



# Hawkesbury City Council

## PART 1 of attachment 1 to item 10

SS - Hawkesbury Heritage  
Farm (formerly Australiana  
Pioneer Village)

date of meeting: 2 February 2010  
location: council chambers  
time: 6:30 p.m.

AT - 1 The Friends of The Australiana Pioneer  
Village Society Inc – Revised Business Plan  
Calendar Year 2009

The Friends of the Australiana Pioneer Village, Inc  
c/- Chimney Cottage  
Wilberforce Rd,  
Wilberforce NSW 2756

Hawkesbury City Council

11 AUG 2009

10<sup>th</sup> August 2009

Mr Peter Jackson  
General Manager  
Hawkesbury City Council

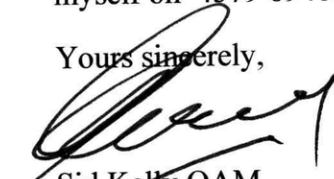
Dear Mr Jackson,

**Friends of the Australiana Village Business Proposal**

As requested, please find enclosed an updated copy of the Friends of the Australiana Pioneer Village Business Proposal. Changes have been made to the length of the lease, the requested financial inputs from Council and the financial plan. The Friends remain committed to retaining the Village as a community owned asset and we are willing to negotiate the terms of the lease. Please be advised that we would be happy to have the matter determined by Council in an open session.

If you have any further questions or wish to meet with the Friends, please contact myself on 4579 6948 or Mrs Lesley George on 4575 1708.

Yours sincerely,



Sid Kelly OAM  
Business Manager

11 AUG 2009



**SCANNED**

# **The Friends of the Australiana Pioneer Village, Inc Business plan 2009 Version 2**



## **Executive Summary**

The Australian Pioneer Village is a unique heritage site in the Hawkesbury district. It is listed on the NSW State Heritage Register.

This plan is submitted by the Friends of the Australiana Pioneer Village Society, Inc, a not-for-profit community organisation dedicated to the restoration and reopening of the Village and its retention as a community owned asset.

The Friends seek a 20 year peppercorn lease from Hawkesbury City Council (HCC) and an upfront contribution to the restoration and refurbishment of existing structure of \$100,000.

The Friends request that an additional sum equal to the annual maintenance allocation in HCC's budget (understood to be approximately \$40,000), from which the Friends will pay all Council fees and charges, including utilities, and continue to maintain and

upgrade the facilities which the Village provides. The Friends are willing to negotiate the terms of the final lease.

## **VISION / MISSION**

### **Vision**

**To ensure the preservation of and access to a rare and important heritage asset.**

To be recognised locally and internationally as an effective tourist and heritage education facility, providing an excellent and accurate service.

### **Mission**

**To maintain a sustainable, working village, in community hands, for the people of the Hawkesbury and the wider community.**

## **BACKGROUND**

### **Introduction**

#### **The Friends of the Australiana Pioneer Village**

The Friends of the Australiana Pioneer Village Society, Inc., is a not-for-profit group, registered under the Corporations Act. The Friends has maintained a continuous commitment to the Village for 18 years, with several members involved since the inception of the Village in the early 1970's. As such, we have an unrivalled knowledge of the Village's development and the history the buildings and artefacts. The Friends is a community organisation, with wide support from the Hawkesbury and extended community.

### **The Australiana Pioneer Village**

#### **Creation**

The Australiana Pioneer Village (The Village) was created by Wilberforce resident, Bill McLachlan in the early 1970's. Mr McLachlan sought buildings under threat from demolition, redevelopment or neglect and moved them, intact, to the site on the Hawkesbury River. Mr McLachlan's vision was to create an educational facility which also maintained and preserved humble pioneer buildings. Forty years on, with few of these buildings remaining in NSW, we can appreciate just what a remarkable vision this was and what a rare gift the Hawkesbury has been given. Mr McLachlan's grave, and his wife, Marie's, stand alongside the Church in the Village grounds. Their son, Chris, is an active member of the Friends of the Australiana Pioneer Village.

