



**COOTAMUNDRA-
GUNDAGAI REGIONAL
COUNCIL**

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Tabled Documents

ORDINARY COUNCIL MEETING

**STEPHEN WARD ROOMS
COOTAMUNDRA**

4.00PM, MONDAY 26 June, 2017

Cootamundra Area: Ph: 02 6940 2100

Gundagai Area: Ph: 02 6944 0200
www.cgrc.nsw.gov.au

Media Release – 22 June, 2017

A BILLION REASONS TO BACK THE BUSH: KATRINA HODGKINSON

Member for Cootamundra Katrina Hodgkinson has lauded a \$1.3 billion injection into regional NSW as part of this week's state Budget as a "game-changer" for the bush.

The *Regional Growth Fund* will deliver \$1 billion to help develop transport, energy and water projects, with an extra \$300 million devoted to community and cultural facilities, on top of an existing \$300 million for environment and tourism assets.

Katrina has vowed to work with the community, local government and industry groups to identify projects that will benefit the Cootamundra electorate and help develop the business cases required to have secure funding approved.

"The *Regional Growth Fund* represents a new, more streamlined and responsive approach to investment in New South Wales, where we will work with proponents throughout the application process to give them a much higher chance of success," Katrina said.

"We're looking for projects that will promote local economic growth and benefit the whole community, and we will work together to make it happen.

"As your local MP, I encourage you to call my office on 1800 002 580 or send me an email at Cootamundra@parliament.nsw.gov.au so I can work with you to workshop projects and develop a robust business proposal that we can submit for funding."

Katrina said the *Regional Growth Fund* would build upon the investments already made in the electorate, such as the \$84 million dedicated to roads for the next financial year as part of Tuesday's Budget.

Deputy Premier John Barilaro said the *Regional Growth Fund* will support projects like building or upgrading power, transport and telecommunications links; improving water and sewerage services; enhancing voice and data connectivity and upgrading sporting facilities.

"These programs will ensure regional NSW communities can grow their economy and have the same access to services and facilities as people living in cities," Mr Barilaro said.

"In the coming months, I will be travelling around regional NSW and hosting a series of workshops to explain how the *Regional Growth Fund* can benefit the Cootamundra region, and more importantly to listen to your ideas."

Mr Barilaro said the \$1.3 billion announced in this Budget brings the total set aside for regional NSW from Restart NSW to \$9.1 billion.

Further information and program guidelines are available at www.nsw.gov.au/regionalgrowth.

Media: Daniel Johns on 6924 2533 or 0477 722 428



Disability Inclusion Plan

DRAFT 15 June 2017



Introduction

In 2014, the NSW Parliament passed the Disability Inclusion Act, which sets out the need for the NSW Disability Inclusion Plan and the need for each government department, agency and local Council to develop a Disability Inclusion Plan. The Cootamundra-Gundagai Regional Council (CGRC) Disability Inclusion Plan endeavours to assist in the removal of barriers so that people with a disability have a better opportunity to live a meaningful life and enjoy the full benefits of membership in the community.

Cootamundra and Gundagai are both country towns with resident populations acting as service centres for the surrounding agricultural areas for a range of services including business, medical and recreational matters. In addition, there are also a number of villages within the Council area that provide opportunities for day to day social interaction and in some instances daily supplies.

It is therefore vital that Council and other levels of community as well as community based organisations cater for the needs of people with a disability.

Disability may be acquired at birth or early in life, or may be the result of accident, illness or injury throughout life. People experience a range of impacts due to disability, with over 6% of the population experiencing profound or severe disability. Disability is caused by a range of conditions, including intellectual, physical, cognitive, sensory, neurological impairments or mental illness.

People with a disability have the right to full and effective participation in an inclusive society. An inclusive society benefits the whole community not just people with a disability. Inclusion reduces disadvantage, isolation and discrimination. It also has positive impacts across all aspects of life, including health, welfare, education and employment.

The goals included in this Plan will focus on:-

- Developing positive community attitudes towards people with a disability
- Creating a more liveable community for people with a disability
- Equal access to employment within Council for people with a disability
- Provide appropriate service information for people with a disability

This Plan focuses on the services and facilities provided by CGRC and the actions which can contribute towards the goals of the Plan.

As part of the development of this plan stakeholder groups have been consulted with and provided the opportunity to provide input and/or feedback. The plan will be reviewed every three years to ensure that actions remain relevant.

List of Abbreviations

Throughout the Plan some abbreviations have been used. The following are these abbreviations and their full wording: -

CGRC -	Cootamundra-Gundagai Regional Council
DAM -	Director Asset Management
DDC -	Director Development & Community
DIAP -	Disability Inclusion Plan
DO -	Director Operations
HRO -	Human Resources Officer
MF -	Manager Facilities
MGBS-	Manager Governance and Business System
MOF -	Manager of Finance
MSC -	Manager Social and Community
NDIS -	National Disability Insurance Scheme
RO -	Recreation Officer
RSO -	Road Safety Officer
TP -	Town Planner

Strategy	Actions (Statement of Means)	By When	Resp.	Actions Taken
The community has positive attitudes towards people with a disability.	Update existing Council channels to ensure that they have the ability to include access information and other stakeholder requirements, and that this is collected.	Ongoing	MGBS	
	Ensure the Council's Community Strategic Plan considers barriers to an inclusive community and any issues raised.	Ongoing	MGBS	
	Review Council documents to make them easy to complete for people of all abilities. All forms to include how people can access assistance in completion.	Ongoing	MGBS	
	Provide appropriate information on the available access in promotional material for community and tourism events.	Ongoing	MSC/MGBS	
	Ensure that the needs of all stakeholders are considered on all Council committees.	Ongoing	MGBS	

Strategy	Actions (Statement of Means)	By When	Resp.	Actions Taken
CGRC area is accessible for visitors with a disability.	Future Council building upgrades to include all access considerations.	December 2018	MSC	
	Recommend actions for inclusion in the villages (halls etc.) as part of Villages Strategy.	September 2017	TP	
	Adult change station to be installed within the Council area.	December 2018	DDC	
	When updating mapping and websites include access information on facilities and activities.	Ongoing	MGBS	
	Investigate options for improving access to local businesses.	December 2017	MSC	
	Inclusion and Access to be a design outcome of the Development Control Plan.	July 2018	TP	

Strategy	Actions (Statement of Means)	By When	Resp.	Actions Taken
CGRC area is more livable for people with a disability.	Provide opportunities for stakeholders to easily report access concerns.	Ongoing	MGBS	
	Provide Development Applicants with relevant information concerning Disability Discrimination legislation.	Ongoing	DDC	
	In reviewing Council purchasing policy consider ways we can better support businesses which employ people with disabilities.	Ongoing	MGBS	
	Ensure signage on Council buildings is clear and easy to read.	Ongoing	DAM	
	Review existing footpath network and facilities to determine upgrade and connectivity improvement requirements.	June 2018	DAM	
	Investigate funding opportunities to enhance Council playgrounds, indoor and outdoor sporting and passive areas to enhance accessibility.	Ongoing	MSC	
	Encourage the pool & gymnasium managers/ leasees to conduct activities for people of all abilities.	Ongoing	MF	
	Provide support to community organisations in seeking funding for accessibility and inclusion projects.	Ongoing	MSC	
	Advocate for access to respite services for carers of disabled children.	Ongoing	MSC	
	Design new Council developments with accessibility to the main entrance.	Ongoing	TP/MF	
	Consider the needs of stakeholders in developing library collections and services.	Ongoing	MSC	
	Conduct a triennial survey of service providers to garner information on access issues in the area.	Ongoing	MSC	

Strategy	Actions (Statement of Means)	By When	Resp.	Actions Taken
Equal access to employment within Council for people with a disability	Relevant discrimination legislation to be included in EEO Policy, Staff Induction and Recruitment Training.	Ongoing	HRO	
	Include consideration for disability inclusion in Council's Workforce Strategy.	Ongoing	HRO	
	Investigate modifications to Council buildings to improve accessibility for staff.	Ongoing	MF	
	Investigate barriers that exist for people with a disability and their carers in accessing employment in council positions and standing for council positions.	June 2018	HRO	

Strategy	Actions (Statement of Means)	By When	Resp.	Actions Taken
Appropriate service information for people with a disability is provided	Investigate options for the production of a Mobility Map.	December 2017	TP	
	Ensure information concerning accessible public transport including Community Transport is readily available.	Ongoing	MSC	
	Advocate for the allocation of more resources for education, early intervention and childcare for children with a disability.	Ongoing	MSC	
	Ensure information is available for users of scooters and electric wheelchair on footpaths. Pedestrian safety information should also be made available.	Ongoing	RSO	



NSW Outdoor Dining Pilot Policy



This state-wide pilot policy is a new streamlined process for existing approved restaurants, cafes or small bars to apply for adjacent outdoor dining operations

2017-2018

DRAFT V3

Forward



Robyn Hobbs

NSW Small Business Commissioner

The NSW State Government alongside local government encourages the establishment of outdoor dining areas throughout the state to create vibrant local communities and provide additional opportunities for restaurants, cafes and small bars to expand operations.

The Pilot Policy provides the framework for outdoor dining activity while acknowledging that in a mixed-use environment, this activity must be carefully managed for equity and fairness to all, protecting the local character, amenity and function of a centre.

This state-wide Pilot Policy provides businesses with the necessary steps to gain approval to operate outdoor dining activities in public places.

For small businesses across NSW, the process of applying for outdoor dining as an extension to their existing operation can be complex.

So with this in mind we have created a new streamlined approach for restaurants, cafes and small bars.

We want it to be easier that is my mandate as NSW Small Business Commissioner. We want to work with small business and councils to make local economies strong and commercial centres vibrant.

The outdoor dining policy will test the feasibility of a new, easier and simpler way for small businesses to apply, manage and renew outdoor dining operations.

Our strong working relationship with the following NSW councils; City of Parramatta, Canterbury Bankstown, Armidale Regional Council, Snowy Valleys Council, Cootamundra-Gundagai Regional Council, Queanbeyan Council and The Hills Council, has made this Pilot Policy possible and I would like to thank them for their leadership and willingness to participate.

We look forward to hearing from our local government leaders and small businesses as they participate in this pilot initiative and are eager to learn what works and what policy options we should consider for the future.

We believe there are a number of key benefits including:

- A streamlined and simplified state-wide policy
- Proactive support for small business in NSW
- Removal of red-tape such as nine areas of legislation and numerous Council policies
- A user friendly, online assessment and approval approach
- No fees applied to usage of the pavement
- A once off application fee and an annual compliance check

The NSW State Government and The Office of the NSW Small Business Commissioner is committed to delivering the best possible solutions to support small business across NSW.



On average, 6-15 page Council Application form to be completed.



Complying with more than nine pieces of legislation across multiple government agencies.



Application for an extended Liquor Licence if a business wants to serve alcohol, with multiple forms to complete.



Varying fees across NSW councils:

- Upfront/ Establishment cost
- Annual Fees
- Bond



Businesses need to familiarise themselves with at least one comprehensive Outdoor Dining Policy (up to 60 pages) or up to six different policies per council on everything from outdoor dining to busking.

KEY ISSUES THIS PILOT AIMS TO ADDRESS

Purpose

To provide mandatory requirements for any food based business, including restaurants, cafes or small bars that wish to operate outdoor dining adjacent to roads or in public places within NSW.

The pilot policy applies to all applications for outdoor dining on roads or in public places (land other than a road) within any local government area within the following councils:

- City of Parramatta,
- Canterbury Bankstown,
- Armidale Regional Council,
- Snowy Valleys Council,
- Cootamundra-Gundagai Regional Council,
- Queanbeyan Council



The Outdoor Dining Pilot Policy outlines the mandatory obligations and the steps each business must take to receive a permit to operate outdoor dining activities. These activities are to be performed safely, and are effectively managed by individual local councils across NSW through the provision of an Outdoor Dining Operation Permit.

The pilot policy sets out to:

- Inform businesses of the requirements relating to outdoor dining activities; and
- Provide a framework for operating conditions of an outdoor dining area i.e. determining the appropriate location, managing public safety, ensuring attractive operations, effective and efficient functioning business practices, meeting ongoing daily operational requirements and meeting all necessary State and Federal compliance conditions.

Before an application is made

Businesses should be familiar with the mandatory requirements in the NSW Outdoor Dining Pilot Policy and the Outdoor Dining User Guide.

