



Snowy Alpine Heritage Centre Feasibility Assessment

December 2019

**SNOWY ALPINE HERITAGE
ASSOCIATION INC.**

Acknowledgement

TRC Tourism would like to acknowledge the Traditional Owners of the land that the geographical scope of this plan covers.

Photo Credit, Front Cover | Tom Barry

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Executive Summary

The Snowy Alpine Heritage Centre will showcase the nationally significant and unique heritage of the Snowy Mountains – the stories of local people, whose lives were shaped by mountains and rivers, and their legendary stories of hardship, adventure, mateship, tragedy and triumph.

The Snowy Mountains is a distinctive region within Australia with a story that deserves to be shared. From the Aboriginal people as the first peoples, to the early European explorers, the pioneers, the cattlemen of the high country, and the strong and inspiring women of this unique part of Australia, the people of the area have always defined its character.

The Snowy Mountains region has National Heritage status for its outstanding landscape value as well as the distinctive way of life associated with pastoral and pioneering history. The Snowy Mountains Scheme (Snowy Hydro) is also recognised as an engineering wonder of the world and the most significant project to be undertaken as part of a post-war reconstruction program, which has become an enduring symbol of Australia's identity as a multi-cultural, independent and resourceful country.

The region is also a significant tourism destination that attracts large numbers of visitors each year. The region hosts the Murray River and the iconic Snowy River, pristine lakes and waterways, Kosciuszko National Park (a UNESCO biosphere reserve), alpine resorts, events and festivals, the Snowy Hydro scheme, country shows, quaint villages and regional centres, and offers visitors outdoor active adventures such as bushwalking, mountain bike riding and horseback trail rides.

Despite the region's rich history and national heritage and status as a tourism destination, there is currently no central place, precinct or experience to express the significant cultural character of the Snowy Mountains region for residents and visitors.

The Snowy Alpine Heritage Association (SAHA) is seeking to establish The Snowy Alpine Heritage Centre that will showcase the distinctive way of life and the history of Australia's Snowy Mountains for visitors wanting to discover and connect with the essence of this special place. This report has been prepared to assist the SAHA determine the feasibility of the Snowy Alpine Heritage Centre.

The growth in cultural and heritage tourism together with the strategic objectives of state and regional tourism strategies presents an opportunity to tell the story of the Snowy Mountains and its people. There is a significant gap in the existing offer across the region to meet this demand.

The Snowy Mountains has a distinctive and nationally significant story that deserves to be told and shared – the Alpine Heritage Centre provides this opportunity.

The centre will be distinctive, innovative, engaging, entertaining, productive and characteristically Snowy Mountains in style. The mix of uses and activities will be diverse, layered and capable of continually evolving and will brim with vitality, operate cost efficiently and deliver a positive impact reaching well beyond its geographic location.

The cultural centre should achieve excellence in design, construction and operation to be sustainable, accessible and beautiful: a place that is widely respected and admired. It will be a cultural landmark and tourist destination and a community cultural asset.

The Centre will be a particularly special place for people whose families' stories are being told. These people will be relieved, grateful and proud that their history is being recognised, that the many hardships that were encountered and overcome in this harsh environment might be understood by others.

A site in West Jindabyne is the preferred location of the centre. The land is owned by Snowy Hydro Pty Ltd. High level costings indicate the total cost of the project will be approximately \$38 million.

The building concept includes a central hub which acts as an arrival area and would be a flexible gathering space where visitors can gather and meet friends or family. This space should be large enough to also act as a function centre or activity space and will include a café/bar/restaurant adjacent with a commercial kitchen. The retail space and an administration area would also be located near the central hub.

Four gallery spaces holding long-term installations and a temporary flexible gallery space will be accessed from the central hub, possibly above or below to allow all spaces the benefits of views and vistas.

Externally, the design would include a display area for activities such as demonstrations of traditional bush skills; an area for campfire events, music, billy tea and campfire cooking, plus a themed playground.

Base case demand modelling for the Centre demonstrates that the centre could attract 58,700 visitors in year 1, to 134,330 in year 10, generating \$2.136 million in revenue in Year 1 and \$5.082 million in year 10 and an operating surplus from the first year of operation. The Centre will operate on a not-for-profit basis with surpluses used for local research and education associated with the Centre.

The economic impact of the development of the Centre would be a total of 76.5 full time equivalent (FTE) jobs in the construction phase, and the operations phase would generate 35 jobs in year 1 increasing to 70 in year 10. The project has a positive Benefit Cost Ratio of 1.35 at a discount rate of 7%.

The Snowy Alpine Heritage Centre will be an internationally recognised visitor experience that will showcase the distinctive way of life and the history of Australia's Snowy Mountains – it presents a significant opportunity to the region and is likely to provide economic and social benefits.

1 Introduction

The Snowy Mountains is a distinctive region within Australia with a nationally significant story that deserves to be shared.

1.1 Background

The Snowy Mountains and the Snowy River have a rich story, from the Aboriginal people as the first peoples, to the early European explorers, the pioneers, the cattlemen of the high country, and the strong and inspiring women of this unique part of Australia. The region is the source of some of Australia's most loved bush poetry and was the birthplace of multiculturalism in Australia.

The Snowy Mountains region is recognised as having National Heritage status for its outstanding landscape value as well as the distinctive way of life associated with pastoral and pioneering history. The Snowy Mountains Scheme (Snowy Hydro) is also recognised as an engineering wonder of the world and the most significant project to be undertaken as part of a post-war reconstruction program, which has become an enduring symbol of Australia's identity as a multi-cultural, independent and resourceful country.

Despite the regions' rich history and national heritage status, there is no central place, precinct or experience that brings together the cultural character of the Snowy Mountains for residents and its visitors.

The Snowy Alpine Heritage Association (SAHA) consists of representatives and descendants of the region's early pioneers, settlers and residents, local historians and community members dedicated to preserving and remembering the historical significance of the Snowy Mountains. The Association is also in discussions with Ngarigo representatives about including the stories of the Ngarigo people, told by the Ngarigo people, in the way that they desire. SAHA is seeking to establish a Snowy Alpine Heritage Centre to showcase the fascinating stories of the people of the Snowy Mountains and create a new Australian experience that will attract visitors and residents wanting to discover and connect with the essence of the Snowy Mountains.