The Village stands on 27 acres on the Hawkesbury River, on the curtilage of Rose Cottage, the oldest timber dwelling in Australia. The Village consists of 19 buildings, 15 relocated to the site to preserve them from demolition. The majority of the buildings are of timber slab construction. They include a church, police station, bank, railway station, blacksmiths shop, and other shops and cottages. Of note is a rare Victorian era barn, built on site by the Salter family. Each building has its own collection of artefacts, the significance of which would be greatly diminished if they were separated from their context. The cottages reflect village life in the towns of the Hawkesbury before urban sprawl and motor vehicles blended the region into increasingly homogeneous Western Sydney.



### **State Heritage Listing**

The Village is a rare and fine example of Australia's pioneer history. Few humble slab cottages exist in NSW, certainly not in the unaltered condition of those found in the Village. Public buildings of timber construction are almost lost forever. The Village collection and its curtilage were listed on the NSW State Heritage List in 2004 (Folio # 829589) in a landmark decision by the NSW Heritage Office to list buildings not on their original sites. The Village was noted as the best example of a 1970's open-air museum in the country. Extensive documentation, including film footage of the relocation of the buildings, and the original plans by Mr McLachlan, are held by the Friends. Full details of the history of the site and each building can be found on the NSW Heritage website ([http://www.heritage.nsw.gov.au/07\\_subnav\\_01\\_2.cfm?itemid=5053388](http://www.heritage.nsw.gov.au/07_subnav_01_2.cfm?itemid=5053388)).

In clear dereliction of their duty as an owner of a State Heritage Listed asset, Hawkesbury City Council, the present owner of the Village, has made no effort to develop a Conservation Management Plan. This failure shows disregard for NSW Dept Planning Recommendations for Local Council Heritage Management, Recommendation 8: set a good example to the community by properly managing places owned or operated by council (Heritage Information Series 2007).

### **Previous use**

The Village has formed the cultural hub of the Wilberforce community since the 1970's. Because so many local townsfolk were involved in its creation, it became a natural gathering place. Local residents were employed at the Village and community groups used it as a place to showcase their crafts. In particular, the commitment of the Hawkesbury District Antique Machinery Club should be noted. The Club helped with numerous tasks since the 1970's, including fencing, building maintenance and the relocation of Riverview Cottage in 2006. They maintain an active interest in the Village.

Routine use of the Village included open days on weekends, providing families with a fun and educational experience. Picnic grounds were well utilised, as was the lagoon. The mainstay of the Village has always been the schools program. With a dedicated guide and manager, the Village provided 14,000 school children a year with heritage-themed excursions.

The Village has provided a venue for film makers, television commercials, Christmas parties, fundraisers and family reunions. It was a popular and appropriate venue for Australia Day celebrations, which sadly seem to have disappeared from the Hawkesbury's cultural calendar.

### **Current Status**

Hawkesbury City Council closed the Village to the public in January 2000. The collection had fallen into disrepair, items had been stolen or damaged and little maintenance was carried out. Since that time, following an unsuccessful attempt by Council to sell the Village, the Friends have maintained the grounds, improved and monitored security, cleaned the buildings and restored small items of the collection, all at no cost to Council. Council has requested maintenance lists which the Friends have provided. Few of these tasks have been completed by Council.

Little routine maintenance work has been conducted since 2000, apart from lawn mowing. External painting of the buildings was carried out by Hawkesbury City Council contract staff in 2005-06. This cost in excess of \$99,000 and was not conducted in accordance with heritage maintenance guidelines. Choice of paint (acrylic) and painting methods (spray application) were incorrect and could have a detrimental effect on conservation.

Council maintains that it costs on average \$50,000 per annum to maintain the Village. Of this, it appears Council charges itself \$9000 rates each year. Electricity and water charges are also high for an unused site. Figures obtained by the Friends following Freedom of Information requests show that less than \$5000 was spent on maintenance each year from 2002-2009, excluding the one-off painting cost.

The Village and its contents have fallen into disrepair. Hawkesbury City Council, as owner of a State-Listed Heritage asset is required to prepare a conservation management plan and meet standards of minimum repair. It is the view of the Friends that these requirements have not been met.

Amendments to the NSW Heritage Act 1977 (Gazette #27, 1999) requires that owners of state heritage listed sites ensure that heritage significance is maintained. Owners are required to achieve minimum standards of maintenance and repair. These standards relate to:

- Weatherproofing
- Fire protection
- Security
- Essential maintenance.