An outdoor dining area will only be permitted in association with an existing approved food business - a restaurant, cafe or small bar).

Site suitability

In NSW an outdoor dining area is only appropriate where:

- The public space is wide enough to accommodate the outdoor dining area while still maintaining a clear pathway of travel for all pedestrians including those who use mobility aids.
- The ground surface of the outdoor dining area is suitably constructed and sufficiently level to accommodate outdoor dining furniture and enable the area to be used safely and without inconvenience to pedestrians or vehicles.
- There is no unreasonable hazard to pedestrians, diners or vehicular traffic.

Permanent structures

A separate local council approval is needed to erect any permanent structures and/or awnings in a public space that cannot be defined as temporary.

Definitions

The following definitions apply to the pilot policy:

Outdoor Dining Area – an outdoor public place including but not limited to roads, footpaths and nature strips, utilised on a temporary basis for commercial activities which may include food or beverages for consumption, signs, furniture and fixtures in association with an adjacent approved business.

Outdoor Dining Operator – the entity that exercises management and control over of an outdoor dining area used for the purpose of outdoor dining.

Outdoor Dining Activities – the provision of suitable seating and tables for the consumption of food and beverages for the purposes of outdoor dining.

Outdoor Dining Operations Permit – issued by a local council authorising outdoor dining in a particular area.

Outdoor Displays – includes counters and stands.

Outdoor Furniture – includes tables and chairs.

Outdoor Structures – includes shade structures, screens, barriers, heaters, bollards and landscaping fixtures.

Permanent Structure – any article not intended to be moved around frequently and would be difficult to move without mechanical and other assistance within a 24 hour period.

Temporary Structure – includes removable umbrellas, sign boards and other decorative features such as storage units.

Mandatory

The aim of the Outdoor Dining Pilot Policy is to establish a state-wide framework that will enable small business in commercial centres to expand their activities into outdoor dining areas adjacent to their existing business.

The Outdoor Dining Pilot Policy has been designed to:

- Provide guidance to businesses for self-determining the appropriate location for an outdoor dining area in the context of each business's unique local conditions.
- Ensure that any outdoor dining activity should have minimal disruption to neighbours, pedestrians and other street users.
- Encourage the regulated use of public places with the aim of promoting opportunities for outdoor dining activities.
- Promote diversity, culture, vitality, amenity and ambience into the street environment.
- Protect the local character of the area and street vibrancy.
- Clarify the decision-making process, ongoing compliance requirements for all outdoor dining operators.

There are six mandatory strategic priorities that must be addressed by individual businesses, along with the pilot policy user guide:

Mandatory 6 Strategic Priorities

1	Location Facilitate the appropriate use of footpaths and public places for the purpose of outdoor dining activities.	<ul style="list-style-type: none">• MINIMUM DISTANCES• LINE OF SIGHT• NEIGHBOURS
2	Safety Ensure an equitable and safe thoroughfare is maintained for outdoor dining areas for all users.	<ul style="list-style-type: none">• PUBLIC SAFETY• ACCESSIBILITY• MANAGING ANIMALS• ENGAGEMENT WITH PUBLIC
3	Amenity Facilitate improvement to the local character, street vitality, amenity and economic viability.	<ul style="list-style-type: none">• LOCAL CHARACTER• CREATING VIBRANCY• LOCAL VITALITY
4	Function Ensure the design of the outdoor dining space, furniture, fixtures and day-to-day requirements reflect the local area.	<ul style="list-style-type: none">• DESIGN OF SPACE• FURNITURE• FIXTURES• DAY-TO-DAY REQUIREMENTS
5	Compliance Ensure that the management of outdoor dining activities avoid nuisance, endangerment or inconvenience.	<ul style="list-style-type: none">• NOISE• WASTE• OPERATION CONDITIONS• ANNUAL COMPLIANCE
6	Requirements Minimise public liability, risk management and requirements of State Legislation.	<ul style="list-style-type: none">• INSURANCES• REFERENCE TO OTHER LEGISLATION

1 Location

Facilitate the appropriate use of footpaths and public places for the purpose of outdoor dining activities.



An outdoor dining area will only be considered where:

- It is in association with an adjacent approved food premises.
- The applicant is the owner or proprietor of that business premises.
- The public space is wide enough to accommodate the outdoor dining area whilst still maintaining a clear pathway of travel for all pedestrians including those who use mobility aids (see User Guide).
- The ground surface of the outdoor dining area is suitably constructed and sufficiently level to accommodate outdoor dining furniture and enable the area to be used safely and without inconvenience to pedestrians or vehicles.
- There is no unreasonable hazard to pedestrians, diners or vehicular traffic (see User Guide).
- The proposed outdoor dining area must not expand more than 35% of the internal size of the approved business.

An outdoor dining area is only appropriate where:

- The location and operation of outdoor dining area has taken into consideration the amenity of neighbours and other users of public areas.
- Consideration is given to the Local Character Statement for the locality to where the outdoor dining is proposed to take place.
- The outdoor dining area is directly related to the operation of an existing food business.
- It is proposed to operate external to an adjoining owners business if consultation is undertaken and consent is provided by the adjacent business and property owner (see User Guide).

2 Safety

Ensure an equitable and safe environment is maintained for outdoor dining areas for all users.



An outdoor dining area will only be considered where:

- The outdoor dining area is integrated with existing streetscape, pedestrian circulation and traffic safety by maintaining adequate clearances outlined in the Priority 1 Location.
- The number of tables and chairs in the outdoor dining area allow unobstructed access and circulation for patrons and staff.
- The business owner agrees that if dogs are permitted they must be on leashes and suitably restrained.

An outdoor dining area is only appropriate where:

- A high standard for public safety and amenity, including cleanliness is established.
- An equitable and safe throughway is maintained on footpaths for pedestrians including the users of wheelchairs, prams and motorised scooters.
- The safety and convenience of road users is not compromised.

3 Attractive

Improve the local character, street vitality, amenity and economic viability.



An outdoor dining area will only be considered where:

- It is attractive, inviting and contributes to the amenity of the locality.
- Durable and robust furniture that reflects the character of a business and local area is used.
- Local heritage restrictions and Local Character Statement are complied with (see User Guide).

An outdoor dining area is only appropriate where:

- The business owner gives consideration to any relevant Local Character Statement prepared by the local council and has regard to the existing urban character, cultural significance and street quality.
- The look and feel reflects the brand, image and identity of the business operation.

4 Function

Ensure the design of the outdoor dining space, furniture, fixtures and day-to-day requirements reflect the local area.



An outdoor dining area will only be considered where:

- The User Guide has been consulted with respect to use of umbrellas, screens, planter boxes and gas heaters.

An outdoor dining area is only appropriate where:

- Furniture and fixtures are easy to clean and maintain.
- Consideration is given to inclement weather and excessive solar penetration as well as seasonal changes.
- The furniture is of a high quality, durable and suitable for outdoor use.
- There is an undertaking by the business owner to ensure the area is cleaned and maintained on a regular basis.

5 Compliance

Ensure that the management of outdoor dining activities avoid nuisance, endangerment or inconvenience.



An outdoor dining area will only be considered where:

- All outdoor dining activities operate no later than 11pm.
- Noise and music are appropriately managed so as to not be a nuisance to patrons, surrounding businesses, pedestrians and motorists.
- Compliance with the waste management requirements of the local council are met.
- A compliance fee paid to the local council to undertake an annual inspection.

An outdoor dining area is only appropriate where:

- The business owner complies with the conditions in the policy and has consulted with the user guide.

6 Requirements

Minimise public liability, risk management and requirements of state legislation.



An outdoor dining area will only be considered where:

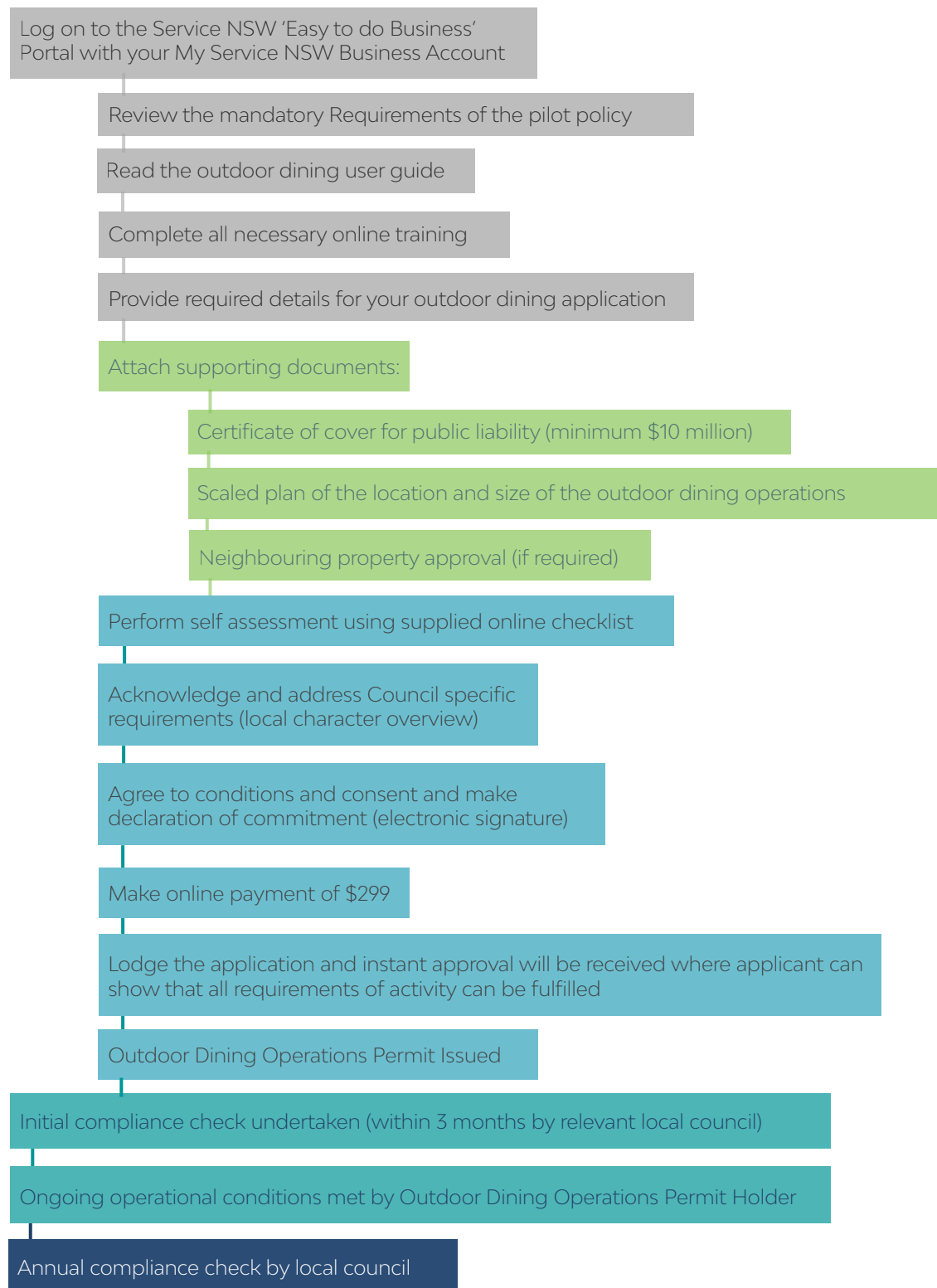
- The proposed business owner adheres to any restrictions applied by the local council in the character overview.
- The proposed business owner has the necessary insurances in place.
- The Outdoor Dining Pilot Policy would apply to the following liquor licence types on an interim outdoor dining authorisation:
 - On-premise restaurant only
 - Small bars only
 - 11 pm trading condition on all outdoor dining activities
- The following licence types would not be included:
 - Primary Service Authorisation
 - Extended Trading Authorisation
 - Public Entertainment Authorisation.
- The land to be used for outdoor dining is owned by the crown and not in the care, control and management of Council then the applicant should contact the Land and Property Management Authority for advice on the necessary requirements.

An outdoor dining area is only appropriate where:

- The business owner complies with the conditions in the policy and has consulted with the user guide.

Application Process

How to apply:



Approval Process

Outdoor Dining Operations Permit

Outdoor Dining Operations Pilot Permit holder will be responsible for ensuring that the outdoor dining area is operated in accordance with the requirements outlined in to pilot policy, user guide and application form.