This report is intended to provide advice to the SAHA on the feasibility of developing a Snowy Alpine Heritage Centre. The Feasibility Study provides an analysis of the economic, environmental and social impact of the proposal to support the establishment of the Centre.

1.2 Approach

This Feasibility Study has been developed in seven stages as outlined below.

Literature Review

Relevant plans and strategies were reviewed to identify issues and opportunities for the centre.

Market Analysis

A background report which included a market analysis to identify current tourism trends and potential markets for the centre was prepared.

Planning Analysis

A planning analysis was prepared by Dabyne Planning and is attached at Appendix E. Selection criteria were developed in consultation with the SAHA to identify the most appropriate site, scale, services and operational requirements for the Centre.

Concept Development

Interpretive design specialists Thylacine were contracted to develop interpretive themes and materials for the project. The Thylacine report is attached at Appendix G.

Stakeholder Consultation

A range of stakeholders including State government, regional tourism organisations, local businesses and traditional owner representatives were consulted throughout the development of this study. A summary of stakeholder consultation is attached at Appendix A.

Economic Analysis

An economic analysis was undertaken to provide demand and financial modelling for the concept. The report is attached at Appendix F.

Report Preparation

The final stage of the project involved compiling the findings from the previous stages of the project into a final report.

1.3 Report Structure

The remainder of this report is presented as follows:

Chapter 1: Strategic Context

Summarises the importance of the Snowy Alpine Heritage Centre in supporting tourism and the socio-cultural aspirations of the region.

Chapter 2: The Concept

This section provides the vision for the Snowy Alpine Heritage Centre, its characteristics, role and a description of the target markets that it will attract.

Chapter 3: The Site

This section summarises the site selection process and the preferred location for the Snowy Alpine Heritage Centre in Jindabyne.

Chapter 4: Design Considerations

This section presents the design criteria for the development of the Snowy Alpine Heritage Centre.

Chapter 5: Demand Modelling

This section models the likely demand for the Snowy Alpine Heritage Centre.

Chapter 6: Financial Analysis

This section presents an estimate of the likely revenue and the financial analysis of the Snowy Alpine Heritage Centre.

Chapter 7: Economic and Social Benefits

This section presents a summary of the economic and social impacts of the Snowy Alpine Heritage Centre.

Chapter 8: Implementation Plan

This section presents the implementation plan to progress the project to the design stage.

Chapter 9: Conclusion

2 Strategic Context

This section summarises the importance of the Snowy Alpine Heritage Centre in supporting tourism and the socio-cultural aspirations of the region.

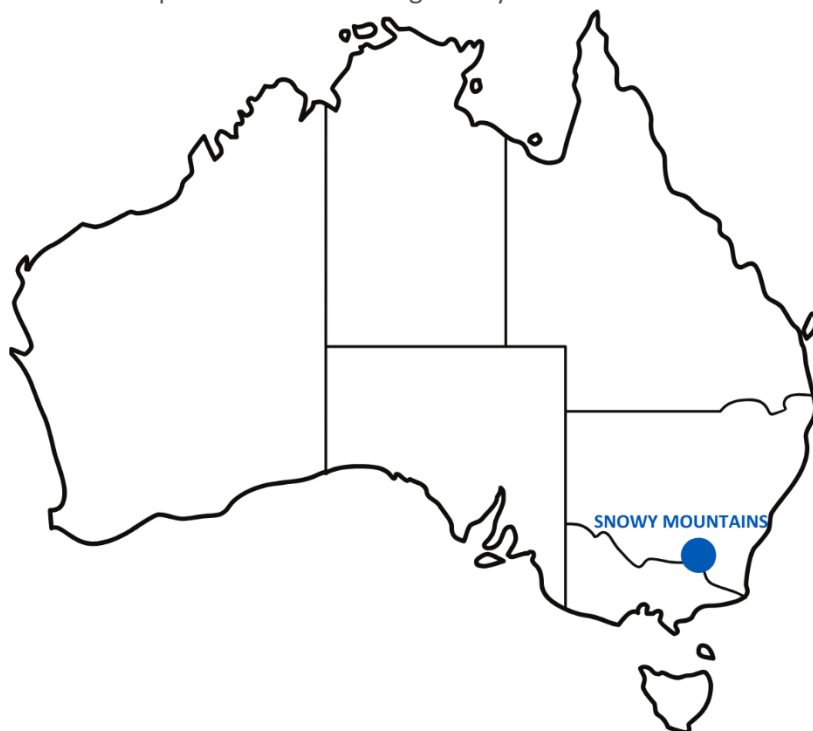
2.1 OVERVIEW OF THE REGION

The location of the proposed Snowy Alpine Heritage Centre is Jindabyne which sits within the boundary of Snowy Monaro Regional Council, located in south-eastern New South Wales, approximately 2 hours from Canberra and 5 hours from Sydney. The region's population is estimated at 20,713.⁴

The area is on land traditionally home to the Ngarigo, Walgalu, Bidawal and Southern Ngunnawal people.

The Snowy Monaro region is a significant tourism destination that attracts large numbers of visitors each year. The region is most well known as a snow holiday destination. The region hosts the iconic Snowy River, the Murray River, pristine lakes and waterways, Kosciuszko National Park (a UNESCO biosphere reserve), alpine resorts, events and festivals, the Snowy Hydro scheme, country shows, quaint villages and regional centres, and offers visitors outdoor active adventures such as bushwalking, mountain bike riding, fishing, boating and horseback trail rides.

Figure 1. Map of Australia showing Snowy Mountains



⁴ www.economy.id.com.au/snowy-monaro

2.2 STATE AND REGIONAL STRATEGIES

The development of the Snowy Mountains Heritage Centre is supported by state and regional strategies relating to tourism, economic development, heritage, and aboriginal culture as outlined below.