Council's stewardship of the Village over the past 12 years has not met these standards. The Friends have prepared a list of major tasks required for completion (Annex A). We believe that it would be most cost effective for Council to provide the Friends with start-up funding of \$100,000 under the understanding that this money is spent meeting Heritage Act requirements. The Friends have solicited prices from local businesses. Costing can be found Table 1.

**Table 1: Costs to meet minimum standards of maintenance and repair**

Item	Cost
Conservation management plan	10,000
Repairs and maintenance to roads	30,000
Repairs to several buildings	35,000
Repairs to toilet block	4761
Plumbing	11,000
Repair to shearing shed	4546
Electricity	10,000
Fire equipment	6000
Perimeter fencing	8500
<b>Total cost</b>	<b>\$119,807</b>

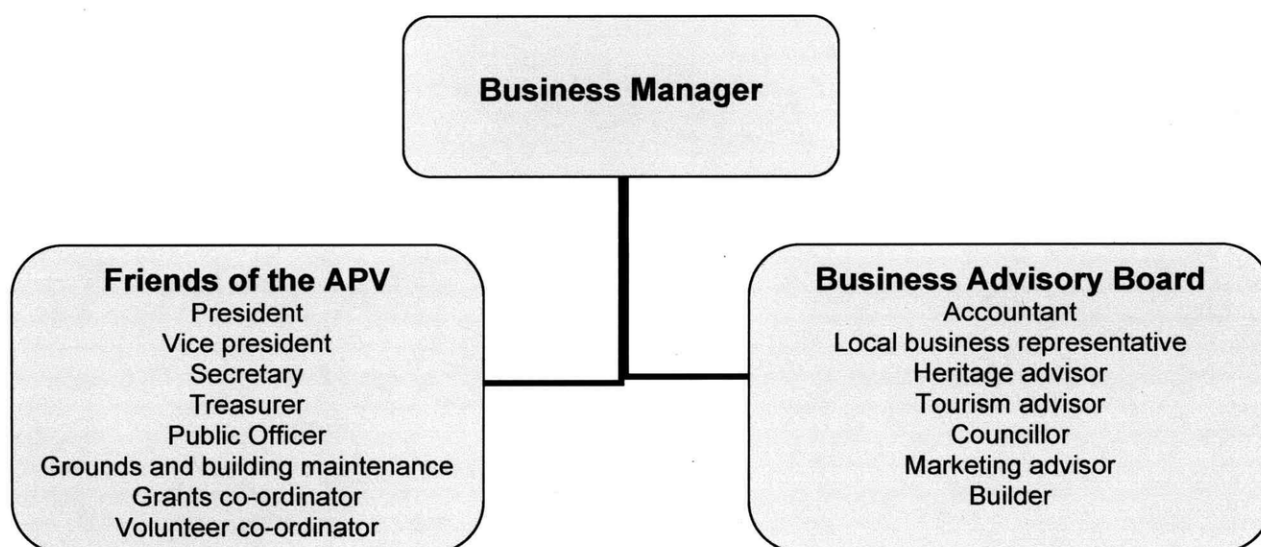
In addition to maintenance, good heritage management requires interpretation and access. The Heritage Branch, NSW Department of Planning, released the following list of ingredients for best practice heritage interpretation

- 1: Respect for the special connections between people and items
  - 2: Understanding the item or site and its heritage significance
  - 3: Understanding context
  - 4: Reasoned choice of themes, stories and strategies
  - 5: Research, records, and resources
  - 6: Understanding the audience
  - 7: Engaging the audience
  - 8: Sustaining authenticity and ambience
  - 9: Maintenance, evaluation and review
  - 10: Using appropriate skills & knowledge
- (*Interpreting Heritage Place and Items*, Authors: Meredith Walker, Elaine Lawson, NSW Heritage Council).

The Friends know the Village well and are in a very good position to showcase the site and its collection to its best educational advantage. Our proposal meets all of the above requirements.