An Outdoor Dining Operations Pilot Permit will be issued to each applicant if they satisfy the conditions of the self assessment. In this permit a series of conditions of approval will apply to the business, the location and the outdoor dining operations.

Commencement of an Outdoor Dining Pilot Permit

The applicant will undertake a self assessment of how their proposed outdoor dining operations meet the requirements of the mandatory 6 strategic priorities outlined in the NSW Outdoor Dining pilot policy, user guide and local character statement. If the applicant can determine that all mandatory obligations can be met, and expected conditions of operations be fulfilled then a signed declaration will be required.

A one off application fee and signed declaration is required to receive instant approval via email. The compliance check conducted by the local council also requires an annual fee.

The permit holder can therefore proceed to operate the outdoor dining area in accordance with the conditions in the outdoor dining approval. The Outdoor Dining Operations Pilot Permit Approval must available at all times if needed.

Term of Approval

The term of an Outdoor Dining Operations Permit will be for the period of the Pilot Policy and will be identified on the Outdoor Dining Operations Pilot Permit.

It is the intent of this pilot to release a state-wide endorsed NSW Outdoor Dining Policy in 2018. At this time a permit holder will be notified by the local council of any further requirements that may be needed to transfer the permit from the pilot period to a long term approval under the new statewide policy.

Should the NSW Outdoor Dining Policy not proceed the permit holder will be contacted by the local council of any further requirements to continue operating outdoor dining.

Non-Compliance

Non-compliance will be enforced by the local council with respect to where the business is operating the outdoor dining. Council will ensure compliance by an annual compliance check. A one off annual fee is required for each permit holder to pay to their local council to undertake this annual compliance check.

No-approval

The use of an outdoor dining area without approval or not in accordance with an approval is an offence and may result in the issue of an infringement notice or other regulatory action by the local council.

Breach of approval

The use of an outdoor dining area will be reviewed if the use is not in accordance with the conditions of consent.

Non-compliance will be enforced by way of a written warning for a first offence and a fine in all other circumstances. Continual non-compliance may result in the permit being revoked or enforcement action being taken.

Following review of any representations and evidence gathered, the council may terminate the permit or otherwise cause the permit to lapse with one month's notice in writing.

Failing to remove and re-instate

In the event of the Permit Holder failing to remove furniture or other property from the outdoor dining area following the lapsing or cancellation of the Outdoor Dining Operations Pilot Permit, Council may remove and dispose of such property at its discretion if not claimed within seven (7) days of notification to the Permit Holder.

In the event of the Permit Holder failing to remove improvements and or to re-instate the footway to its original condition within fourteen (14) days from the date of expiration or cancellation of the Outdoor Dining Permit, Council will carry out the works at the Permit Holder's expense.





Office of the NSW Small Business Commissioner

Simpler & Easier to do Business

Outdoor Dining Project

Local Vitality Assessment for Participating Councils

Prepared by People, Place and Partnership
Version 1 - May 2017





The Vitality and Viability Assessment

The Office of the Small Business Commissioner is designing a statewide Outdoor Dining Policy, to streamline the process for businesses, and facilitate more vibrant streetscapes.

Introduction

The aim of the Vitality and Viability Assessment is to provide an evaluation framework to assess the current situation within the chosen commercial centre prior to the Pilot Outdoor Dining Policy trial and furthermore to assess the situation when the pilot period has elapsed in 12 months time.

This evaluation framework is essential to being able to assess the success or otherwise of the approach being taking in the trial being undertaken by the participating Councils across NSW. Essentially this is a benchmarking exercise that will enable Council to measure outcomes in both a qualitative and quantitative way.

It is a vital component of the Draft Policy and will enable the Councils and the government to assess the effectiveness and efficiency of the policy in terms of delivering tangible outcomes. The data will enable the draft policy to be fine tuned prior to it becoming a final policy of government to be applied across NSW in the future.

Council Requirements

- Please seek to provide a benchmark framework for each of the below criteria.
- OSBC will send to each partner the week of the 12th June a template for you to collate all responses to the below criteria.
- OSBC will send to each partner the week of the 12th June an online survey template for business and community.

Data Collection

Site Analysis/Data Collection

- Pedestrian Counts
- Occupancy Rates/Vacancy Rates
- Accessibility (identify any limitations or constraints, gradients)
- Existing food based businesses (cafes, restaurants and small bars)
- Existing Outdoor Dining Numbers
- Existing Size of Outdoor Dining Numbers (i.e. Square metre of those already operating)
- Physical structure of the centre (identify any limitations or constraints, i.e. Pavement types)

Local economic conditions

- Business surveys, real estate agents, property reports
- Prime Rental Values

Business Survey

- Retailer views and intentions
- Turnover

Intercept Survey

- Surveys of Town Centre Users (what do they think of centre vibrancy now and then again post trial)

BOSCAR

- Crime and Safety Statistics



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Office of the NSW Small Business Commissioner

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Outdoor Dining Project

Local Character Statement for Participating Councils

Prepared by People, Place and Partnership
Version 1 - May 2017



Local Character Statement

The Office of the Small Business Commissioner is designing a statewide Outdoor Dining Policy, to streamline the process for businesses, and facilitate more vibrant streetscapes.

Introduction

Every town and commercial centre has its own unique image and identity that give it their “sense of place”. This has to do with the places physical attributes, its history and geographic context as well as the nature of the built environment both in terms of the

public and private domain. The community also values a place and commercial centre in a unique way and local government has a role in responding to community interest in promoting and planning how the centre will evolve and grow over time.

With the proposed streamlining of a state-wide Outdoor Dining Policy it is important that the local conditions and characteristics are maintained and enhanced into the future, ensuring that the image and identity of the centre is sustained.

Purpose of Local Character Statement

- A local character statement is to be a set of local characteristics that describes the distinct appearance and feel of an area. It communicates the key physical features and characteristics that combine to give a particular locality or an area its local distinctiveness and unique identity.
- At a micro level every street within a commercial centre has its own character and this can be enhance through physical feature such as the type, colour and treatment of outdoor dining furniture, planter boxes, umbrellas and/or lighting.
- The intention is to include this The Local Character Statement in the Outdoor Dining Policy as it effects your each local government area.

The Overarching Policy Framework

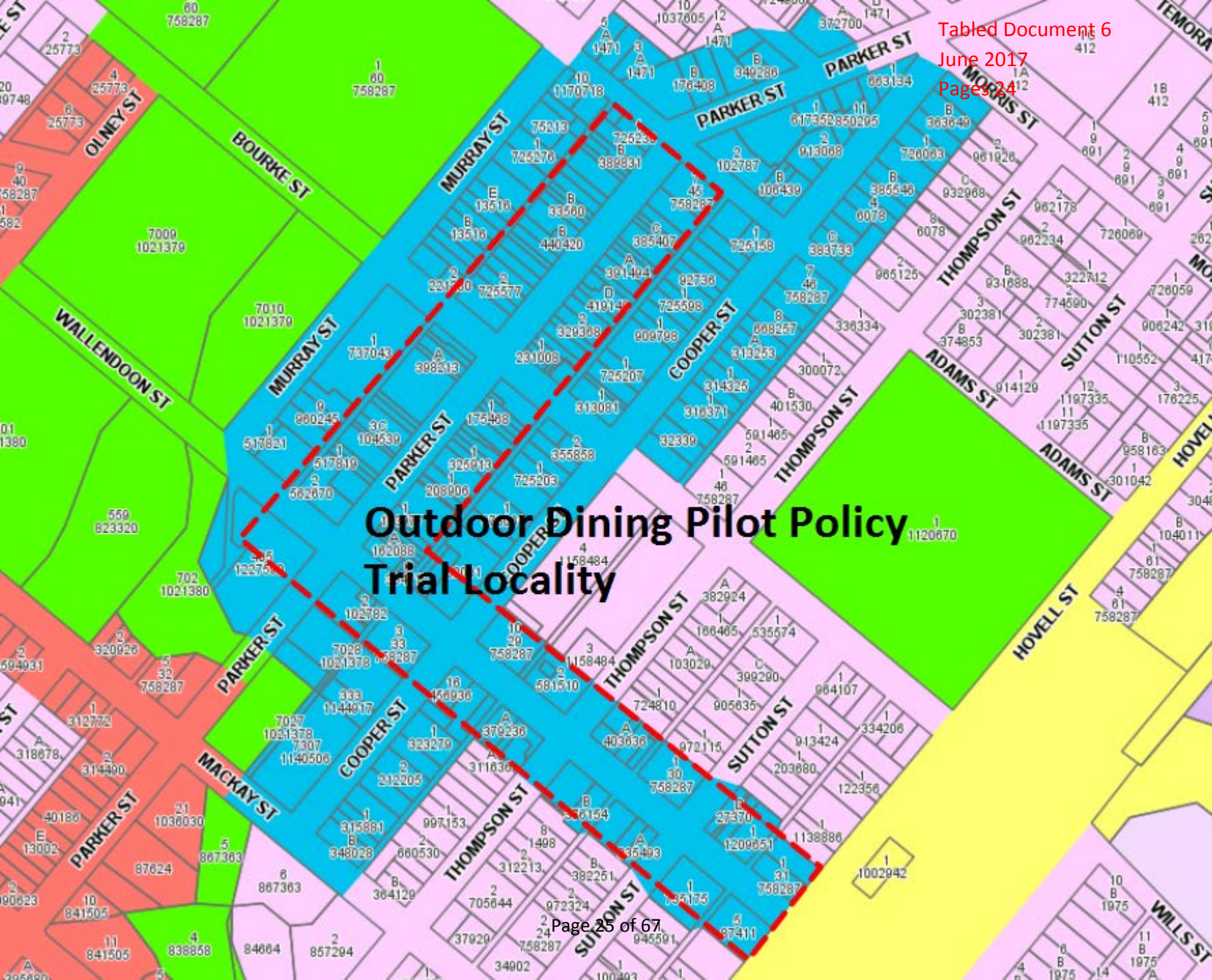
1	Location Facilitate the appropriate use of footpaths and public places for the purpose of outdoor dining activities.	<ul style="list-style-type: none">• MINIMUM DISTANCES• LINE OF SIGHT• NEIGHBOURS
2	Safety Ensure an equitable and safe thoroughfare is maintained for outdoor dining areas for all users.	<ul style="list-style-type: none">• PUBLIC SAFETY• ACCESSIBILITY• ANIMALS• ENGAGEMENT WITH PUBLIC
3	Attractive Facilitate improvement to the local character, street vitality, amenity and economic viability.	<ul style="list-style-type: none">• LOCAL CHARACTER• VIBRANCY• LOCAL VITALITY
4	Function Ensure the design of the outdoor dining space, furniture, fixtures and day-to-day requirements reflect the local area.	<ul style="list-style-type: none">• DESIGN OF SPACE• FURNITURE• FIXTURES• DAY-TO-DAY REQUIREMENTS
5	Compliance Ensure that the management of outdoor dining activities avoid nuisance, endangerment or inconvenience to the public.	<ul style="list-style-type: none">• NOISE• WASTE• OPERATION CONDITIONS• ANNUAL COMPLIANCE
6	Requirements Minimise public liability, risk management and requirements of State Legislation.	<ul style="list-style-type: none">• INSURANCES• REFERENCE TO OTHER LEGISLATION

Council Requirements

In order to reflect the local character of your commercial area and/or street each participating Council is asked to prepare a local character statement that includes:

- Up to 3 mandatory characteristics that must be adhered to or maintained
- Up to 5 characteristics that are desirable and should be considered
- Include photo's where appropriate that shows clearly the nature of the outdoor furniture or feature as well as any colour palate to be used

Outdoor Dining Pilot Policy Trial Locality



Economic Development Strategy

Cootamundra Gundagai Regional Council

19 May 2017

Confidential

Prepared for: Cootamundra Gundagai Regional Council

Prepared by: Crowe Horwath

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1. Executive Summary

Cootamundra Gundagai Regional Council was recently created as a result of the “Fit for the Future” program conducted by the NSW State Government. Whilst previously two separate municipalities, many commonalities have been identified, including pride in their rural setting and safe, friendly communities, their reliance on agriculture as a primary source of direct and indirect employment, their location within the Riverina and the centralised location with easy access to many large regional centres, as well as key cities.

This Economic Development Strategy has been informed by community input (via interviews and consultation sessions), desktop research into successful economic development in regional communities and a review of the most recent socio-economic data available.