Go Jindabyne and the Snowy Mountains Special Activation Precinct

In late 2018, the NSW Department of Planning, Industry and Environment began work on “Go Jindabyne”, a Master Plan to help grow Jindabyne into Australia’s Premier alpine destination. In November 2019 it was announced that the Go Jindabyne draft Master Plan is to be combined with a Special Activation Precinct Master Plan. The objective of the Special Activation Precinct is to “increase year round tourism and make the region an unmissable place to visit any season, any time”¹⁰, promote the development of year round attractions and improve the amenities of the area.

The Centre has a very strong alignment with the purpose of the Special Activation Precinct and will support the objectives of the initiative.

Destination Southern New South Wales (DSNSW) Destination Management Plan

The DSNSW plan identified four core experience themes across the south of the state, with ‘Our Heritage Past’ one of these themes. The regional Destination Management Plan indicates the importance of facilitating emerging hero experience such as connections to the Man from Snowy River and important stories to share, Snowy Hydro scheme and multicultural Australia today, Australia’s European Explorer and early colonial heritage and high country culture and pastoral stations. To deliver these emerging ‘Our Heritage Past’ experiences, the Plan recommends expansion of the educational programs in the Snowy Mountains and improved depth of interpretive content and information shared with visitors before and during their visit.

Draft Snowy Monaro Destination Management Plan 2019

TRC Tourism has recently completed of the DMP which has recently been adopted as final by Snowy Monaro Regional Council. ‘Our Heritage Past’ is continued from the DSNSW DMP as an experience theme, with the importance of heritage a large component of the region’s identity. The Plan recommends opportunities to cluster heritage experiences in the region through package and touring journey offerings, encouraging longer stays regionally, greater awareness of the significant Snowy Mountains heritage and greater investment and local economic growth. The Heritage Centre is the optimal experience under this theme for Jindabyne.

¹⁰ <https://www.nsw.gov.au/improving-nsw/regional-nsw/snowy-hydro-legacy-fund/activation-precincts/snowy-mountains-special-activation-precinct/>

Snowy Monaro Regional Council Community Strategic Plan 2040

Relevant to this project, the Community Strategic Plan commitments include:

- Our culturally diverse heritage is preserved and celebrated for the richness it brings to our regional identity
- Advocate for and promote education and lifelong learning opportunities
- Promote and provide access and spaces where people can learn and connect
- The Snowy Monaro Region is a destination that offers a variety of experiences, attractions and events year-round
- Further promote and develop the region's visitor accommodation, products, and recreational infrastructure.

NSW Visitor Economy Action Plan 2030

The NSW Visitor Economy Action Plan 2030 identified several areas for growth and recommended new targets be set to challenge industry and NSW Government.

Regional NSW presents an enormous opportunity to disperse visitor nights and expenditure and optimise visitor economy growth across the state. The taskforce identified regional NSW as a standout opportunity for the visitor economy. 32% of respondents to an online survey commented on how more could be done at a grass roots level to boost visitation and increase economic output in regional NSW.

The report, states that great expectations should be exceeded by even greater experiences. The visitor experience underpins each visit to NSW. Every visit should be an unforgettable one that inspires and encourages visitors to keep exploring and returning to the state. The report also states that Indigenous-based tourism has been identified as an opportunity for visitors to learn about Aboriginal culture and history, especially in regional and remote areas of NSW.¹¹

NATIONAL HERITAGE SIGNIFICANCE OF THE SNOWY MOUNTAINS REGION

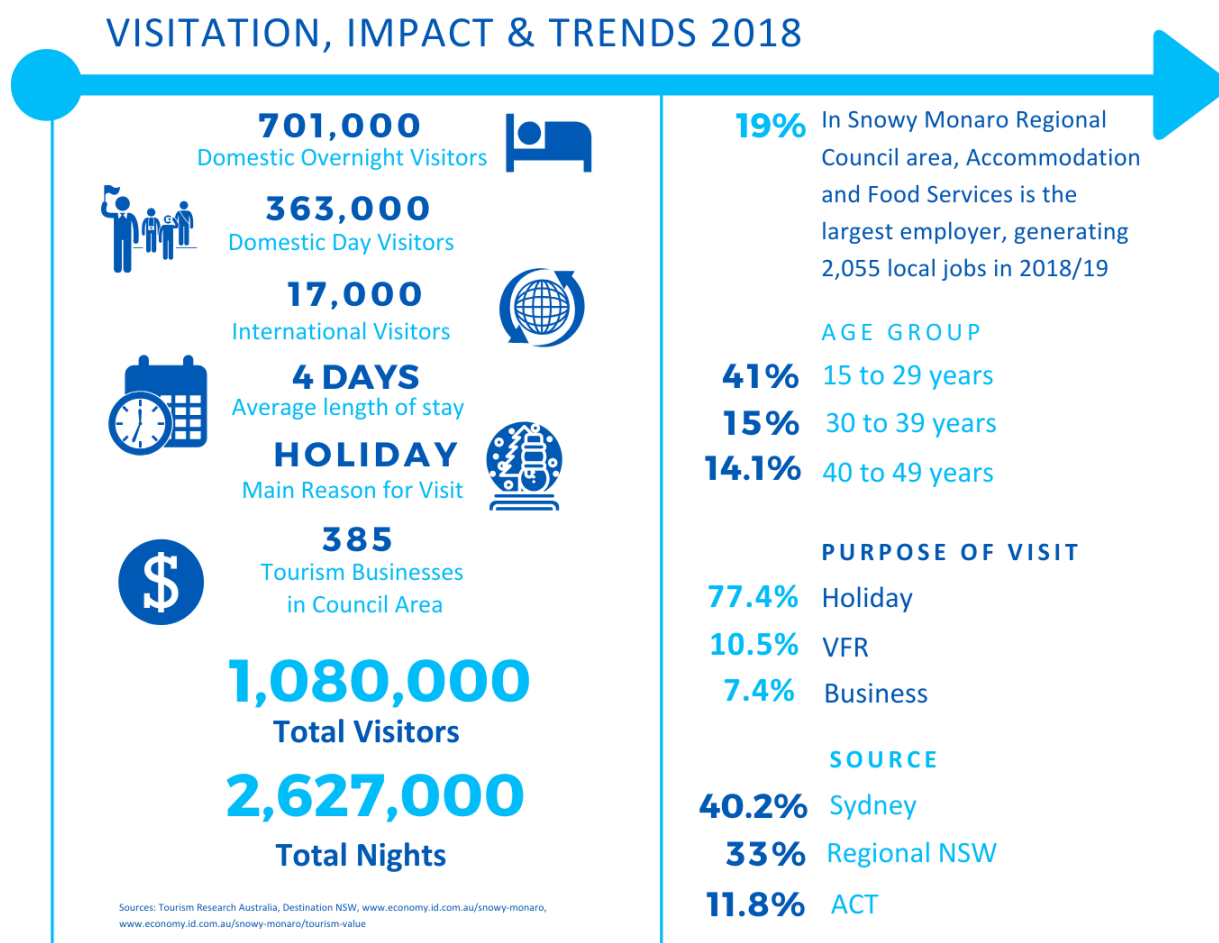
The Australian Alps National Parks and Reserves (including Kosciuszko National Park) were listed in 2008, recognising the outstanding landscape value as well as “the distinctive way of life associated with pastoral and pioneering history”.

