



Hawkesbury City Council

PART 2 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.

Profit and Loss Statement

Table 3: Profit and loss statement, year 2009-2010 (first full training year)

Revenue	9000
Schools program	5000
Membership	24000
Open days	24000
Grounds hire: weddings, photography, other hire	15000
Food and memorabilia	35000
Sponsorship	7500
Grants	40000
Council maintenance contribution	
Total Revenue	\$159,500
Expenses	30,000
Wages	25,000
Advertising and promotions	30,000
Grounds and building maintenance	5,000
Insurance	20,000
Food and food handling facilities	4900
Training costs	2232
Council rubbish charges	\$20,000
Utilities and rates	
Total expenses	\$137,132
Total profit	\$22,368

Income

We have calculated income from membership at \$5000 per annum, which equates to 250 members at \$20 per person.

Income from open days is estimated at 80-100 families per open weekend, at \$20 per family over 12 weekends per year, total income \$24,000. This is a conservative figure, based on opening one weekend each month. As soon as facilities are repaired to a safe condition, the Friend aim to open the site every weekend.

We have researched potential income for use of Village for filming (advertising, TV and others). The local commercial rate for two similar State Heritage listed properties is \$2000 per day. Given that access will be supervised and that the grounds and buildings will be in a better condition than they are currently, we believe this daily rate is achievable and appropriate. We estimate six days ground hire for filming per annum, total income \$12,000.

The Village has been a popular site for weddings in the past and Council still receives enquires about holding weddings on the grounds. Where weddings celebrated on site and include the ceremony and reception (restricted locations), we will charge \$500 per event. Reduced rate for ceremony or reception only will be agreed, based on services required. We estimate the equivalent of 12 events per year, total income \$6000.

The Village is well suited to photography, including wedding photography. We will charge \$200 per sitting and estimate 10 events per year, total income \$2000.

Market analysis shows a large potential market from seniors groups. We will charge \$5 per head for entry and guided tour. We estimate 20 events per year, for 30 people, total income \$3000.

We will encourage ground hire for not for profit organisations, including Guides and Scouts. We anticipate 5 events at \$200 per event, total income \$1000. It should be noted that since the submission of the Business plan, Girl Guides Australia has agreed to sell its Tara property at Silverdale to the Roads and Traffic Authority. Tara is the major camp site for Guides in the Sydney Basin. The Village provides an excellent alternative to Tara, with sufficient open space and amenities to accommodate several groups at one time.

Total income from grounds hire = \$24,000

Food and memorabilia: We estimate the Village will be open approximately 75 days throughout the year for ground hire, camping, school excursions, seniors groups, and open days. We estimate a conservative income of \$200 per day, with a total income of \$15,000. This figure includes sale of food and other merchandise, including Village branded memorabilia

Sponsorship will be arranged as soon as a lease is negotiated. We anticipate we will attract 1 Gold sponsor (\$10,000), 3 silver sponsors (3 x \$5000), and 10 bronze sponsors (10 x \$1000). We hope to have listed a naming rights sponsor in the first 12 months, but have not factored this income into our estimates in order to maintain a conservative position. Total income from sponsorship, \$35,000.

We estimate \$7500 will come from grants in our first trading year. This is an extremely conservative estimate, but will allow us to operate with the time-lag usually experienced when applying for grant funding from government bodies.

The Friends are requesting that Council make an annual contribution to the maintenance and running of the Village for its first five years of operation. We request that this amount be equivalent to that which Council has previously allocated in its annual budget. We understand that this amount is approximately \$40,000pa (discussion between Mayor Bassett and Mr Sid Kelly). This money will provide for water, electricity and Council rates for the site while the sewerage treatment plant is in operation, and will also provide for general upkeep as part of Council's responsibilities as owner of a site of State significance.

Expenses:

We will employ staff to run the schools programme (see table 2), as well as additional staff to manage the site on open days and hire occasions. While most tasks will be performed by volunteers in the first few years, we will seek a manager who can perform routine maintenance and repair tasks, deal with people, showcase the Village and handle daily revenue. We anticipate staffing the site up to 2 days per week (16 hours) on a temporary 12 month contract, at \$30 per hour with 18% oncosts (leave, workers compensation, superannuation, etc). We will expand the hours of the

contract up to full time equivalent as finances and activities increase. Total wages expenditure for the first year, \$30,000.