The information gathered highlights both opportunities and challenges in this regional economy. Population, whilst growing in areas of the local government area, is declining in others. Employment rates are good however this results in skills and labour shortages in some areas of the economy. The community is aging and though good services are available throughout the region, the reduction in younger age groups may soon be felt through services such as education, child care and refreshing the labour force.

The local government area is heavily reliant on a small number of larger employers and whilst focus is required on diversifying this employment base, growth opportunities are being identified in the small business sector. There is an appetite to encourage more innovative businesses and workers to locate in the area (including online business, remote working employees).

As with all regional communities, proactive effort is required in order to sustain existing businesses as a more globalised economy and the changing nature of consumers and businesses bring new challenges. More of the same will not provide the desired end result.

This Strategy highlights five strategic initiatives to support economic development within the Cootamundra Gundagai region. These are:

- Strategic Initiative One: Grow the economy through existing and new businesses
- Strategic Initiative Two: Marketing and promotion as a great place to live and invest
- Strategic Initiative Three: Product development to become a “destination”
- Strategic Initiative Four: Drive agricultural enterprises
- Strategic Initiative Five: Work with partners to encourage economic infrastructure investment

A number of key activities have been identified for each initiative and a high level implementation plan is provided. All initiatives remain subject to Council’s resource planning and budget processes.

Ongoing action and monitoring in these areas should support the continued development and sustainability of a thriving economy in this region.

2. Introduction

2.1 Overview

Cootamundra Gundagai Regional Council was proclaimed in May 2016 and was formed through an amalgamation of the former Cootamundra Shire Council and Gundagai Shire Council. The local government area encompasses approximately 3,900 square kilometres and is home to approximately 11,500 people. The region spreads from the western slopes of the Great Dividing Range to the doorstep of the Riverina Plains. It is easily accessible along major transport routes to Melbourne (500kms), Sydney (390kms) and Canberra (95kms).

The region is in proximity to many locations supporting popular recreational pursuits such as the Murrumbidgee River, Burrinjuck and Blowering Dams and the Snowy Mountains snowfields. Gundagai is in close proximity to the Hume Highway while Cootamundra sits on a number of key road and rail routes including Burley Griffin Way, Olympic Highway and the Southern Railway line.

The region aligns with the Riverina and is a member of the Riverina Eastern Regional Organisation of Councils (REROC).

2.2 Purpose of Strategy

In order to support the ongoing growth and sustainability of communities within Cootamundra Gundagai Regional Council it is important to have strong economic foundations. The Economic Development Strategy supports Council by providing a framework for a robust and growing economy through:

- Fostering economic resilience;
- Heightening responsiveness to the needs of the current and future business community;
- Emphasising the region as an accessible, affordable and appealing place to do business, raise a family and enjoy a country lifestyle.

2.3 Research and Consultation

The strategy has been informed through desktop research and analysis of relevant policy and strategy as well as four community consultations (Cootamundra, Gundagai, Coolac and Nangus) and a number of stakeholder interviews.

In developing this strategy, reference has also been made to the community plans developed by the previous Cootamundra Shire Council and Gundagai Shire Council.

3. Regional Overview

Cootamundra Gundagai Regional Council comprises of a number of towns and villages including Gundagai, Cootamundra, Nangus, Coolac, Tumblong, Stockinbingal, Muttama and Wallendbeen.

The newly amalgamated Council is working to merge operations and identify areas of synergy between the two, formerly separate, Council's. Notwithstanding the need for this future work, many synergies between the previously separated Shire's have been identified including:

- Agriculture as a foundation of the economy;
- A community proud of its rural location and the lifestyle that this enables;
- Safe and welcoming communities;
- A thriving small business sector.

Tourism is an important contributor to the amalgamated Shire however the origin of tourists is unique across the area. Cootamundra predominantly sees visitation deriving from visiting friends and family, whilst Gundagai picks up a number of domestic travellers, including the grey nomad sector and through traffic from the highway.

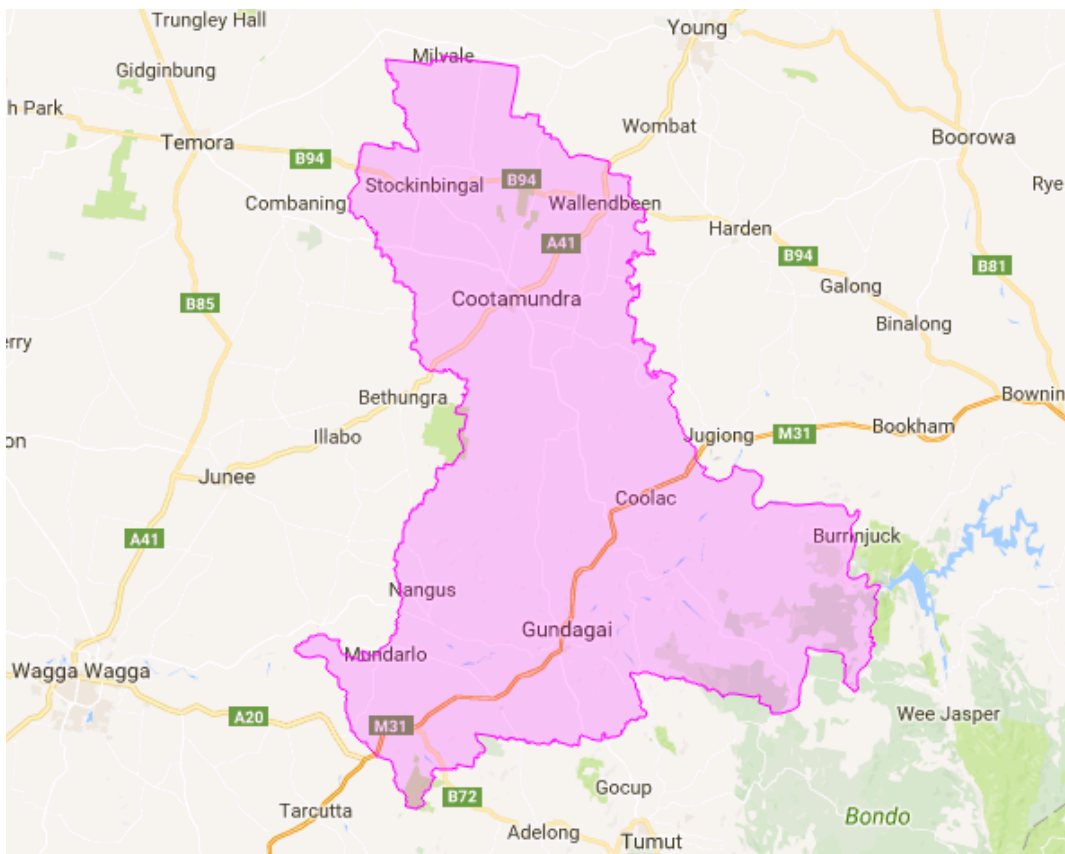


Figure 1: Cootamundra Gundagai Regional Council

3.1 Key Statistics

The table below provides a snapshot of relevant socio-economic indicators for the local government area.

Key Statistics	Period	Indicator	5-Year trend
Population (no.)	2013	11,370	↑
Labour force (no.)	Sep-16	5424	↑
Unemployment rate(%)	Sep-16	3.8%	↓
Gross Regional Product (\$'M)	14-15	440	↑
Top 3 sectors by employment			
Agriculture, forestry and fishing (FTE)	2011	690	
Retail (FTE)	2011	314	
Health care and social assistance (FTE)	2011	294	
Businesses			
Total number of businesses	2014	1102	↓
Building and Property			
Value of residential building approvals (\$'M)	2014	11	↓
Value of non-residential building approvals (\$'M)	2014	3	↓
Tourism			
Gundagai			
Total visitors (overnight domestic visitors) '000	Sep-14	63	
Total expenditure (\$'M)	Sep-14	13	
Purpose of visit			
Visiting friends and relatives	Sep-14	35%	
Holidays	Sep-14	41%	
Cootamundra			
Total visitors (overnight domestic visitors) '000	Sep-14	46	
Total expenditure (\$'M)	Sep-14	14	
Purpose of visit			
Visiting friends and relatives	Sep-14	57%	
Holidays	Sep-14	0%	

Table 1: Cootamundra Gundagai Key Socio-Economic Indicators

The statistics broadly indicate:

- Population is increasing though this increase is more pronounced in Cootamundra than across the local government area as a whole;
- The available labour force is increasing and is coupled with the unemployment rate which is reducing. This however does not highlight the challenge being experienced by some enterprises in sourcing specific skills sets;
- Business and development has been trending downwards across the local government area though GRP is increasing. This suggests a smaller number of businesses, utilising existing facilities, are increasing their output.

3.2 Relevant strategies

A number of strategies and plans have been reviewed during the development of this Economic Development Strategy including:

- Cootamundra Community Strategic Plan 2013 – 2023
- Gundagai Community Plan 2012 – 2022
- Murrumbidgee Valley Rail Trail Feasibility Study 2009;
- REROC Regional Freight Plan;
- Gundagai Tourism Strategy (2014 – 2019);
- Riverina Destination Management Plan (2013)
- Cootamundra Rural Residential Land Use Study and Strategy 2010

4. The Region's Comparative Advantages

4.1 Strengths

The local government area has a number of strengths that will provide a foundation for economic growth into the future. These are outlined below.

Strengths of the region	
Economic	
Productive agricultural land with good rainfall and access to water leading to a strong agribusiness sector with good support infrastructure for agricultural enterprises	
Good freight and logistics access across the local government area	
Strong retail business sector providing products and services to the community	
Good utility infrastructure (reticulated water, gas, NBN) in major towns	
Gundagai tourism product has been developed on the back of its well-known name / brand	
Business confidence is strong as demonstrated by recent expansion of large employer businesses	
Good visitor support services available to support increased visitation	
Social	
Safe, affordable and liveable towns and villages	
Access to excellent recreational facilities including golf, bowling, sporting fields and pools	
Excellent cultural and recreational opportunities for adults, youth and children (including Arts Centre, creative and sporting groups)	
A range of diverse lifestyle opportunities exist to support a diversity of living styles including town block sizes, rural living and farm living available	
A welcoming community that has an appetite for diversity	
Excellent community facilities and services: medical (including availability of specialists), regional universities in close proximity, aged care	
Active volunteers and an engaged community	
Environment	
Significant natural beauty (including the Murrumbidgee River) with great amenity	
Heritage buildings	
General	
Central location to a number of large cities – Canberra, Sydney and Melbourne	
Access to international visitors and freight due to proximity to Canberra International Airport	
Good proximity to popular places associated with recreational pursuits (snowfields, dams etc)	

Table 2: Strengths of the region

4.2 Barriers

A number of barriers present in the region have been identified. These will need to be addressed in order so that they do not impact the economic strength of the region. These barriers are outlined below.

Barriers within the region
Economic
Lack of affordable land to support farming start-ups
Small mixed lot farms have been subsumed into large scale operations reducing employment and population, especially in outlying villages
Labour is hard to access for some skill sets and businesses, especially if the work is physically demanding
Land is tightly held and is hard to get access to small parcels of land (and approval for an associated home) for agricultural use (less than 100 acres)
Lack of understanding as to whether there is adequate land appropriately zoned to support new business and industry initiatives
Government funding to support infrastructure development is hard to access
Key roads require upgrade to support heavy vehicle movements
Village utility infrastructure (i.e. reticulated water, NBN) is limited thus impacting opportunities in these areas
Social
Heavy reliance on Council to advocate and support initiatives – these may not get sufficient support from private businesses
Limited public transport options between villages and towns
Communities can be change averse and resist approaching issues innovatively and creatively
General
Legislative requirements mean initiatives take a long time to get approval
Appearance of some town entries is poor thus discouraging pass-through traffic from entering
A lack of strategic vision and planning for the community. A grand plan is not evident and Council's approach is generally reactive
Council can be perceived as a "blocker" and more "can't do" than "can do"

Table 3: Barriers present in the region

4.3 Opportunities for Growth

Throughout the strategy development a number of competitive advantages were identified. This demonstrates that the Cootamundra Gundagai Regional Council has significant opportunities to establish and support a strong economy.