The Snowy Mountains Scheme (Snowy Hydro) was listed in 2016, recognising it as an engineering wonder of the world and “the most significant project to be undertaken as part of a post-war reconstruction program, which has become an enduring symbol of Australia’s identity as a multi-cultural, independent and resourceful country”

Source: <https://www.environment.gov.au/heritage/places/national/snowy-mountains-scheme>

¹¹ <https://www.industry.nsw.gov.au/development/industry-opportunities/tourism/industry-action-plan>

Figure 2. Visitation, Impact and Trends 2018



2.3 THE VISITOR ECONOMY

Tourism is the most important sector of the regional economy. In 2016/17, the total tourism and hospitality sales in Snowy Monaro Regional Council area were \$740million. It is the largest source of employment in the region.²³

Most visitors to the region are domestic travellers, with close to 65% staying in the region overnight for an average of 4 nights. Sydney represents the region’s main source market however people from the ACT are the most likely to visit. Lapsed visitation is high for the Snowy Mountains particularly amongst those of retirement age, who may have visited for snow sports when younger, however this demographic shows interest in visiting the Snowy Mountains during the summer months.

The Snowy Monaro Destination Management Plan 2019 estimates future tourism demand will grow, increasing visitor numbers, local tourism businesses and average length of stay to between 5 and 10% by 2024.

An overview of the characteristic of tourism to the Snowy Mountains Region is shown in Figure 2.

²³ www.economy.id.com.au/snowy-monaro/tourism-value

2.4 HERITAGE TOURISM TRENDS

Heritage Tourism is on the rise

Cultural tourism comprises 37% of world travel and is growing at a rate of 15% year on year.

NSW receive around 12.6 million cultural and heritage tourism visitors annually. This market has shown year on year growth in recent years. In terms of overnight stays, cultural tourism is growing more quickly than tourism overall, increasing in 2015 by 15% for international visitors and 11% for domestic visitors, compared to 8% and 7% respectively for overall tourism.²⁴

More than half of international overnight visitors and one quarter of domestic overnight visitors participate in cultural and heritage activities in Australia.

In the year ending 2018, 61% of domestic cultural and heritage overnight visitors visited regional NSW.

Visits to 'museums and art galleries' and 'historical/heritage buildings, sites or monuments' are the most popular

Domestic travellers staying overnight at a destination tend to spend 56% more and stay 37% longer when they include cultural activities in their visit.

Tourism Growth in Regional NSW

Regional destinations are becoming increasingly important for domestic Australian travellers.²⁵

Regional NSW holds the highest level of repeat visitation across Australia, with a third of visitors to the region making between one to three trips in the past 12 months. Destination NSW research suggests that regional destinations can strengthen their tourism offering by improving visitors' knowledge of Australia's heritage and the indigenous history.²⁶

NSW regional museums and galleries are a significant attraction for visitors

Research conducted by Museums and Galleries NSW in 2015 shows that tourists already comprise 40% of regional museum audiences – a significant audience segment with the potential for growth.³³

International visitors are increasingly interested in cultural activities

Overall, interest in cultural activities has jumped among international visitors, particularly those coming from Australia's top source markets, i.e. the countries where the greatest numbers of tourists originate. These markets include Hong Kong, South Korea, Japan, India and China.

International visitors are especially interested in finding out more about NSW's Aboriginal heritage and unique culture.

²⁴ Transport and Tourism Forum, Cultural and Heritage Tourism in Australia, April 2016

²⁵ Domesticate (2018), Destination NSW: <https://www.destinationnsw.com.au/wp-content/uploads/2018/05/domesticate-2018-study-australian-travel-market.pdf?x15361>

²⁶ Domesticate (2018), Destination NSW: <https://www.destinationnsw.com.au/wp-content/uploads/2018/05/domesticate-2018-study-australian-travel-market.pdf?x15361>

³³ M&GNSW Guess who's going to the museum? 2015

Most cultural tourists in regional NSW are from NSW

Intrastate tourists make up around 75% of domestic regional tourism in NSW, with around two in five museum visitors identifying as NSW residents.³⁴

2.5 HERITAGE TOURISM ATTRACTIONS IN THE SNOWY MOUNTAINS REGION

There is some existing product into the region which taps into this demand, outlined in the table below.

PRODUCT	LOCATION	DESCRIPTION
Snowy Hydro Discovery Centre	Cooma	The Discovery Centre houses a new immersive theatre, an extensive photographic collection, models and exhibits about the Scheme's engineering, history, water management and power generation.
Snowy Scheme Museum	Adaminaby	Exhibitions relating to the Snowy Mountains Hydro Electric Scheme, including machinery and items from the SMA laboratory, construction displays and memorabilia and photographic displays.
Snowy Region Visitor Centre	Jindabyne	The visitor centre operated by NPWS. includes some static interpretive displays on the history of the region and the natural and cultural values of the Kosciuszko National Park.
Thredbo Ski Museum	Thredbo	A display of winter sports memorabilia and the history of skiing and snowboarding in Australia.
NSW Correctional Services Gaol Museum	Cooma	The museum highlights the 200 year penal history of incarceration from convict days to the present in NSW Prisons. It displays a collection of objects related to punishment and crime.
Delegate History Museum	Delegate	Housed in the old Delegate School of Arts building the museum features local residents' memorabilia from all major wars as well as a replica of the March of the Snowy River Men banner.