## Structure and management

The Friends propose a management structure which comprises a business manager and two main committees, the Friends and a Business Advisory Group, as seen in Figure 1



**Figure 1: Management structure**



The business manager will provide overall supervision for the management of the Village by the Friends. He will liaise with both the Friends and the Business Advisory Group. Day-to-day management responsibilities will be carried-out by the Friends. The Business Advisory Group will meet quarterly to assess progress made towards goals and timelines and assess financial indicators. All purchasing decisions will require approval by the Business Advisory Group.

Committees will comprise the following members:

**Business manager:** Sid Kelly OAM

**Friends of the Australiana Pioneer Village**

President: Lesley George

Vice President: Danielle Wheeler

Secretary: Troy Clayton

Treasurer: Diane Ross

Office Bearers:

Public Officer: Lesley George

Publicity officer: Lesley George

Grants co-coordinator: Danielle Wheeler

Grounds and building maintenance: Bob Nagle, Kerry Gannell, Marjory Clarke, Bernard George

Volunteer co-coordinator: Marjory Clarke

**Business Advisory Board**

Accountant: Warren Chalker

Local business representation: John Gollan

Heritage advisor: Jan Barkley Jack

Councillor: TBA

Marketing advisor: Carol Maher

Builder: Gary Grant

Tourism advisor: Lori Modde

The Friends are currently registered as an incorporated society. Should a lease of the Village be secured, we will establish a limited liability company, consistent with legal advice.



### **Market analysis**

The Village has large and varied target market, comprising:

- Schools
- Seniors
- Local community
- Families of the Greater Sydney region
- Special interest groups
- Filming, advertising and promotions
- Function hire
- Corporate Functions

The mainstay of the Village business has traditionally come from the schools market. When the Friends last managed the Village, 14,000 school children visited the Village each year. NSW Department of Education figures show 185,000 children enrolled in Sydney, Western and South Western Sydney in 2007. This figure does not include private school enrolments. The Friends aim to attract 3600 school children per annum by year 3 of operation. This target is clearly achievable.

The Village is sited within reasonable travelling distance of all its target markets:

Sydney North: 1.5 hours

Central: 1 hour

South: 1.5 hours

West: 30-45mins

Central Coast: 2.5 hours

Southern Highlands: 2 hours

Wollongong: 2.5 hours

Blue Mountains: 1.5 hours

Western Plains: 3 hours

As a provider of heritage education, the Village has few competitors. The list below details those sites providing heritage education to schools and special interest groups within one days travel from Sydney. Estimated travel times, responsible organisation, focus and disadvantages over the Village product are given.

**Hill End:** 5 hours west, National Parks and Wildlife Service. Limited accommodation, access limited in poor weather. Historic focus: Gold Rush boom and bust

**Mogo:** 4-5 hours south, reconstructed village

**Parramatta:** single dwellings (Elizabeth Farm, Hambledon Cottage, Experiment Farm, Old Govt House), requires bus to stay with children for transport, traffic and safety issues with disembarking, lack of recreational space. Buildings dispersed across modern city, three different governing bodies (Historic Houses Trust, National Trust, Parramatta Historical Society). Historic focus: grand homes, successful settlers, public buildings

**Rouse Hill House:** single dwelling, no accommodation, historic focus: grand house, successful settler, impact of time on home of one family

**Fairfield:** single dwelling. Historic focus: humble home of early settlers

**Camden:** heritage homes (grand agricultural) Most privately owned, very limited access

### **Advantages of the Village**

Only the Village can offer a peek into how ordinary Australians lived, with original historic homes and public buildings including shops, police station, post office, bank, inn, school and church. These are real buildings, not reconstructions. The Village also offers safe recreation space for children and families, as well as parking and safe areas for children to alight from buses without impacting on surrounding traffic and neighbours. There are numerous other educational and recreation attractions in the Hawkesbury area to make a trip from surrounding areas (Southern Highlands, Central Coast) worthwhile and overnight accommodation is available within 15 mins of Wilberforce. Market analysis carried out by the Friends' Publicity Officer shows overwhelming support for the schools program developed by the Friends.