Some of the opportunities identified include:

Sector	Opportunity
Agriculture and food processing	Improved accessibility to affordable land for emerging farmers
	Intensive farming on smaller lots, including niche farming
	Export preparedness
Tourism, retail and hospitality	Product development
	Marketing and promotion of region
	Access to international visitors
	Improved accessibility to natural resources for tourism purposes
Transport and logistics	Long term community and business capacity building to support visitor servicing
	Improved public transport linkages between towns and villages
General	Improvement of road and rail infrastructure to support product and heavy vehicle movements across the local government area
	Co-investment in facilities to support small business establishment
	Business mentoring to support start-ups and growing businesses
	Enhancement of liveability in communities through the provision and maintenance of basic infrastructure
	Provide access to a ready workforce
	Growth of small businesses, including online businesses
	Creation of LEP planning zones that can support current and emerging business needs
	Development of long-term relationships with large industries in order to encourage relocation into the region
	Professional, streamlined, accessible Council services

Table 4: Opportunities for growth

These opportunities are further considered in the development and definition of the Strategic Initiatives described in Section 5.

5. Economic Development Framework

5.1 Vision

The Cootamundra Gundagai Regional Council was established in May 2016. Whilst activities continue in order to unify strategic direction and day to day operations, separate visions still exist.

These vision statements are:

Gundagai and surrounds

“Gundagai is a safe and friendly thriving rural community where all residents are part of the strong community spirit”

Cootamundra and surrounds

“Come to Coota – we’re a great way to live. Cootamundra is a thriving, lively Town set within a natural environment. It is a community with a heart based on its country values, its sense of belonging, its spirit and the warmth and friendliness of its people”

The Gundagai Shire Community Plan (2012 – 2022) identifies 5 core themes to give direction and focus to Council’s activities:

- Leadership: inclusive, transparent and effective governance supported by a highly efficient organisation that demonstrates leadership to the community by being environmentally and financially sustainable and valuing its residents and staff. Leadership underpins all activities at Gundagai Shire Council;
- Community: facilitating community connections and providing services to support residents’ social, cultural and economic wellbeing through programs which contribute to making the community safe, friendly and cohesive where people have a sense of belonging and security;
- Infrastructure: physical assets and infrastructure under Council’s care are necessary for effective functioning of the community. They protect our environment, connect and strengthen our communities, support our recreational and leisure pursuits and represent our unique heritage;
- Environment: care and custodianship of the natural environment that is treasured by residents and visitors along with conservation of our natural resources;
- Economy: a prospering community where jobs are created, tourism developed, and industry and commercial ventures are encouraged.

The Cootamundra Shire Community Plan (2013 – 2023) identifies 4 strategic priorities to give direction and focus to Council’s activities:

- Social: To promote thriving social networks that create and nurture a strong, modern and vibrant community;

- Environmental: To protect the natural environment and maintain the rural character of the Shire;
- Economic: To foster a sound local economy, promote responsible development and regular tourism;
- Civic Leadership: To provide responsible and prudent leadership so that the community will prosper.

Whilst a single vision statement or Community Plan does not yet exist there are common elements. These elements include the desire to maintain and emphasise:

- A thriving community;
- A strong sense of community spirit and belonging;
- The importance of its rural location;
- A welcoming and friendly culture.

Council should continue to develop a common vision and community plan for the newly formed local government area.

This strategy considers the above documents, current strategies and statements and will recommend a number of economic development strategies to:

- Foster economic resilience;
- Heighten responsiveness to the needs of the current and future business community;
- Emphasise the region as an accessible, affordable and appealing place to do business, raise a family and enjoy a country lifestyle.

5.2 Strategic Initiatives

Five strategic initiatives have been identified to drive economic development, population and employment growth in the Cootamundra Gundagai region. These initiatives are not dependent upon each other. Rather, these initiatives taken together, provide a holistic response to building diverse and sustainable economic foundations within the local government area.

The identified initiatives have been informed by the community, existing strategies and economic profile data.

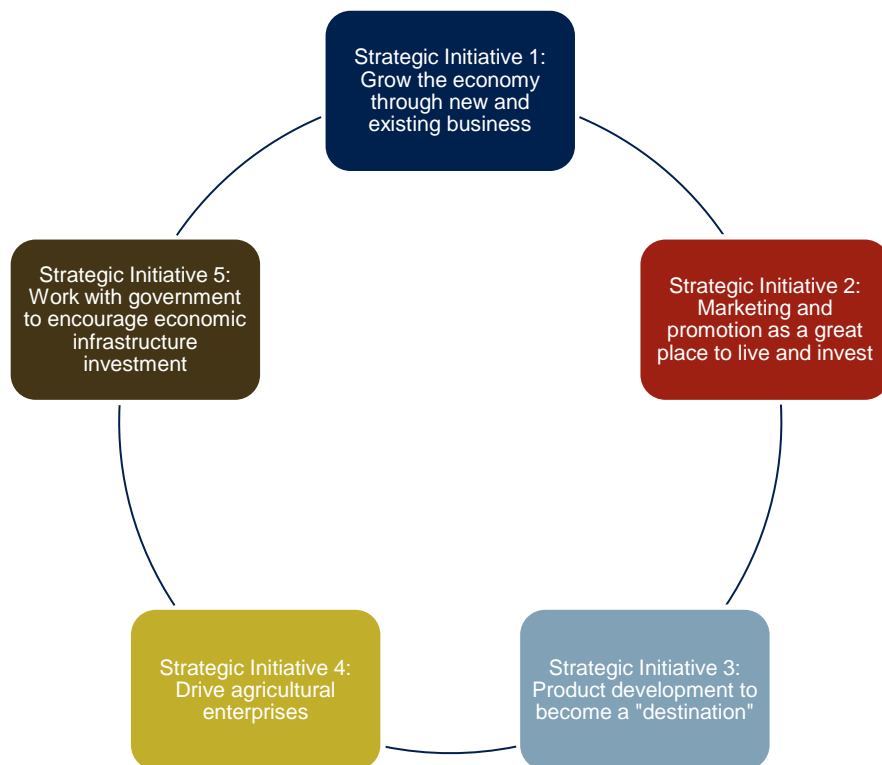


Figure 2: Strategic Initiatives to drive Economic Development

These five initiatives are outlined in detail below.

5.3 Strategic Initiative One: Grow the economy through existing and new businesses

5.3.1 Aspiration

Ensure Council is proactively planning for business and industrial growth and supports businesses through ease of access and facilitating relevant connections.

5.3.2 Drivers

Population, economic and employment growth are all critical elements in maintaining a sustainable community. In order to facilitate such growth, Council must be prepared to respond to enquiries immediately and reinforce that they are “open for business”. Unnecessary barriers and roadblocks impact on the attractiveness of a location and may discourage growth or new investment.

The community has provided feedback in a number of forums, including consultation for this strategy, that economic growth and employment is important. However, they are also concerned for the existing “way of life” and emphasise the need for businesses to have synergy with the region.

The Cootamundra Gundagai region is located on a number of key rail and road hubs. It has a long and productive agricultural history. It is ideally located for industry where freight, logistics or easy access to livestock or cereal / grain raw materials is important.

There is a role for Council to target appropriate industries and businesses and take a long term approach to nurturing relationships with such businesses in order to ultimately achieve a relocation of businesses to the region. Council’s leadership is critical in developing such a long term vision and working diligently with the to realise this.

5.3.3 Key activities

5.3.3.1 Establish a Business Council to drive economic initiatives

Establish a Business Council to identify and drive significant economic initiatives. The Council should consist of respected and knowledgeable community members, or those with close links to the community, who have a broad external business network. This Council will identify, implement and monitor significant economic initiatives. This will include:

- The identification of significant businesses / industry with synergy to the region to attract to the region;
- The nurturing and development of long term relationships with these players; as well as
- The identification of significant regional events or tourism initiatives to attract to the region.

This initiative will cover the entire local government area and will require high level Council and business support to enable ongoing, effective operations. The establishment of the Council will require:

- Charter document to outline duties and responsibilities of the Council;
- Nominated skills matrix for committee members;
- Participation by commercial and industry representatives; and
- Potential reach beyond the immediate community.

5.3.3.2 Ensure responsive Council staff and systems

Responsive, transparent and timely Council processes will encourage fruitful relationships with business owners. The capability to support a “can do, not a can’t do” approach with a clear entry point and path to Council for business queries to be addressed, ease of access to Council systems to enable a “self-serve” information gathering process and a confidence that Council recognises the importance and value of business investment into the region will all increase its attractiveness for ongoing and new investment. This will require:

- Nominated single point of contact for new or existing businesses and agreed protocols across Council should the contact come via an alternative pathway, This approach is consistent with a “concierge” approach currently being developed by Corporate;
- These contact points will support businesses in navigating Council processes and facilitate additional contacts as required (i.e. real estate agents, planning advisors etc.);
- Identifying online tools that will support access to Council services and relevant information;
- Potential economic benefit of business contacts to be monitored and reported.

5.3.3.3 Model innovative business practices at Council

New technology, systems and workplace practices have a role in supporting businesses to reduce costs and increase efficiencies. Online opportunities (as well as threats), shared resourcing and cooperative efforts can provide access and leverage into new markets.

Council should seek to introduce such contemporary practices in its operations in order to model how these practices can be advantageous to the region. This may include:

- Web forms for direct submission of information and service requests;
- Online planning maps;
- Online conversation forums to enable community discussion about upcoming matters or issues of concern;
- Contemporary work practices (i.e. hot desking between offices, development of shared services across LGA’s, remote working especially for hard to find skillsets);
- Targeted communication to the community via SMS – i.e. reminder to residents in a local area if road works that may be happening that day.

Opportunities should be identified through discussions with other municipalities as to initiatives they have implemented, as well as discussions with the business community as to what would make Council services more accessible and convenient.

Ultimately, Council’s experiences at implementing these tools should be shared across the business community (along with benefits and costs) to fully enable the learning and role-modelling aspect of this initiative.

5.3.3.4 Develop information packs to support business operations and investment

Business owners and operators often need support with navigating in a highly regulated environment. Information packs could be developed to assist business owners in achieving:

- Initial approval: how do I get permission for my business? What information do I need to supply? Who can help me develop this information? How do I maximise my chances of receiving permission?
- Subsequent ongoing approval: does my business / premises require ongoing inspections, who can help me do this? How do I submit this?

5.3.3.5 Undertake strategic planning to support future commercial and industry needs

Access to appropriately zoned land is an attractor for investors looking to “get on the ground” quickly and efficiently. It provides information as to the activities that the land can support and increases certainty around application and establishment outcomes.

5.3.3.6 Work with education providers to support a small business “showcase”

Over 700 small businesses operate within the local government area. These businesses provide an ongoing basis for economic activity within the region as well as, support the liveability of the region for residents and provide owners with a well-balanced lifestyle. Future growth in the sector is important to the economy of the region.

Traditionally many young people leave their communities for educational purposes, or alternatively look to an occupation within the local retail, trade or industrial sectors. Council, working with local businesses and education providers, could work to educate young people on the opportunities available in establishing small businesses, including online businesses. Establishing programs where students could develop an understanding of how a small business operates and how they may be able to start-up their own enterprises may provide alternative pathways for students that have a long term economic benefit to the community.

Equally, older people seeking a career or lifestyle change could find such a showcase useful.

5.3.4 Synergy with existing local, regional or national strategies

This strategic initiative and its nominated activities are consistent with the following strategies / plans:

- *Regional Australia Standing Council: Framework for economic development*
Developing a regional economy is most successful when it builds upon the comparative strengths of the region. Establishing locally based business support and engagement services assists in achieving the successful establishment and long term operation of business in regional areas.
- *Cootamundra Community Strategic Plan 2013-2023*
To foster a sound economy, promote responsible development and regular tourism.
- *Gundagai Shire Community Plan 2012-2022*
A prospering community where jobs are created, tourism developed, and industry and commercial ventures encouraged.

5.4 Strategic Initiative Two: Marketing and promotion as a great place to live and invest

5.4.1 Aspiration

Increase the profile of Cootamundra Gundagai Regional Council ensuring that the benefits of liveability and affordability are highlighted to potential residents and establishing businesses.

5.4.2 Drivers

Sustainability of existing businesses, and establishment of new businesses, requires access to a ready workforce. The ability to access appropriate staff in the region has been challenging to date. Unemployment in the Cootamundra Gundagai area is lower than in many regional areas, which impacts on the capability to recruit appropriately qualified and experienced staff members when required. Consultation has indicated that skills shortages encompass a range of occupations from professionals to labourers. Some larger businesses use 457 visas in order to access an appropriate workforce to enable operations. The recent news of the closure of the Milandra Abattoir in Cootamundra may reduce this requirement and provide temporary additional workforce capacity; however this impact is as yet unknown.