While there is existing culture and heritage product in the Snowy Mountains, none of the existing product, other than the Snowy Hydro scheme itself, is of a scale or has the profile required to present the compelling story of the Snowy Mountains Region.

³⁴ Create NSW (2016) Cultural Tourism Toolkit: <https://www.create.nsw.gov.au/wp-content/uploads/2016/10/Cultural-Tourism-Toolkit.pdf>

2.6 EXAMPLES OF OTHER REGIONAL HERITAGE ATTRACTIONS



The Australian Stockman's Hall of Fame, Longreach, Queensland

The Australian Stockman's Hall of Fame is a museum located in Longreach, Queensland, Australia, which pays tribute to pioneers of the Australian outback. The centre is also dedicated to Australian stockmen who have shown bravery and courage.⁶⁷

Since its opening in 1988, the Hall of Fame has played host to over one million interstate and international visitors – providing each one with a spectacular outback experience. The museum is constructed from timber, stone and corrugated iron, is truly reminiscent of the outback. With its unique design, the Hall of Fame stands comfortably amongst the rugged yet vibrant rural landscape.

Inside, the Centre's five themed galleries proudly display the history behind some of Australia's greatest and bravest explorers, stock workers, pastoralist, and Aborigines. The exhibits comprising an eclectic mix of objects, images, touch screens, audio-visual presentations and open displays, allowing visitors to interpret the outback story in their own unique way.

The museum also houses a vast reserve collection which forms a unique work-in-progress display. From behind a glass wall, visitors can view archival material, photographs, artworks and various other items used for research and in new display development.

The Australian Stockman's Hall of Fame and Outback Heritage Centre has become an incorporated, self-funding not-for-profit company which operates without any debt or on-going government assistance. Money for the running and maintenance is provided from admissions, sales of souvenirs, catering, membership subscriptions, sponsorships and donations.

The Centre is host to the live Outback Stockman's Show twice per week, which is a tribute to the skills of the past and present stockmen, a true depiction of the unique quintessential Australian character.

⁶⁷ <https://outbackheritage.com.au/>

The Dec 2017 annual report for the Centre, indicates:

- Overall guest numbers for 2017 were 46,337 paid entries. This was down on the previous year, mirroring a similar downturn in Outback Queensland travel. The report indicates over the last three years an overall growth rate of 10% has been achieved.
- The Centre hosted over 32 functions in the year and events
- A grant \$15million was awarded to the Centre in late 2017 (Federal Govt). \$10million will be spent on capital works and \$5million as an initial contribution to the Australian Rural Heritage Foundation. The Foundation was established to receive donations from the general public – the fund will generate income that will be accessible to the Australian Stockman’s Hall of Fame.

The Centre uses the following key performance indicators to measures performance:

- Achieving a cash flow surplus
- Increase visitor numbers to the hall
- Obtain funding to enhance and maintain the hall’s buildings and facilities

Annual Membership or Life Memberships are the two Membership options available

- New annual individual membership – \$45 (annual Renewals are \$30 p.a)
- New annual family membership – \$120 (annual renewals are \$50 p.a)
- Life Membership – \$1100

The Centre:

- Is open 7 days per week from 9am to 5pm excluding Christmas day
- Offers a wide range of unique indoor and outdoor function facilities with superior dining options that can cater for small or large groups. Bookings can be taken online
- Qantas passengers access to the museum for less
- Proactively seeks corporate sponsorship, receives donations and bequests
- Has an online shop, and hosts events

General admission prices are:

Members	FREE
Adult	\$32
Concession*	\$27
Child	\$15
Children Under 5	FREE
Family**	\$80



Titanic, Belfast United Kingdom



Titanic Belfast is the world's largest Titanic visitor experience, exploring the Titanic story in a fresh and insightful way.⁶⁹

Tourists make their way through the 9 interactive galleries of the Titanic Experience, explore the symbolism of the iconic building with The Discovery Tour, dine in Bistro 401 or browse for an exclusive gift in the Titanic Store. Walk the decks of the last remaining White Star vessel – SS Nomadic or immerse themselves in the historic Slipways as they uncover the true legend of Titanic, in the city where it all began.

The iconic building is situated in the heart of Titanic Quarter, just a short walk from Belfast City Centre, with easy access to public transport.

The Centre features:

- Car Parking (520 secure, underground parking spaces)
- Coach Parking
- Bicycle Parking
- Food and Drink – Bistro 401 restaurant, the Galley Café or the destination bar Hickson's Point
- Souvenir Shop – the Titanic Store offers an exclusive range of clothing, gifts and unique memorabilia
- Electric Car Charging Points
- Multi-Media Guides – multi-media guides offer a verbal and visual guided 'feel' to the experience and offer additional information that is not displayed within the galleries, giving the experience a more personal touch. The audio guides are available in English, Irish, French, Spanish, German, Italian, Mandarin, Polish, plus one tailored to meet the needs of the visually impaired. Guides also include state-of-the-art British Sign Language visuals.

The Ocean Exploration Centre (OEC) provides an insight into modern 21st century ocean exploration and allows education visitors to get up close to some of the high-tech equipment used during deep sea missions.

⁶⁹<https://titanicbelfast.com>

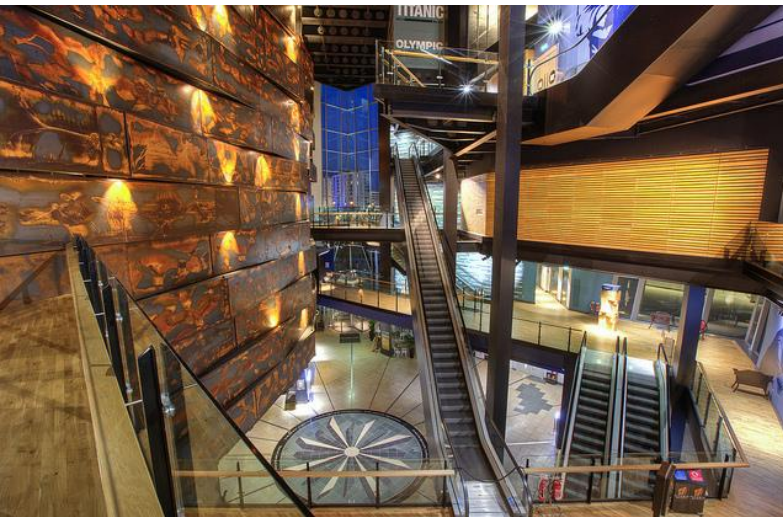
The Titanic centre itself is the largest Titanic exhibition, and was crowned the World’s Leading Tourist Attraction at the World Travel Awards in 2016. Titanic Belfast chief executive Judith Owens said since the attraction opened, they had more than four million visitors from over 145 different countries.