### **Heritage/Educational Tourism Markets**

Other target markets fall broadly into the category of heritage and educational tourism. This is a growth sector in NSW. One of our biggest expanding markets is seniors. According to the NSW Department of Planning, in 2012 there will be almost 1,000,000 seniors in NSW alone as the baby boomers reach retirement. Australians are living longer, have better quality of health and given the financial situation at the moment, most people are looking for inexpensive ways to spend their leisure time. This also applies to young families who are looking for new experiences that are not expensive. The Village is close to Sydney, and is educational and fun as well as easy on the pocket.

Further markets include venue hire for film makers and photographers, weddings and community and corporate functions. Function space with adequate parking and safe places for children to play is becoming increasingly limited in Sydney.



## Products and revenue

### The schools program

The Village schools program is designed to fit both the primary and secondary schools curricula. Students are required to see history in context, in particular to see how people lived. Initial capacity, will be one school group (60 students) per week. Capacity and costings for the first three years of operation can be seen in table 2. Admission cost will be \$5 per student. Teacher will be free of charge. A tour guide will be employed.

**Table 2: Schools profit and loss statement, years 1-2**

	<u>yr1</u>	<u>yr2</u>	<u>yr3</u>
<b><u>Income</u></b>			
School Attendance	1800	2700	3600
Day schools would be in attendance	30	45	60
Students per day	60	60	60
<b>Total Income</b>	<b>\$ 9,000.00</b>	<b>\$13,500.00</b>	<b>\$18,000.00</b>
<b><u>Expenditure</u></b>			
Web hosting	\$ 220.00	220.00	220.00
Printing	\$ 100.00	200.00	400.00
Wages - Manager \$35.00 per hour. 4 hrs (2010/2011) 6 hrs (2012+)	\$ 4,200.00	6,300.00	8,400.00
Superannuation	\$ 378.00	567.00	756.00
Workers Compensation	\$ 210.00	315.00	420.00
<b>Total Expenditure</b>	<b>\$ 5,108.00</b>	<b>7,602.00</b>	<b>\$10,196.00</b>
<b><u>Profit/Loss</u></b>	<b>\$ 3,892.00</b>	<b><u>5,898.00</u></b>	<b><u>7,804.00</u></b>

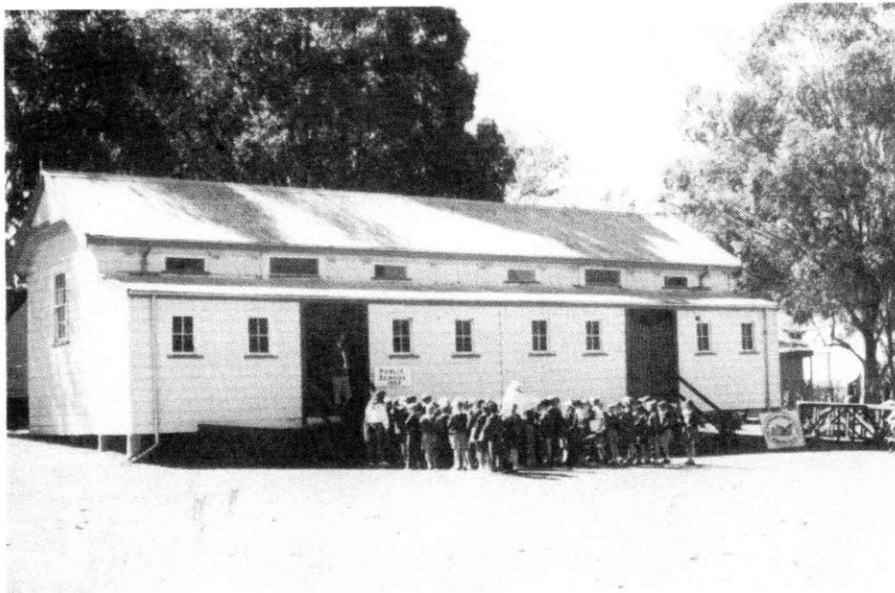
### Education Partnerships

The Friends have approached other educational facilities in the Hawkesbury to establish partnerships designed to reduce costs to schools and extend curriculum opportunities using "two for the price of one" trips from Sydney and surrounding regions. Market analysis shows very high likely uptake.

The following venues are available as package deals for schools. Many can provide accommodation. The major educational focus of each is listed. Most are applicable to other markets, including seniors and families.