Population growth can increase the available labour force in a region. Equally, access to jobs can attract labour and population into the region. It will be important to spread the message that Cootamundra Gundagai is a great place to live and invest. This message should ensure it incorporates a number of important attributes including:

- Ease of access to three capital cities (Sydney, Canberra, Melbourne);
- Road, rail and air transport options exist to access other areas quickly and conveniently;
- International movements are well supported through Canberra airport (within 90 minutes of local government area);
- Great health and education services;
- High speed internet access (NBN) is available in parts of the local government area;
- High quality of life; and
- Housing / business premises are affordable.

These attributes make the region an attractive location to not only establish a business (including online businesses) but can also support workers utilising contemporary work arrangements (such as remote working or “tele-commuting”) to settle in the area

Council has a role to ensure that the region’s benefits and opportunities for residents and businesses alike are identified and marketed broadly. Attraction of population, especially when there is access to jobs, supports the establishment of new businesses and encourages increased population, and provides confidence for new industries that a workforce will be available. Additionally, service infrastructure grows in line with population and this ultimately results in an increasingly attractive place to live and invest.

5.4.3 Key Activities

5.4.3.1 Develop and implement a digital marketing strategy to promote the community

The Cootamundra Gundagai region has many advantages for both residents and businesses. These advantages can be packaged and a broad marketing strategy implemented. A digital marketing strategy including the identification of high access sites to maximise traffic will support the message being broadcast widely.

5.4.3.2 Identify and incentivise a targeted population for relocation to the region

The region's close proximity to Sydney may provide opportunities for relocation of a targeted population – i.e. resettlement of refugees into the area.

A sustained and long term resettlement of a targeted community into the region can support longevity of government services (medical and education), provide access to an increased and consistent job opportunities and workforce, generate close social and community ties and support existing businesses. Studies demonstrate that successful relocation strategies are dependent upon access to services (such as healthcare, education and childcare), contentment and access to jobs and social participation into the community.

Relocation can be encouraged through incentives such as access to subsidised housing, flexibility in work arrangements, conduct of social activities and amenities to nurture a sense of belonging to the community. Council should collaborate with key employers who may benefit from such a strategy in order to facilitate development of infrastructure and services to support a relocating population.

5.4.4 Synergy with existing local, regional or national strategies

This strategic initiative and its nominated activities are consistent with the following strategies / plans:

- *Immigration and the regions: taking regional Australia seriously (2003)*
Successful strategies to attract migrant populations to regional areas.
- *RDA Riverina Profile 2014*
The Riverina has a consistently aging population and this is impacting on access to a ready labour force. The Profile highlights the potential need to attract skilled migrants to contribute to the labour force.
- *Cootamundra Community Strategic Plan 2013-2023*
A Community priority identified is the need to promote Cootamundra as a family friendly place to live in order to ensure continuing vibrancy in the community and continued growth in the local economy.

5.5 Strategic Initiative Three: Product development to become a “destination”

5.5.1 Aspiration

Increase visitation and overnight stays (and ultimately direct and indirect visitor spend) to support sustained and growing commercial businesses.

5.5.2 Drivers

Tourism is an important economic driver in the region. Direct and indirect expenditure is an important contributor to sustainability of local businesses especially for accommodation and hospitality venues who require regular and consistent visitation. Consultation has indicated a desire to increase the number of visitors and overnight stays associated with these visitors.

Visitation sources are variable across the local government area. Gundagai sees strong visitation from pass through traffic, as well as holiday makers, whilst Cootamundra derives tourists mainly from the visiting friends and family market. Throughout the local government area there is seen to be an opportunity in developing Cootamundra Gundagai as a destination. During consultation many participants pointed to the regions great stories and historical assets that would form the basis of future tourism “product”.

In addition, there was a view that if product could be linked to the existing Rail Trail proposal this would provide a foundation on which to anchor future business and cottage industry developments.

5.5.3 Key activities

5.5.3.1 Product Development

Work is required to develop a “product” to highlight the region as a genuine visitor destination. New businesses could then establish around the new product.

Consideration should be given to product development related to:

- Natural resources: River, proximity to snow, dams;
- Related recreational activities: adventure tourism, water based recreation, cycling;
- History and stories: the flooding of the original town and the role of the indigenous community in this event, Captain Moonlite, Dog on the Tuckerbox;
- Historical assets: timber bridges, statues, memorials.

Destination NSW provides funding for product development and a grant application for support in this area may be appropriate.

5.5.3.2 Identify and address gaps in tourism servicing

As important as attracting visitors is, it is also critical to appropriately service them. Infrastructure such as toilets, parking facilities and access to natural resources are important as well as capability for tourists to access accommodation and food services when it suits them. An asset and community capacity assessment will highlight the areas where further development or supplementary support may be required.

5.5.3.3 Partner with tourism providers

Increased international and domestic visitation may be supported through developing partnerships with tour providers. Understanding what product is attractive to the international market (especially given the proximity of Canberra airport and international routes) will be an important input into the product development phase. The region currently leverages regional tourism initiatives through cellar door maps etc and these opportunities to leverage off regional plans and initiatives should continue.

5.5.4 Synergy with existing local, regional or national strategies

This strategic initiative and its nominated activities are consistent with the following strategies / plans:

- *Gundagai Tourism Strategy (2014-2019)*
Reinventing ourselves as a destination
- *Riverina Destination Management Plan*
The Murrumbidgee River as an identified key product in the region
- *Gundagai Community Plan 2012 – 2022*
Facilitate, encourage and assist in the development of strategies, services and attractions that will encourage more tourists and increase tourism expenditure
- *Cootamundra Community Strategic Plan 2013 – 2023*
Promotion of the Shire as a tourist destination bringing people and business to the Shire

5.6 Strategic Initiative Four: Drive agricultural enterprises

5.6.1 Aspiration

Establishment of small agricultural enterprises focussed on the delivery of boutique products resulting in:

- Increased economic output; and
- Emerging farmers developing affordable operations.

5.6.2 Drivers

Economic indicators and profile data demonstrate the importance and productivity of the agricultural sector in the region. In addition, consultation highlights the importance to the community that any new business or industry has synergy with the region and its communities. This ultimately leads to a conclusion that growth in the agricultural sector would be well received.

Whilst this historical importance was acknowledged it was further recognised that young farmers are finding it increasingly difficult to establish their own agricultural businesses given the affordability of land and its tightly held nature. There is a view that approval for smaller lot sizes would make the entry point for young farmers more achievable, would support more intensive agricultural enterprises (such as nuts, organics, vegetables, meat rabbits, ducks) and would support enterprise relocation from urban fringes to a more attractive and affordable location with continued ready access to market.

Specific strategies to encourage establishment of new agricultural enterprises may ensure that this important pillar of the region's economy is increasingly sustainable.

5.6.3 Key activities

5.6.3.1 Ensure the planning scheme allows for smaller, more intensive agricultural enterprises

As per 5.3.3 access to adequately zoned land is important to enable appropriate lot sizes to be created for such enterprises.

5.6.3.2 Consider opportunities to support young farmers establish agricultural enterprises

A concern raised during consultations was the increasing size of farms, and the challenge that young (or emerging) farmers have in accessing affordable land. In addition, in this particular region, land is tightly held and does not often come up for sale.

The sustainability of farming, especially against a backdrop of an aging workforce and unclear succession, is an acknowledged industry challenge. Council may be able to assist new and existing farmers through facilitating relationships with providers such as Cultivate Farms (which seeks to link young families who are trying to get "on the land" with retiring families who may be trying to get "off the land"), or Farmer Incubator (which is developing emerging farmers in the skillsets they may need to manage a successful agricultural enterprise). Opportunities for involvement may be identified which could increase the region's profile with emerging farmers. Should opportunities be identified, Council could facilitate relationships and information sessions for interested parties in the region.

Additional education may be needed for smaller agricultural enterprises, for instance commercialising organic practices, maximising efficiency, how to get your product to the market. Once identified, Council could facilitate a skills growth program through relevant providers.

5.6.3.3 Support farmers in accessing export opportunities

Consultation highlighted the opportunities for the Cootamundra Gundagai region with respect to export. This is especially the case given growing international demand for quality Australian produce and beverages.

Council could support farmers to access export markets through facilitating relationships with the NSW Government Trade and Investment Department. This could include facilitating workshops to aid business owners understanding their export readiness, where to get advice and how to participate in relevant domestic or international trade shows or missions.

5.6.3.4 Assess gaps in service industries to support agricultural businesses

Whilst feedback received during the process indicated that the agricultural industry is well-served with support industries (i.e. abattoirs, transporters), some aspects of the data seemed to contradict this. Food processing and packaging plants as well as access to small volume abattoirs were all identified as issues during the consultation. Since the time of consultation, there has been the announcement of the closure of the Milandra Abattoirs; this may further compound the identified issue.

Council could consider co-investment in developing infrastructure to support smaller agricultural enterprises such as abattoirs, food packaging plants. Consideration could be given to developing a cooperative to enable individual smaller farmers to share part of the costs for developing infrastructure, but not all.

5.6.4 Synergy with existing local, regional or national strategies

This strategic initiative and its nominated activities are consistent with the following strategies / plans:

- *Regional Australia Standing Council: Framework for economic development*
One of the key determinants of long-term regional economic growth is access to international, national and regional markets. Further comparative advantage is built when economic development is focussed on building on strengths of the region. Some mechanisms to support growth is through contributing to investment in infrastructure that will enable businesses to realise opportunities (including export opportunities).
- *NSW Government: Trade and Investment*
Strategies for success when building a sustainable export business.
- *Cootamundra Community Strategic Plan 2013-2023*
To foster a sound economy, promote responsible development and regular tourism. Protecting agriculture as a mainstay of the local economy.
- *Gundagai Shire Community Plan 2012-2022*
A prospering community where jobs are created, tourism developed, and industry and commercial ventures encouraged.

5.7 Strategic Initiative Five: Work with government to encourage economic infrastructure investment

5.7.1 Aspiration

Ensure investment in public infrastructure (road, rail, tourism infrastructure) to support and facilitate economic growth in the region.

5.7.2 Drivers

Sustainability and growth of the economy in the region is dependent upon appropriate infrastructure being available to support initiatives.

The community provided feedback during the consultation period about the need for:

- Further investment in road infrastructure to renew or upgrade some of the road network;
- The opportunity to leverage the existing rail infrastructure (with opportunities previously identified for an Intermodal Regional Terminal);
- The development of Rail Trails in the region;
- The provision of reticulated water within villages; and
- NBN rollout across the local government area.

It is important for Council to remain abreast of infrastructure needs within the local government area and to work with all levels of government, and other partners, to ensure that the local government area remains a modern and contemporary region with access to excellent services and infrastructure.

5.7.3 Key activities

5.7.3.1 Identify key initiatives that require further funding from partners

Council should identify and prioritise infrastructure investment requests, as well as appropriate funding streams to access to support these priorities. A business case, development of master planning as appropriate (and including any relevant capital investment plans) and funding submissions should be developed for priority projects.

5.7.3.2 Advocate for funding to support infrastructure development

Engage with State and Federal Ministers to advocate for funding to support the identified priority projects. These advocacy efforts should be maintained at a consistent level, whether there is current funding or not, to ensure that ongoing relationships are developed and nurtured. This will support future advocacy efforts.

5.7.4 Synergy with existing local, regional or national strategies

This strategic initiative and its nominated activities are consistent with the following strategies / plans:

- *REROC (Riverina Eastern Regional Organisation of Councils) Regional Freight Transport Plan*
Developing a network of identified freight corridors that facilitate movements of freight within and through the region.

- *Cootamundra Intermodal Economic and Social Impact*
The proposed hub aims to provide a central collection point for road freight thus minimising the distance to be travelled by heavy vehicle transports on the road network. A business case is being prepared to support funding requests.
- *Murrumbidgee Valley Rail Trail Feasibility Study (2009)*
Funding support for development of the Rail Trail from Coolac-Tumblong.

6. Implementation Plan

Two action planning workshops were held in order to identify actions, responsible parties and preferred timelines. This information was considered when developing the implementation program below.

The strategic approach outlined in this document will need to maintain consistency with ongoing Council direction, including its place in larger Shire wide initiatives and planning. Council Officers will ensure that this consistency is maintained and that relevant initiatives outlined below are implemented as appropriate.