“Now over 85% of our visitors are coming from outside Northern Ireland (NI) and one in five people are now visiting Ireland because of Titanic Belfast”.

John McGrillen, chief executive of Tourism NI, said Titanic Belfast “has been a catalyst for wider economic growth”. A huge number of visitors for top NI tourist spot. The Titanic Belfast tourist attraction recorded its busiest year to date for 2017/2018. There were 841,563 visitors through its doors, marking an increase of 13% year-on-year. The rise is reflective of increasing visitors numbers to Northern Ireland.⁷⁰

Titanic Belfast is open daily all year round, excluding 24th – 26th December. Admission prices (\$AUD):

- \$33 Adult
- \$15 Child (5-16) Under 5 Free
- \$80 Family Pack (2 adults, 2 children)
- \$26 Student/Unemployed [Mon-Fri Only]and senior



⁷⁰ <https://www.bbc.com/news/uk-northern-ireland-43780403>

Winton's Waltzing Matilda Centre, Winton Queensland



Winton's Waltzing Matilda Centre tells the story of Waltzing Matilda, Winton, and the Outback region.

The museum displays historical items, photographs and information on the early development of the pastoral industry, and those who were responsible for it. The Waltzing Matilda Centre also houses the history of the song "Waltzing Matilda" during this time. The Centre is important to people from a social and educational aspect, being relative on a local and national level.⁷¹

- World class museum: the first museum in the world dedicated to a song, the new Waltzing Matilda Centre boasts state of the art interpretation, telling the story of Waltzing Matilda.
- Exhibition Space: hosting art and photography exhibitions. The Centre works with organisations like the State Library of New South Wales to arrange exhibitions
- Fine Eatery: the Tuckerbox Cafe is onsite
- Art Gallery: host exhibitions such as the 2018 Queensland Regional Art Awards, state touring exhibition.
- Qantilda Museum: interactive displays tell the story and history of the Winton Shire, including the Great Shearers Strike of 1891, and the birth of QANTAS.

Need to maintain 'iconic status'

Award winning architecture – exhibitions aside, the new Waltzing Matilda Centre is a sight to behold in itself. It was designed by award winning architects, Cox Architecture.

The Centre is open year around (closing for Christmas Day, Boxing Day, and New Years Day) and admission prices are:

- \$10 children (5-10yrs)
- \$27 concession
- \$30 adults
- \$65 family

The Centre is registered as a charity and has a full-time equivalent staff of 3 and an estimated number of 50 volunteers.

⁷¹ www.matildacentre.com.au

Newcastle Museum, NSW



Newcastle Museum is a vibrant and welcoming centre for and about Newcastle. Opened to the community on 4 August 2011, they collect, preserve and interpret objects and stories for and about Newcastle in an innovative way to inspire, entertain and engage.⁷⁷

Located in the historic Honeysuckle Railway workshops, the Museum is right in the heart of Newcastle. It is a reinvigorated, contemporary Museum that brings new exhibitions and experiences in a centre designed to provide efficient and sustainable services as well as appealing and accessible programs.

The museum brings to life significant moments of past, present and future in three major permanent exhibitions open free to visitors:

- A Newcastle Story – explores the natural environment, early Aboriginal life and Newcastle’s history and beliefs. It provides a journey through times of war and immigration, sporting moments and famous identities.
- Fire and Earth – unveils the hot and heavy industrial heart of the Hunter in a spectacular showcase of the region’s major industries.
- Supernova – science, maths and engineering are the nuts and bolts of these interactive exhibits that challenge, inspire and engage people of all ages.

To remain dynamic and relevant, the Museum also hosts temporary exhibitions throughout the year. From blockbuster visiting shows, to locally based community exhibitions, the Museum ensures there is always something new to entice and interest visitors.

⁷⁷ www.newcastlemuseum.com.au

Newcastle Museum is funded by City of Newcastle. It has a small team of permanent staff and a number of casual Visitor Services staff. It has:

- Shop – the Shop stocks environmentally aware and ethical products sourced from local artists and Australian companies wherever possible.
- Public Art – there are some fascinating pieces of public art to discover in the grounds around Newcastle Museum.
- Iconic Objects – Newcastle Museum is home to significant local treasures and objects with fascinating history.
- Oral Histories- Newcastle Museum actively collects a variety of oral histories. These significant stories are an intangible but significant element of the region’s rich history.
- The Museum is digitising and making publicly available as many as our resources allow so check this growing collection again to find yet more interesting stories of Newcastle and the Hunter.
- Volunteers – the museum has a volunteer program
- Collaboration – Newcastle Museum enjoys collaborating with local community groups and organisations to deliver events and exhibitions and attract diverse audiences to their spaces.
- The onsite cafe is open at the Museum from 8.30am to 3pm to provide breakfasts and lunches
- The museum is in the top 10 most visited attractions in Newcastle⁷⁸
- Entry is free.

The Opportunity for the Snowy Mountains Region

The growth in cultural and heritage tourism together with the strategic objectives of state and regional tourism strategies presents an opportunity to tell the story of the Snowy Mountains and its people. There is a significant gap in the existing offer across the region to meet this demand.

The Snowy Mountains has a distinctive and nationally significant story that deserves to be told and shared – the Alpine Heritage Centre provides this opportunity

⁷⁸ Newcastle Destination Management Plan

3 The Concept

This section provides the vision for the Snowy Alpine Heritage Centre, its characteristics, role and a description of the target markets that it will attract.