Advertising and promotions expenses are estimated at \$25,000 (brochures, advertising in local newspapers and periodicals) plus in kind support from Dept of Education (website and teachers networks), HART, Hawkesbury Harvest, partner groups, including Brewongle and Tobruk Station, Hawkesbury Museum, Hawkesbury Tourist information centre (see in kind support, below).

Grounds and buildings maintenance will include general repairs and upkeep. Most of this work will be done by the manager (see wages) and volunteers, with approximately \$20,000 of the total to be spent on materials. This figure does not include Council's initial contribution of \$100,000.

Insurance figures are based on current estimates provided by Council staff for building and contents insurance, with an additional \$600 for volunteer and public liability insurance through the Royal Association of Heritage Societies (quote previously forwarded). We are aware that this quote seems very low, but this is the insurance provided through the Association to most volunteer and community run museums in Australia. Total cost, \$5000.

Staff training costs include attendance at occupation health and safety and first aid courses for the manager and one volunteer, and completion of the Train Small Groups Certificate for one volunteer, a professional tour guide, who will then train other volunteers in OHS and tour operations. Total costs \$4900.

Food and memorabilia costs. We estimate that purchase of food and memorabilia for sale will cost \$5000. In the first year, food will largely be provided by volunteers, who will be trained in food handling. We have factored in another \$15,000 for repair and inspection of food handling facilities.

Council rates and charges: The Friends will pay all utilities costs, including electricity, rate, water and rubbish fees. Accurate estimates are not currently available. The Friends request that Integral Energy and Sydney Water visit the site to ensure that the Village is separately metered from the sewerage treatment plant and all adjoining properties.

Key financial assumptions

The following assumptions have been made in the preparation of this business plan:

1. Council will enter a 20 year lease, with 2 x 20 year options, with the Friends to ensure that our members have security of tenure and as a show of faith with the community for their willingness to restore this Council asset;
2. Council will make a significant financial contribution to the repair of the Village in lieu of adequate maintenance over the previous 10 years, as per its responsibilities as owner of a State-listed community asset;
3. Council is to pay an annual amount equivalent to previous budget allocations, which the Friends understand to be \$40,000pa, for the first five years of operation. The Friends is to pay all utilities, building and contents and public liability insurance;

4. External revenue sources including sponsorship and grants will be sought by the Friends;
5. The Friends will not approach Council for any additional funding.

Key financial indicators

Financial indicators will be used by the Business Advisory Group to assess progress. An annual report will be made to Council if required.

1. Achieve market share
2. Six monthly review of financial statements by Business Advisory Board to assess progress and profitability against targets
3. Maintain viable programs across key target markets

Financial goals

1. Expand business opportunities in heritage and education tourism, to include weekend openings 48 weeks of the year
2. Expand schools program to operate three days per week
3. Use increased profits from (2) and (3) to continue to improve and upgrade facilities, and increase the collection of buildings and artefacts.
4. Financial independence from external funding within five years.



Volunteer and staff training

The Friends have the services of a professional tour guide, our secretary, Troy Clayton. Troy currently works at Sydney Opera House and is completing a degree in Tourism Management at the University of Western Sydney. Troy will complete a train small groups certificate and be responsible for training staff and volunteers. Troy has worked at the Village in the past and has an excellent knowledge of the collection and the history of the site. The managers and guides employed by the Friends will be trained in first aid and occupational health and safety.



Supporters

Hawkesbury District Antique Machinery Club
 The National Trust
 Janice Hart, Hawkesbury Sightseeing tours
 Windsor Rotary Club
 Windsor Ghost Tours
 Hawkesbury Small Business Group
 Leigh Turner, Cartoscope
 Sue Wingate, accountant
 George Giovas, travel consultant
 Monica Leach, Rouse Hill House
 NSW National Parks and Wildlife
 George Pinczuk, Hawkesbury Community College
 Deidre Morrison, Macquarie Towns Art Society
 Wilberforce CWA
 Antiques and Artisan Trails
 Leanne and John Alessi, photographers
 Ted Brill, Ebenezer Church
 Rachael Goldsworthy, real estate and business
 Norma Needham, Hawkesbury Valley Holden
 Nick Hermann, Tobruk Sheep Station
 Jan Barkley Jack and Prof Ian Jack
 Hawkesbury District Antique Machinery Club
 Pioneer Wood Cutters
 Lori Modde, management and events, CEO Hills, Hawkesbury Tourism
 Jenny Paterson and Scott Barlow, Clydesdale Restaurant
 Leanne Tobin, Aboriginal education
 Chris Tobin, Aboriginal teacher and guide
 David Deal, Principal Wilberforce Public School
 Mark Edwards, Principal, Brewongle Environmental Education/Field-study Centre
 NSW Education Dept
 John Varley, Head teacher, history, Hawkesbury High School