6.1 Strategic Initiative One: Grow the economy through existing and new businesses

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
5.3.3.1	Establish a Business Council to drive economic initiatives	Document and agree a Charter document to outline duties and responsibilities of Council	Economic Development Governance	Immediate	Workshops / how to / mentoring
		Agree secretariat and support duties to be serviced by the organisation	Economic Development Governance		
		Nominate skills matrix for Council members (ensure it contains a cross-section of business and industry networks)	Executive Team Economic Development		
		Nominate potential members	Council / Administrator Executive Team Economic Development		
		Convene Council	Economic Development		
5.3.3.2	Ensure a responsive Council staff and systems	Nominate clear entry points for businesses approaching Council with applications or queries	Executive Team	Immediate	Communication to all staff to ensure common understanding
		Provide clear information about current LEP guidelines in order to create certainty about what the zone	Planning		"Cheat" sheet to be developed providing high level guidance to non-

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
		says now			planning Council staff to ensure they can respond to queries.
		Work with key customers to identify what online or remote services would assist them in doing business with Council	Corporate Team	Within 12 months	
		Create online networks for businesses to send through queries and receive input from other businesses and Council			
5.3.3.3	Model innovative business practices at Council	Identify technology, systems and workplace practices in place at other like Council's	Executive Team	Within 3 years	
		Assess for implementation			
5.3.3.4	Develop information packs to support business operations and investment	Interview key stakeholders from a diverse array of businesses in order to identify critical information to share	Economic Development	Immediate	
		Create draft information packs for comment and publish			Budget for development of materials
5.3.3.5	Undertake strategic planning to support future commercial and industry needs	Undertake a full strategic planning exercise to review LEP zones across the local government area. This activity should look at proactive planning, not only mapping zones based upon where activity zones have developed traditionally.	Planning	Within 3 years	Budget allocation will be required for this extensive activity
5.3.3.6	Work with education providers to support a small business "showcase"	Organise a forum with key stakeholders to assess likelihood and / or format of showcase	Economic Development Business based groups	Within 3 years	Mentoring may be required

6.2 Strategic Initiative Two: Grow the economy through existing and new businesses

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
5.4.3.1	Develop and implement a digital marketing strategy to promote the community	Engage a responsible party to develop digital strategy	Executive Team	Immediate	Budget for development of strategy and content
		Identify a local government area who has successfully implemented a digital marketing strategy and contact them to discuss key learnings and success factors			Support may be required from Destination NSW to nominate an appropriate contact point
		Identify core selling points of local government area			
		Identify high traffic sites (as well as type of media – i.e. Instagram, blogging, online forums, What's On) to optimise message penetration and ensure that site visit numbers are monitored.			
		Assess existing sites (such as Country Change) to determine traffic and success			
		Publish and implement strategy	Economic Development Community Development		Nominate resources required through planning process
5.4.3.2	Identify and incentivise a targeted population for relocation to the region	Identify an area who has successfully implemented such a strategy and discuss key success factors and requirements	Executive Team Business Council	5 years	Ongoing networking Potential advocacy to government for support and possible funding to implement
		Contact government and key service			

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
		providers in order to identify an appropriate population with potential synergy to the region			
		Identify attractors and works required to support the value proposition of the region			
		Identify key businesses who may benefit from such a strategy and work to develop a shared view of contributions by all parties			
		Develop plan (timing and actions) to support implementation			Nominate resources required through planning process

6.3 Strategic Initiative Three: Product Development to become a “destination”

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
5.5.3.1	Product Development	Liaise with Riverina Regional Tourism to identify regional wide opportunities for product development and how the local government area could play a part in driving this	Economic Development	Immediate	Budget for product development support
		In conjunction with Tourism Action Committee, identify opportunities for product development across the Cootamundra Gundagai local government area			
		Identify funding sources and actively seek this out			
5.5.3.2	Identify and address gaps in tourism servicing	Identify infrastructure gaps to support visitor servicing (this assessment must be consistent with the product being developed and is not an assessment of all gaps across the local government area)	Tourism Groups Assets and infrastructure team	5 years	Input from Riverina Regional Tourism about required infrastructure and business / community capacity to support proposed product development
		Engage a provider to undertake a business capacity assessment and identify where further development is required	Economic Development		
		Community groups to run their own community capacity assessment based upon experiences in like towns	Community Development		Support to identify “model” towns (ie Jugiong, Mogo) to coordinate visits and meeting with key stakeholders to understand success Community capacity assessment tool

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
		Benchmark results and actions against model towns	Community Development		
		Develop plan (timing and actions) to support implementation			Nominate resources required through planning process
5.5.3.3	Partner with tourism providers	Identify key partners	Economic Development Tourism Action Committee	5 years	
		Make contact and understand what attributes are crucial in order to make a partnership successful	Business Council		
		Develop plan (timing and actions) to support implementation			Nominate resources required through planning process

6.4 Strategic Initiative Four: Drive agricultural enterprises

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
5.6.3.1	Ensure the planning scheme allows for smaller, more intensive agricultural enterprises	Broadacre and boutique farming sector stakeholders to input to the LEP strategic actions outlined in 6.1	Planning	Within 3 years	
5.6.3.2	Consider opportunities to support young farmers establish agricultural enterprises	Contact providers such as “Cultivate Farms” or “Farmer Incubator” to identify any regional opportunities for closer partnership or support	Economic Development Business Council	5 years	
		Facilitate development of a specialised agricultural industry group to work with Council to implement initiatives to support agricultural enterprises. These initiatives could include: <ul style="list-style-type: none"> Advocacy to support local supermarkets showcasing local produce Development of an avenue for local producers to showcase their products Implementation of traineeships Advocacy to develop access to support services for small scale producers (i.e. abattoir) 	Economic Development Business Council	Immediate	
		Develop a “shop local” database of availability of local produce	Economic Development	Immediate	Ongoing access to resource to update information as required
		Identify what skills are required to support smaller, more intensive agricultural operations (i.e. how to	Industry group Economic Development		Access to training sessions to develop targeted skills

Ref	Key Activity	Detailed Tasks	Accountable Party	Timeframe	Resources required
		access sales channels) and develop skills programs through Economic Development education program to deliver to target audience			
5.6.3.3	Support farmers (and broader businesses) in accessing export opportunities	Identify opportunities to increase education in this area and conduct regular ongoing sessions	Economic Development Industry group	Within 3 years	
		Lead export trade show delegation participation	Business Council	Immediate	Budget to support participation
5.6.3.4	Assess gaps in service industries to support agricultural businesses	Identify gaps and opportunities to address	Industry Group	Immediate	
		Advocate for development of co-operatives amongst smaller scale producers in order to gain access to services (i.e. work together to increase size of kill in order to gain access to abattoir)	Industry Group	Within 3 years	
		Establishment of an online listing about where services can be accessed, and working with these businesses, understand and publish access requirements and availability	Economic Development	Immediate	
		Develop a business case and advocate for commercial or other funding in order to construct infrastructure required	Industry Group	5 years	

6.5 Strategic Initiative Five: Work with government to encourage economic infrastructure investment

Key Activity		Detailed Tasks	Accountable Party	Timeframe	Resources required
5.7.3.1	Identify key initiatives that require further funding from partners	Develop and prioritise list of infrastructure requirements to support economic development across the local government area	Executive Team Council / Administrator	Immediate	
		Identify possible funding sources and develop business cases associated with highest priority investment.	Council	Immediate	
		Identify economic indicators to be influenced by investment and ensure a monitoring mechanism is developed to provide feedback to investors	Council		
5.7.3.2	Advocate for funding to support infrastructure development	Develop an ongoing advocacy program and implement	Business Council Council		

7. Measuring Success

The following indicators should be used to measure the success of the strategic initiatives:

1. Increased population;
2. Increased labour force participants;
3. Increased number of businesses; and
4. Increased value of residential and non-residential development.

In order to support the achievement of these measures the important focus areas are:

1. Ensuring appropriately zoned land;
2. Improving accessibility to relevant information and processes within Council;
3. Supporting a resettlement of a population to support access to a ready workforce;
4. Using the Business Council, targeting large businesses with synergy to the region and establishing an ongoing relationship with them to support a long-term relocation possibility;
5. Supporting agricultural producers to access export opportunities;
6. Develop tourism product and assist in business preparedness to provide excellent visitor services;
7. Work with other levels of government to access infrastructure funding in accordance with priority projects.

References

ABS Census Data 2011 Labour Force Status by Age and Sex (LGA)

Cootamundra Community Strategic Plan 2013 – 2023

Cootamundra Intermodal Economic and Social Impact (Council Paper)

Cootamundra Rural Residential Land Use Study and Strategy 2010

Destination NSW LGA Profile – Cootamundra (Four year annual average to the year ending September 2014)

Destination NSW LGA Profile – Gundagai (Four year annual average to the year ending September 2014)

Gundagai Shire Community Plan 2012 – 2022

Gundagai Tourism Strategy (2014 – 2019)

<http://economic-indicators.id.com.au/>

http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=12200&dataset=ABS_REGIONAL_LGA&geoconcept=REGION&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA®ionLGA=REGION®ionASGS=REGION

Immigration and the regions: taking regional Australia seriously (2003)

Murrumbidgee Valley Rail Trail Feasibility Study 2009;

NSW Government: Trade and Investment

Regional Australia Standing Council: Framework for economic development

Regional Development Australia Riverina Profile 2014

Riverina Eastern Regional Organisation of Councils (REROC) Regional Freight Transport Plan

Riverina Destination Management Plan (2013)



Cootamundra Creative Arts Inc

18-20 Wallendoon Street

COOTAMUNDRA NSW 2590

ABN 68 68 221 726 015

Tel: (02) 6942 4773

Email: info@theartscentrecootamundra.org.au

Web: www.theartscentrecootamundra.org.au

21 June 2017

TO: Stephen Sykes
Administrator, Cootamundra Gundagai Regional Council (CGRC)

CC: Allen Dwyer
Interim General Manager, CGRC

RE: **DRAFT OPERATIONAL PLAN BUDGET 2017-18 - SUBMISSION**

Dear Stephen,

The Arts Centre (TAC) Cootamundra wishes to make a submission for your consideration. Our building is owned by CGRC and The Arts Centre Facility is run by Cootamundra Creative Arts and Cultural Centre (CCACC) in conjunction with Cootamundra Creative Arts Inc (CCAIInc) by a combination of volunteers and 3 part time staff.

The venue encompasses:

- 120 seat tiered Tin Shed Theatre with Bio Box and accredited sprung floor & green room
- Film
- Exhibition room
- Visual arts studio including specialist equipment: printing, glassmaking, ceramics
- Meeting room, offices, foyer, kitchen, backstage and storage
- Studio tenancies

We offer cultural development and creative opportunities for all ages on behalf of the CGRC region. Our programming includes:

- Professional & Community Theatre / Dance performances
- Friendship programs to participate in the Visual Arts
- Films - Kids, Adults and arthouse
- Kids Holiday activities & classes: drama, painting, printing, digital animation
- Visual arts specialist workshops: bush dyeing, printmaking, ceramics, sculpture, basketry
- "Make it Local" Shared table dinners
- Indigenous events: NAIDOC open day, films

Our programming in the past year has begun to look at how we can partner with professional arts companies like Monkey Baa Theatre and Murmuration, to develop quality projects that also have community engagement opportunities built in, such as: Teacher PD, student workshops & audience engagement.

Our programs and new partnerships bring:

- Increased community amenity & quality of life for the CGRC community (which in turn attracts skills)
- Increased cultural tourism (attendees to workshops from beyond our region)
- Increased economic development in Cootamundra (Murmuration in July = 12K accom)

- Increased mental health / Community connectedness / wellbeing

We liaise with diversity of community groups - aged, youth, educators, artists, disability groups, indigenous groups and businesses. The Arts precinct has rejuvenated a once derelict area. We also look forward to creative opportunities strengthening the relationship between the Gundagai and Cootamundra communities.

The CGRC draft budget proposes \$12500 contribution from CGRC to TAC. Our organisation delivers a broad range of programming for community benefit, across a multitude of art forms, venue usage and engagement methods. This complexity of programming demands a high level of resourcing and for this reason we are requesting council consider increasing their contribution to \$30,000. In exchange The Arts Centre will continue to provide a range of cultural development outcomes which will assist CGRC deliver on its core aims within its Community Strategic Plan. In 2017-2018 we will provide cultural development in the areas of:

- Youth
- Disability
- Aging
- Creative Professional Development
- Education
- Audience engagement
- Cultural tourism

We will continue to consult with a broad range of stakeholders - educators, social agencies, artists, indigenous groups, regional arts organisations and council to provide interesting and creative opportunities for our community and region.