VISION

To share the nationally significant and unique heritage of the Snowy Mountains - its people, landscape and story through the establishment of a world class heritage attraction

This vision, along with the characteristics of the Centre, will guide development of a brand, identity and operational ethos and design for the centre.

3.1 CHARACTERISTICS

The centre will be distinctive, innovative, engaging, entertaining, productive and characteristically Snowy Mountains in style. The mix of uses and activities will be diverse, layered and capable of continually evolving. The Centre will brim with vitality, operate cost efficiently and deliver a positive impact and reach well beyond its geographic location.

The cultural centre should achieve excellence in design, construction and operation to be sustainable, accessible and beautiful: a place that is widely respected and admired.

Roles

The centre will be expected to fulfil multiple roles: ·

- As a **cultural landmark and tourist destination**, it will build an identity as a quality content destination with a rich and ever-changing program of storytelling and activities; it will be a place to keep the special stories of culture and history in the region that can be shared, accessed and appreciated by residents and visitors; it will strengthen the Snowy Mountain's distinct identity and celebrate its history, stories and ideas
- As a **community cultural asset**, it must run on a cost-efficient recurrent operational model and be productive in the sense that learning and heritage will be at the heart of every activity - the central ethos being that each activity will be engaging either directly or indirectly;
- **As a civic asset**, the design, operation, maintenance and stewardship of the Centre's identity as a quality destination will be critical to its success. This will form the basis for on-going visitation as well as coverage in the press, social media and word-of-mouth.

ROLES of the Snowy Alpine Heritage Centre

- Inform
- Educate
- Commemorate
- Entertain
- Provide Opportunities
- Preserve
- Provoke
- Encourage
- Honour
- Inspire & Challenge

3.2 POSITIONING

The Centre will be positioned as the must-see destination for residents and visitors wanting to understand and connect with the essence of the Snowy Mountains. It will be a pillar of the region's cultural tourism profile.

It will be perceived by visitors as an exciting and interactive experience, a place to bring the family, to explore and learn, and to leave feeling uplifted. The standard of interpretative materials in the centre and the experience on offer will deliver on this positioning.

It will be a demand driver for visitation, with its reputation as one of Australia's best cultural tourism experiences acting as a motivator for travel to the region.

3.3 TARGET MARKETS

The primary target markets for the Centre are identified as:

Domestic Visitors

Visitors to NSW can be segmented in multiple ways including area of interest, demographics and purpose of trip. Destination NSW and Visit Canberra regularly produce profiles on different segments that support tourism growth. Using these profiles, a summary of the primary target markets for the centre is presented below:

Road Trippers, Family Market and the Over 55s Traveller

Given domestic overnight tourists are by far the most lucrative for the region, at present comprising 91% of total visitor expenditure, these markets will be the most important market for Centre. While many tourists will visit the Centre to experience the culture, for others it will simply provide an additional day as part of their holiday, given at present most visitors (75%) travel to the region for holiday.

The Centre will undoubtedly appeal to families, while also providing a unique experience for couples or those travelling with friends and relatives.

Caravan and camping visitors are a subset of domestic holiday makers and this product will be popular with this section of the market, particularly those over 55 (the “grey nomads”). Former workers of the Snowy Scheme are also a subset of this market and though small in numbers, they will have a strong interest in visiting the Centre.

Visiting Friends and Relatives

This market includes visitors whose primary purpose of travel is to visit friends and relatives. This market accounts for more than a third of domestic and international overnight visitors to NSW. The centre will be an important attraction for former residents of the region, workers on the Snowy Scheme who are in the region visiting friends and relatives.

Study /school groups

The Centre will be a strong draw for school groups and universities looking to better understand and experience Australian history. The Snowy Alpine Heritage Centre experience will provide an additional reason for school groups to visit for the day, or potentially as part of a longer stay during a study trip or school camp. The Titanic Centre in Belfast, for example, gears their product to school groups by aligning ‘a range of curriculum-based workshops, tours and seminars’. Curriculum based content is important for school excursion planners and ensuring that there is product developed at the centre that meets the needs of the curriculum in NSW and other states will be important in attracting this market.

An attraction that offers both curriculum-based learning and a fun experience for students is very appealing to schools.

International Visitors

Although international visitors make up only a small portion of visitor numbers to the Snowy Monaro region (only 1.5%), they should not be overlooked in the promotion of the Snowy Alpine Heritage Centre experience as the Centre will appeal to those looking for a deeper understanding of Australian culture and history. As a large proportion (60%) of international travellers visit the region solo, the Centre will provide an enjoyable activity easily enjoyed alone.

Local Community

The support of the local community is essential in ensuring the success of the Centre. The Centre will be designed so that it becomes a meeting place for the local community: somewhere to meet friends for a coffee or a beer with a view of the lake and an exciting playground for the kids, and a place to take visiting family and friends to enjoy the experiences on offer.

Canberra’s focus for their marketing are the segmentations of the Socially Aware, Visible Achievers and Experience Seekers – all segments that the Snowy Alpine Heritage Centre should appeal to and speak to. A description of these segments is presented in Figure 3.

Figure 3. Market segments

SOCIALLY AWARE	VISIBLE ACHIEVERS	EXPERIENCE SEEKERS
		
<p>“I want to try something new and different”</p> <p>Represents 16% of the population. 81% have been on a trip in the last 12 months</p> <ul style="list-style-type: none"> • 40% are 35-49 (mean 45 yrs) • 55% are married • employed full time (white collar professionals) • higher income (mean \$72k) • higher tendency to travel (including short breaks) • time poor 	<p>“I want value out of my experiences”</p> <p>Represents 19% of the population. 76% have been on a trip in the last 12 months</p> <ul style="list-style-type: none"> • male skew • 37% are 35-49 (mean 48 years) • 70% are married • employed full time (white collar professionals) • higher income (mean \$75k) • work is a key priority • high intention to travel (including short breaks) • time poor 	<p>“I want to immerse myself in experiences that differ from my day-to-day life”</p> <p>They want to come away having learnt something. They are experienced year-round travellers</p> <ul style="list-style-type: none"> • 25-40+ years, married with/without children • tertiary educated • higher than average household income • high importance on value • main information sources include search, talking to friends and family and travel advice websites • comfortable booking holidays online
<p>This pattern of thinking is usually associated with the highest socio-economic group in the community. This mindset is the specialty of public servants, pressure groups, business analysts and politicians of all political colours. These ‘insatiable information vacuum cleaners’ are addicted to finding out or trying anything that’s new or different and persuading others to accept their opinions, priorities and lifestyle preferences.</p>	<p>This pattern of thinking is associated with the proof of having made it up in the seemingly never-ending social ladder. Personal recognition, higher incomes, job satisfaction and other tangible rewards of success such as travel, recreation and high-quality homes, vehicles and holiday location provide the very best of visible good living.</p>	<p>These people are typically open minded and have an interest in world affairs. They are opinion leaders within their peer and social groups. They are not characterised by nationality, preferred holiday style/mode or age. They are sociable and seek out and enjoy authentic personal experiences they can talk about.</p>

