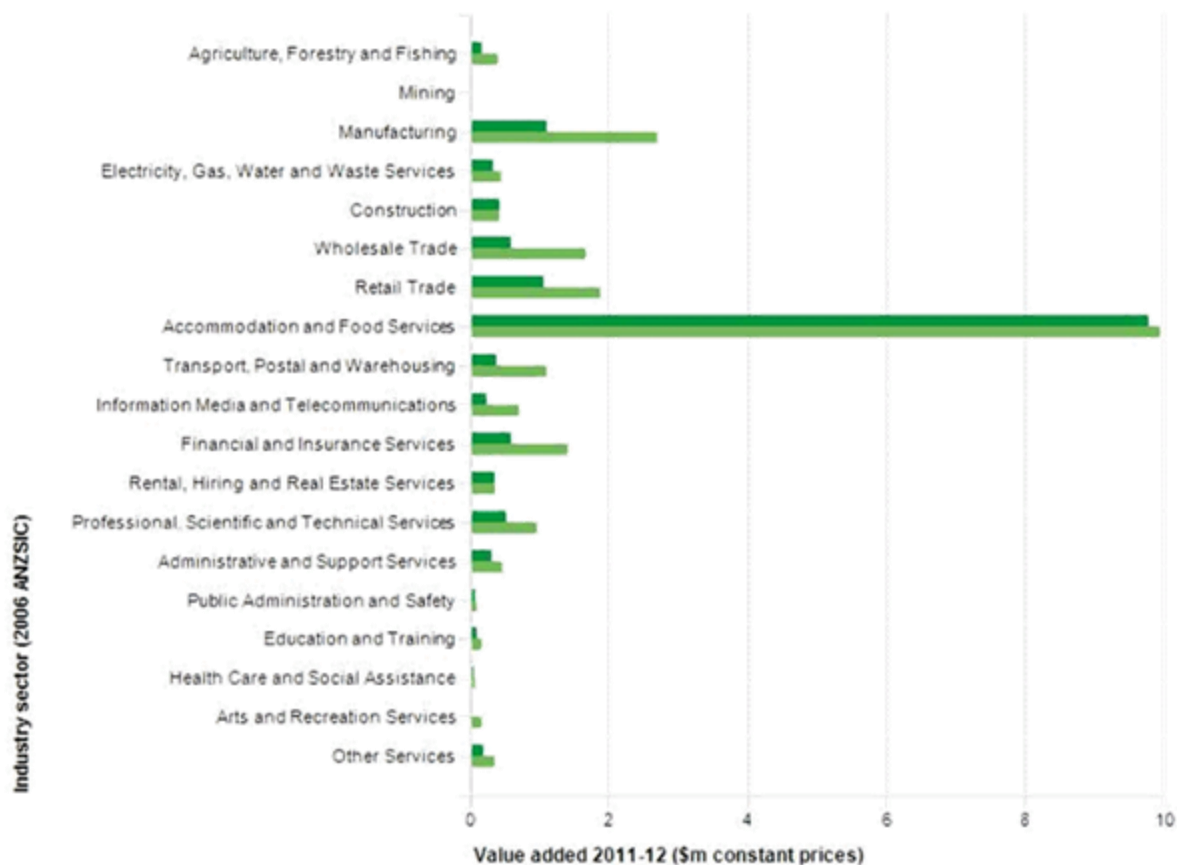
Industry sectors (1-digit ANSIC)	Current local value-added*	Value-added to Cooma-Monaro Shire	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	\$223.21	\$0.16	0.1%	\$0.40
Mining	\$130.39	\$0.01	0.0%	\$0.01
Manufacturing	\$3,965.37	\$1.11	0.0%	\$2.69
Electricity, Gas, Water and Waste Services	\$1,303.48	\$0.33	0.0%	\$0.45
Construction	\$3,245.46	\$0.42	0.0%	\$0.42
Wholesale Trade	\$2,520.20	\$0.59	0.0%	\$1.68
Retail Trade	\$2,747.39	\$1.05	0.0%	\$1.87
Accommodation and Food Services	\$913.37	\$9.77	1.1%	\$9.96
Transport, Postal and Warehousing	\$3,739.62	\$0.38	0.0%	\$1.10
Information Media and Telecommunications	\$936.59	\$0.24	0.0%	\$0.71
Financial and Insurance Services	\$2,289.48	\$0.58	0.0%	\$1.41
Rental, Hiring and Real Estate Services	\$1,169.79	\$0.35	0.0%	\$0.35
Professional, Scientific and Technical Services	\$2,526.99	\$0.51	0.0%	\$0.97
Administrative and Support Services	\$967.81	\$0.31	0.0%	\$0.47
Public Administration and Safety	\$1,451.65	\$0.06	0.0%	\$0.10
Education and Training	\$2,307.16	\$0.08	0.0%	\$0.16
Health Care and Social Assistance	\$2,929.31	\$0.04	0.0%	\$0.07
Arts and Recreation Services	\$223.71	\$0.03	0.0%	\$0.15
Other Services	\$748.36	\$0.19	0.0%	\$0.34
Total industries	\$34,339.33	\$16.20	0.0%	\$23.32

Source: National Institute of Economic and Industry Research (NIEIR) ©2015. Compiled and presented in economy.id by .id The population experts

Value-added by industry

Impact of \$21.9 million new sales in Food and Beverage Services sector

Value-added to Local GRP (industry) Value-added to total Australian economy



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The combination of all direct, industrial and consumption effects of adding \$21.9 million annual output to the Food and Beverage Services sector of Cooma-Monaro Shire economy would result in an estimated increase in Value-added of \$16.20m in Cooma-Monaro Shire economy.

The Accommodation and Food Services sector of the economy is estimated to increase in Value-added by 1.1%, with the total Cooma-Monaro Shire economy estimated to grow by 0%.

The main impacts in Value-added within Cooma-Monaro Shire, outside of Accommodation and Food Services, are in Manufacturing (1.11m), Retail Trade (1.05m) and Wholesale Trade (0.59m).