David Giblin , Metropolitan vice president, NSW P&C Association
Bill Nethery, NSW Heritage Branch
Penrith Panthers
Verity Firth, MP
Louise Markus, MP
The Thomas and Jane Rose Family Society
Kurrajong Antique and Vintage Machinery Club
Barry McAlister, St John's Anglican Church
Hawkesbury District Historical Society
Nepean District Historical Society
Sydney Woodturners Guild and Hawkesbury Woodcraft Co-operative
Hawkesbury Hotrods
Wilberforce Bush Fire Brigade
Wilberforce School of Arts
Munro's Colonial Meats, Wilberforce
And a further 800 members on Facebook

Benefits for local community

The Hawkesbury LGA currently lacks key destinations for tourists. While the quality of the Museum and Gallery are excellent, they do not appeal to young families, do not have adequate space for children to run off pent up energy acquired on long car trips, and do not provide sufficient entertainment to retain tourist for a full day. With increased development in the Hawkesbury, our claim as an historical venue is diminishing. Reopening the Village to the public will increase tourism opportunities for surrounding attractions, and increase trade to local businesses, including antique and souvenir shops, restaurants and cafes, local suppliers and trades. As a community-based group, the Friends are committed to using local suppliers and tradespeople.

The Village has always provided a focal point for Australia Day celebrations. Hawkesbury Council has been criticised in the press for not providing a Hawkesbury venue. The Friends would like to rectify this omission. The Village would also provide a natural focus for the Macquarie Towns 2010 celebrations. With both an Australia Day celebration and a Macquarie Towns event, 2010 can easily become the year that the Village is re-established as the "jewel in the Hawkesbury's crown".

Reopening the Village will provide the community with access to a significant educational and cultural asset. It will again become the hub of the Wilberforce community. Given that the community already owns and, over the years, has provided the majority of the maintenance and development of the site, it is scandalous that they have been excluded from the Village for so long. Access to the site, which includes large open recreational spaces will help keep families in the Hawkesbury for weekends and cultural activities.

Community ownership and involvement in maintenance of Australian heritage is a key means of preserving our valuable heritage. The Village provides a key venue for heritage interest groups, artisan trades, agricultural heritage, artists, craftsmen,

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

horticulturalists, conservationist, bird watchers, horsemen, stockmen and cattledog handlers and any number of rare trades and occupations to meet, share and increase their skills.

Benefits for Council

It has been our experience that Council views the Village as an expensive and onerous responsibility, best sold on the open market. Council currently view maintenance spent on the Village as a loss. Instead it should be seen in the same light as maintenance of the museum or art gallery: an investment in the cultural fabric of the Hawkesbury and an investment in the future. However, if Council was to sell the Village, it would have to do so at greatly below its potential value due to years of poor maintenance. Control of a rare community asset would be lost and the collection would be threatened by dismantling and separation. Given that Council has no wish to manage the site itself, community management seems the most logical way to retain the asset and increase its value, for little financial outlay.

The Friends propose to take full responsibility for maintenance and access to the site. We will prepare conservation management plans for the Village and its collection. Our proposal readily complies with the NSW Office of Planning's recommendations for local govt in "Interpreting Heritage Places and Items", for example, work with community, and protect the setting and amenity of heritage.

Return of the facility to the community will bring significant good will for Council. The community want this facility made available to the general public, in particular the schools programme. The amount of support the Friends have received from the community has been overwhelming.

The recovery and restoration of this facility is an investment in the future of Australia. The Village is the clearest illustration of the Hawkesbury's link with its land, its heritage and its people.

We propose to bring back the site to as near original condition as possible. Obviously this will involve a substantial contribution from Council. If, in the unlikely event that the Friends' venture fails, we would suggest that the Councils' expenditure, overseen by the advisory board, would have been well placed. The facility will be in a much better and more saleable position after our efforts. We believe that it is a "bet to nothing" that Council should support the proposal of the Friends for long term lease, as it is envisaged that at the end of five years, the Village will once again be a pioneer village showcase. The great benefit for Council's funds will be the added benefit of each dollar spent through volunteer and greatly discounted construction and maintenance. We would be prepared to consider a clause in the lease that, should our venture did fail, we would hand the site back to Council for their determination.



**Retention of heritage
Education of the community
Preservation of the past
Celebration of our future**