Thank you for your consideration.

Yours sincerely

Elise Magrath
Cultural Development Officer
On behalf of
The Arts Centre Cootamundra

Allen Dwyer

From: Stephen Sykes
Sent: Wednesday, 21 June 2017 2:52 PM
To: Chris Imrie
Cc: Allen Dwyer
Subject: Fwd: Cootamundra Gundagai Regional Shire - ACT 1 Festival of Story Telling proposal
Attachments: Stronger Communities Festival of plays.pdf; ATT00001.htm

I got this from Isabel can we talk about it next week.
Thanks

Stephen Sykes

Regards,

Stephen Sykes
Administrator
Cootamundra-Gundagai Regional Council



P: -
M: -
E: Stephen.Sykes@cgrc.nsw.gov.au
W: www.cgrc.nsw.gov.au

Begin forwarded message:

From: "Isabel Scott"
To: "Stephen Sykes"
Subject: Cootamundra Gundagai Regional Shire - ACT 1 Festival of Story Telling

guidelines of the Stronger Communities Grant allocation of \$50,000 per group. I believe to get the right person the Project Manager would have to be paid more than allocated in that submission.

I believe this should not be driven by The Arts Centre but by CGRC employing an independant experienced Events Co-ordinator who is neutral so both "old entities " feel ownership.

The Arts Centre is prepared to offer an office space where the Event Co-ordinator/Manager can work from and have creative input and knowledge at their fingertip. I also believe an office space should also be available in Gundagai so everything is equal. I believe TAC offers an open forum for Community Members to engage with the Event Co-ordinator/Project Manager.

Phillip Spencer (formally Critical Stages) has been working on a Project through Arts On Tour utilising TAC for a base. His project is story telling gathering and performance. Phil has performed here with Critical Stages and is a very interactive creative artist who has done a Project in Glasgow Scotland along these same lines. He has the ability and appeal to work with all age groups, especially engaging youth.

Stephen, I am not putting up this idea as an Arts Centre request for funding. It is just an idea I think would work to bring both Communities together and has the ability to cross many arts disciplines for the benefit of everyone.

Thank you

Best Regards

Isabel Scott

INVESTMENT REPORT 31 May, 2017

The Responsible Accounting Officer, Kate Monaghan reports :-
Details of Investments held by Council as at

31-May-17 are set out below


Date Invested	Interest Rate	Term Days	Investment Amount	Anticipated Interest	Date Matures	Held With	Investment Number
11 Jan 2017	2.80	181	\$1,500,000.00	\$20,827.40	11 Jul 2017	NewPer	17
16 Jan 2017	2.80	183	\$7,103,533.77	\$99,721.95	18 Jul 2017	NewPer	23
25 Jan 2017	2.80	181	\$7,103,532.00	\$98,632.06	25 Jul 2017	ING	16
30 Nov 2016	2.78	272	\$3,000,000.00	\$62,150.15	29 Aug 2017	NAB	2
14 Mar 2017	2.75	182	\$1,046,862.28	\$14,354.92	12 Sep 2017	AMP	8
28 Mar 2017	2.75	182	\$508,728.77	\$6,975.86	26 Sep 2017	AMP	12
21 Mar 2017	2.75	210	\$2,034,753.42	\$32,193.70	17 Oct 2017	AMP	9
26 Apr 2017	2.61	181	\$1,000,000.00	\$12,942.74	24 Oct 2017	ING	4
26 Apr 2017	2.58	209	\$1,076,451.37	\$15,902.58	21 Nov 2017	NAB	11
22 Nov 2016	2.80	364	\$911,962.14	\$25,464.99	21 Nov 2017	NAB	7
23 May 2017	2.70	182	\$2,000,000.00	\$26,926.04	21 Nov 2017	ING	5
3 Jan 2017	2.75	329	\$1,045,790.13	\$25,922.70	28 Nov 2017	NAB	22
26 Apr 2017	2.75	272	\$600,000.00	\$12,295.89	23 Jan 2018	AMP	15
7 Mar 2017	2.71	364	\$1,500,000.00	\$40,538.63	6 Mar 2018	CBA	3
2 Jun 2009	0.70	BOS	\$876,556.38		At Call	CBA	1
25 Nov 2010	0.70	BOS	\$24,875.64		At Call	CBA	19 - Stock School
7 Mar 2011	0.70	BOS	\$23,875.20		At Call	CBA	20 - HCMS
			\$31,356,921.10	\$494,849.59			
Internal Loans				Annual Interest			
31 Dec 2009	3.69	365	\$73,752.04	\$1,360.73	30 Jun 2024	C.S.C	Aerodrome Refueller
1 Jul 2010	5.64	365	\$54,385.07	\$3,067.32	29 Jun 2022	C.S.C	Swimming Pool Design
			\$128,137.11	\$4,428.05			
Deferred debtors							
1 Sep 2011	Average Int	10 yrs	\$3,874.51		31 Aug 2021	C.S.C	Loan to C.C.A.C.C.
			\$31,488,932.72	\$499,277.64			
Interest on Investments YTD (from 13-5-16)				\$758,520.78			
Interest on above investments to be received at maturity				\$494,849.59			

Financial Institution Summary	Amount Held	of Total
NAB	\$6,034,203.64	19.16%
CBA	\$2,425,307.22	7.70%
Newcastle Perm	\$8,603,533.77	27.32%
AMP Bank	\$4,190,344.47	13.31%
Bank of Qld	\$0.00	0.00%
ING	\$10,103,532.00	32.09%
ME Bank	\$0.00	0.00%
Cootamundra Shire Council	\$128,137.11	0.41%
Deferred Debtors	\$3,874.51	0.01%

\$31,488,932.72 100%

This report is produced in accordance with section 625 of the local Government Act 1993 and all Investments have been made in accordance with the Act & the Regulations.

Signed


Responsible Accounting Officer

Kate Monaghan

BENCHMARK
(for term investments)

BBSW ave. 90-day
rate for May1.359 + 1%
2.36%

Average interest 2.74

Check 2.74

COOTAMUNDRA-GUNDAGAI REGIONAL (GUNDAGAI AREA)
LIST OF COUNCIL FUNDS INVESTED AS AT 31 MAY 2017

<u>Investment #</u>	<u>Investee</u>	<u>Date Invested</u>	<u>Type</u>	<u>Yield \$</u>	<u>Yield %</u>	<u>Benchmark</u> <u>BBSW %</u>	<u>Term days</u>	<u>Due date</u>	<u>Amount \$</u>
CM 86-767-2563	NAB	Var	Cash Max.		Variable			<i>At Call Daily</i>	\$ 4,401,508.37
TD 92-886-9942	NAB	13/03/2017	Term	\$ 7,649.37	2.59	1.94	154	14/08/2017	\$ 700,000.00
TD 36-224-0837	NAB	9/12/2016	Term	\$ 20,269.32	2.71	2.00	273	8/09/2017	\$ 1,000,000.00
TD 24-826-9038	NAB	10/10/2016	Term	\$ 11,660.27	2.80	1.96	304	10/08/2017	\$ 500,000.00
TD 98-981-2405	NAB	30/03/2017	Term	\$ 3,437.26	2.55	1.84	123	31/07/2017	\$ 400,000.00
TD 84-496-1186	NAB	5/10/2016	Term	\$ 5,142.12	2.75	1.96	273	5/07/2017	\$ 250,000.00
5905045-10596700	Bananacoast CU	16/02/2017	Term	\$ 6,606.85	2.65	1.84	364	15/02/2018	\$ 250,000.00
TD 149949661	Bendigo Bank G'gai	22/07/2016	Term	\$ 6,500.00	2.60	2.06	365	22/07/2017	\$ 250,000.00
Deal 436800	Bank of QLD	12/01/2017	Term	\$ 3,490.41	2.80	1.73	182	13/07/2017	\$ 250,000.00
480026-7716873	ECU	23/06/2016	Term	\$ 7,230.14	2.90	2.16	364	22/06/2017	\$ 250,000.00
2720843-7872542	Railways CU	27/07/2016	Term	\$ 7,050.00	2.82	2.06	365	27/07/2017	\$ 250,000.00
									<u>\$ 8,501,508.37</u>

SUMMARY OF INVESTMENTS

	<u>31.05.17</u>
Term Deposits	4,100,000.00
Call/CRI/Other	<u>4,401,508.37</u>
	8,501,508.37
Cash Manag.(NAB)	<u><u>8,501,508.37</u></u>
GL 105200	6,750,573.13
GL 105203	1,750,000.00
Cash Maximiser Int. April & May 2017	935.24
GL Trial Balance @ 31 May 2017	<u><u>8,501,508.37</u></u>

CERTIFICATE OF INVESTMENTS:

In accordance with Regulation 212 of Local Government (General) Regulation 2005, I hereby certify the abovementioned investments have been made in accordance with the Local Government Act 1993, the Regulations and Council's Investment Policy.

Peter White
Acting Finance Manager



Department
of Industry
Lands

File Reference: 17/01600
Account No: 578998

PO Box 2215, DANGAR NSW 2309
Phone: 1300 886 235 (Option 2)
Fax: (02) 4925 3517
roads.newcastle@crowmland.nsw.gov.au
www.crowmland.nsw.gov.au

24 February 2017

Authority Referencing

RE: PROPOSED ROAD CLOSINGS

PARISH	Cooney
COUNTY	Harden
SHIRE	Cootamundra-Gundagai Regional

The Minister for Lands and Forestry proposes to consider the closing of the roads as indicated by black hatch on orange fill, orange, yellow or black hatch on yellow fill on the attached diagram.

The proposal will be advertised in the **Cootamundra Herald on 3rd March 2017** and a copy of the advertisement is attached for your information.

Would you please consider whether your Department/Authority has any interests which may be affected by the closing of the roads?

If a reply is not received within the specified 28 day period it will be assumed that you have no objections to the proposal.

Should your Department/Authority require additional time in which to consider its position in the matter, please advise this office in that regard within the 28 day period.

Enquiries in relation to this matter can be directed to Christina Costello, who can be contacted on 02 6640 3947 or via email at Christina.Costello@crowmland.nsw.gov.au.

Yours faithfully

Christina Costello
Department of Industry - Lands Business Centre

**Proposed Road Closing Section 35
Roads Act 1993 and Notice of Intention to
Sell Crown Lands Section 34(3)
Crown Lands Act 1989**

In pursuance of the provisions of the *Roads Act 1993*, notice is hereby given that the Minister for Regional Infrastructure and Services proposes to consider closing the public roads listed in Schedule 1.

Schedule 1:

- Unformed Council and Crown road running off Rosehill Road and along the southern boundary of Lots 248 and 301 DP 753600, and the southern and eastern boundaries of Lot 11 DP 871933 in Cootamundra.
(File Ref: 17/01600) Case Officer:
Christina Costello

All interested persons are hereby invited to make submissions concerning the proposal to Department of Industry - Lands, PO Box 2215, DANGAR NSW 2309 within twenty-eight (28) days of the date of this advertisement. Please note that under the provisions of the *Government Information (Public Access) Act*, such submissions may be referred to third parties (such as council or the closure applicant) for consideration.

In the event of closing of the road proving to be unobjectionable it is further notified that, on a date not less than fourteen (14) days after the date of notification in the Government Gazette of the closing of such roads, consideration may be given to the sale/vesting of the included area of Crown Land under the *Crown Lands Act 1989*.

For the Manager, Business Centre Newcastle









A05474

For more information: Visit our website on www.crownland.nsw.gov.au or contact Christina Costello on (02) 6640 3947 or at Christina.Costello@crownland.nsw.gov.au (quote the file reference above)

Case Officer: CCOSTELLO Date: 13/02/2017 File ref: 17/01600

Diagram "A" Cluster Diagram - 578998

LGA: COOTAMUNDRA-GUNDAGAI REGIONAL
LOCALITY: COOTAMUNDRA
PARISH: COONEY
COUNTY: HARDEN

Legend	
	DONALD J MACKENZIE
	FUTTER PARK LIMITED
	LANDGROVE PTY LIMITED
	THE GROVE (COOTAMUNDRA) PTY LTD
	CROWN ROADS UNDER APPLICATION & PROPOSED FOR CLOSURE
	CROWN ROADS NO APPLICATION & PROPOSED FOR CLOSURE
	COUNCIL ROADS NO APPLICATION & PROPOSED FOR CLOSURE
	CROWN LAND (Reserve 1114)