- Brewongle: Aboriginal education
  - accommodation for 40 children

- “see it, sleep it, live it” 2 day package
- YMCA, Yarramundi: outdoor education
  - accommodation for 220 children
- Tobruk Sheep Station: working farmstay
  - accommodation for 15-20 children
  - Seniors package, with established market share
- Hawkesbury Museum: history in context
- Rouse Hill House: “Big House, Little House: how the other half lived”



## **Other Revenue**

### **Sponsorship**

We will seek sponsorship from local and regional businesses. There will be three levels, gold silver and bronze as well as local business in kind support. For example, a gold sponsor could be an iconic Australian company like Driza-bone or RM Williams, silver sponsor could be ANZ bank who have already made donations of artefacts to the Bank of Australasia situated in the Village. Estimated annual return is \$70,000.

### **Membership**

The Friends have an established membership, where members currently pay \$20 per annum, or \$40 per family. We will increase this program to include \$100 perpetual membership. Estimated annual return for membership is \$5,000

### **Open days**

The Friends will open the Village to the public, initially one weekend each month, with the aim of opening 48 weekends each year. Families will pay an entrance fee

The Friends of the Australiana Pioneer Village Society, Inc.  
Business Plan, 2009 version 2



and have full access to the site. Picnic facilities will be provided and the Village will sell food and drinks and items of memorabilia. Tour guides and a manager will be in attendance. Estimated annual return is \$24,000

#### **Venue hire**

The Village remains keenly sought after as a venue for family and cultural events, weddings, corporate functions, reunions and film and photographic shoots. Its is also a great venue for seniors groups and those with limited mobility, camping, bird watchers, artists and artisans.

Venue hire will vary with the nature of the event and organisation. Estimated income from all venue hire is \$34,000

#### **Grants**

The following is a randomly selected list of grants for which the Friends would be eligible to seek funding under the model detailed in the proposed Business Plan. Another business model, for example private ownership, would not confer the same eligibility. A random sample of grants has been provided as these grant opportunities are always changing, so a fixed list is only of transient relevance.

Some funding is available on a dollar for dollar basis, while other funding is available as lump-sum funding. In almost all instances, the requirements are the same: the site should be accessible to the public, and of clear heritage and community value. The model proposed by the Friends meets all of the conditions of all of the grants listed below.

The Village has received little, in any, grant funding for more than ten years. There is great sympathy for the Village in heritage circles and a high regard for the Village as one of the best Australian examples of an open-air heritage museum. Community groups are trusted custodians of such sites throughout Australia. The Friends have a high probability of success in grant applications and have the services of an experienced grants co-ordinator free of charge.

#### **Government**

##### **Community Heritage Grants.**

Organisation: National Library of Australia

Purpose: Conservation of items of moveable heritage

Funding available: \$15,000 max, plus a place for first time CHG recipients at a preservation workshop in Canberra.

Dollar for dollar? no

Conditions of eligibility: site must be open to public and run by not for profit organisation

Timing: annual

##### **The Commemoration of Historic Events and Famous Persons Grants-In-Aid (CHEFP) Program**

Purpose: commemorates people, events and places of national historical significance.

Can also include exhibitions, surveys of historical sites and curatorial work of national significance. Does not fund war-related projects or the construction of museums.

Funds available under CHEFP are modest. Grants have varied in size Funding available: \$5,000 max  
Dollar for dollar? no  
Particularly of interest for 2010 Macquarie Towns celebrations

#### **NSW Heritage Office Kick start funding**

Purpose: seed funding to assist groups raise funds through a tax deductible appeal for state and locally significant items.

Funding: grants of Grants of \$10,000 for State Heritage Register and state significant heritage items, for fund raising appeals valued at \$50,000 upwards

Grants of \$5,000 (and your local council must agree to provide matching funding of \$5,000) for locally significant heritage items, for fund raising appeals valued at \$50,000 upwards

Timing: any time

#### **NSW Heritage Office Works Projects**

Purpose: for conservation work projects and works to meet SHR minimum maintenance standard works; and works to meet Building Code Australia upgrades (fire, services, and access) for ongoing and new uses to heritage items listed on the State Heritage Register and of state heritage significance

Funding: Dollar for dollar grants from \$12,500 up to \$75,000

Timing: Annual.



#### **NSW Heritage Office On ground Interpretation Works**

Purpose: On-the-ground interpretation for major NSW heritage sites. Strong links with tourism and targets funding towards innovative best practice projects that communicate and present heritage values to the community.

Funding: dollar for dollar grants from \$5,000 to \$20,000 for projects valued from \$10,000 upwards

Criteria: funding is for projects which are major heritage sites or precincts listed on the State Heritage Register with tourism potential, and/ or  
 Sites included in a state, regional or local tourism strategy, and/ or  
 Projects that assist public access and visitation to your heritage item  
 Funding is targeted to projects with  
 Sustainable long term heritage benefits  
 Public benefit and enjoyment  
 Innovation and leadership  
 Capacity and commitment to undertake and complete the project  
 Funding equity and cost effectiveness  
 Timing: annual. The next call for applications for the 2009-2010 funding program will be in late 2008

### **NSW Heritage Office Community Strategic Projects**

Purpose: for the delivery of state heritage focused strategic heritage products and services with measurable impacts and heritage outcomes.

Funding: grants up to \$30,000

Timing: annual

### **Historical Research and Local Archives projects, Royal Australian Historical Society**

Purpose: for historical research and presentation of histories that support the Heritage Council's thematic priorities; and collections management planning for local archives and local photographic collections.

Funding: Dollar for dollar grants up to \$4,500

Timing: annual

### **Western Area Assistance Scheme (WSAAS)**

Purpose: regional community development funding program run by the Department of Community Services. It provides grants to local councils and non-government organisations for projects that improve community well being and how communities function. WSAAS works within a whole-of-government framework to deliver its outcomes and the funding covers the following Local Government Areas: Auburn, Bankstown, Baulkham Hills, Blacktown, Blue Mountains, Fairfield, Hawkesbury, Holroyd, Parramatta, Penrith and Liverpool.

All projects funded by the WSAAS must meet at least one of the priorities identified in the WSAAS funding outcomes framework:

- Connecting communities through partnerships
- Building community leadership and capacity
- Promoting safer communities.

The WSAAS funds projects between ranging from \$2,000 to \$110,000. Projects funded under the WSAAS fall into two broad categories:

- Capital, one-off facilities and resources
- Community development (time-limited).

Only incorporated non-profit community organisations, councils or regional organisations of councils that have a current Australian Business Number (ABN) may



apply. Applicants must also meet the eligibility criteria as stated in the funding guide. Schools, universities, childcare centres, privately run kindergartens, other government departments and service clubs cannot apply.

#### **Current priorities**

All projects funded by the WSAAS must meet at least one of the priorities identified in the WSAAS Funding Outcomes framework:

- connecting communities through partnerships
- building community leadership and capacity
- promoting safer communities.

### **Private Sector**

#### **Macquarie Bank Foundation**

Purpose: Support a broad community need in the areas of arts, education, the environment, health and welfare, have the involvement of Macquarie staff through volunteering, fundraising, pro bono work and board and/or management committee involvement, are located in communities where Macquarie operates and deliver long-term benefits and build community sustainability.

Funding available: flexible Dictated by the needs of the organisation and funding availability.

Timing: submit any time.

#### **Bendigo Bank**

Purpose: community grants, sponsorship and donations.

Applications for community grants, sponsorship, and donations are accepted throughout the year and are initially vetted by a sub-committee of the Board.

The sub-committee has the authority to approve donations and sponsorships to a certain level. Applications for funding above that level are considered and recommendations are made to the full Board.

### **Other**

#### **Open Garden Scheme Community Grants**

Organisation: Australia's Open Garden Scheme in association with ABC Radio

Purpose: creation or improvement of a garden for a public or community outdoor space.

#### **Criteria:**

The project must be of lasting benefit to the local and wider community.

The project must be accessible to the public on a permanent or semi-permanent basis.

The project must have the demonstrated support of the local community.

The project should involve volunteers and/or community based groups.

The project should enhance the knowledge and pleasure of gardening.

The project may have educational or historical relevance to the community.

Applications may be made by or in partnership with a school.

Funding: \$55, 000 distributed across 30 projects

Timing: annual

Estimated annual return from grants is \$7500.