4 The Preferred Site

This section summarises the site selection process and the preferred location for the Snowy Alpine Heritage Centre in Jindabyne.

4.1 CRITERIA FOR THE OPTIMAL SITE

A comprehensive site selection process identified six potential sites in Jindabyne for the location of the Snowy Alpine Heritage Centre. Each site was assessed according to site selection criteria as presented in the table below. The assessment report is attached at Appendix E.

ASPECT	CRITERIA
Land size	Minimum of 1.2 hectares (12,000m ²) and preferably greater than 1.8 hectares
Topography	Flat to moderate slope sites (0-10 degrees) Avoid steep and rugged terrain over 15 degrees in slope Preference for flat terrain over undulating terrain.
Distance from Jindabyne	As close as practically possible to Jindabyne township, not necessarily within the town Within 10km of Jindabyne
Visibility	Visible from public places (visible from roads, lake and/or town)
Views and vistas	Achieves views and vistas of Lake Jindabyne Achieves views and vistas of Snowy Mountains
Orientation	Incorporates a northern (north-east to north-west) orientation for solar access Preference for western or eastern orientation over southern orientation
Zoning and permissibility	Preference for land zoned where this type of development is permitted with consent
Surrounding land uses	Preferably compatible with surrounding land uses such as: <ul style="list-style-type: none"> • Tourism • Community • Education • Rural • Open space Avoid siting within proximity to extractive, hazardous or offensive operations and industries (ie quarries, waste management facilities, sewerage treatment)
Site access and road network	Preferably have direct access to a State/Classified road (ie Kosciuszko Road/Alpine Way) Preferable to use existing established access onto a public road

ASPECT	CRITERIA
	Preferable to be able to create future access onto a public road where safe sightlines are obtainable
Accessibility (non-motorised)	Accessible by existing cycle and pedestrian nodes
Land ownership	Preference for freehold land Preference for government, corporation and/or institution owned land over private land ownership
Siting	Preference given to being located as a stand-alone development, with a sufficiently large salvage (curtilage) afforded around the development site. Preference given to areas predominantly devoid of large rock Preference given to areas predominantly devoid of native vegetation (trees and shrubs)
Services	Existing and or/available connections to: <ul style="list-style-type: none"> • Electricity grid • Underground telecommunications • Water • Sewer
Constraints/hazards	Preferable site not located within the following: <ul style="list-style-type: none"> • Areas comprising of high diversity values • Areas comprising of known Aboriginal sites or places • Areas mapped as comprising bushfire prone land • Areas below the maximum operating level of Lake Jindabyne • Areas in close proximity (less than 40m to perennial watercourses)

Source: Dabyne Planning, *Preliminary Planning Analysis Feasibility Study for the Snowy Mountains Heritage and Cultural Centre Experience*, August 2019

4.2 SITE ASSESSMENT

Following the multi criteria analysis, the total weighted score for each nominated site of interest was used to rank the sites from most to least preferred. From this ranking, three preferred sites have been identified for the establishment of the Snowy Alpine Heritage Centre. The maximum score available under the MCA was 300.

Site 3 (West Jindabyne) is the highest ranked site and is the preferred location of the centre. The land is owned by Snowy Hydro Pty Ltd. It is a rural site, located out of Jindabyne but in close proximity with expansive views of over the lake and to the east, over the lake to the north and up the Thredbo Valley to the snow capped peaks to the west. It enjoys a northern orientation and has an extensive area available for development as well as future additional co-location opportunities. It offers large areas available for external activities.

The site is mostly unconstrained other than its access from the Alpine Way. The site is not serviced by town water or sewer. Electricity supply is available but it is not near the building envelope. Therefore, the site lends itself to being developed 'off-grid' with its own water, sewer and renewable energy supply, being a self-sustaining development.

Table 1. MCA RESULTS

RANKING	SITE #	SCORE
1	3 (West Jindabyne)	259.4
2	4 (Lake Foreshore)	256.1
3	5 (Snowy Mountains Grammar School Lot 4)	252.5

Site 3: West Jindabyne, Alpine Way, Lot 10 DP 124133

Figure 4. Aerial view of preferred site at west Jindabyne



Figure 5. Potential building site at preferred site at west Jindabyne (outlined in red)
Another community group is understood to also be interested in this site for development as a mountain bike park, and it is considered that the two uses would be complementary.



Site 4: Lake Foreshore (West of Claypits), Kosciuszko Road, Lot 16 DP 242010

Sites 4 is located close to town and the lake and had access to services. Site 4 (northern side of Kosciuszko Road) is located on the lake foreshore, but elevated out of the potential flood and operating levels of the lake. The site offers a northern orientation and is easily accessible by pedestrians and cyclists with access via the existing sealed path that forms the Lake Jindabyne Community Trail, traversing the site.

The site could also be accessed via the existing Barry Way roundabout with a new internal road.

The site however has a relatively small amount of available land that would limit further expansion, co-location opportunities and external activities. The land owner is Snowy Hydro (Council Lease).

Figure 6. Site 4 Lake foreshore west of claypits



Figure 7. View from the lake foreshore site



Site 5: Snowy Mountains Grammar School land, 4 Kosciuszko Rd, Lot 4 DP 874113

Site 5 is located to the west of the Snowy Mountains Grammar School (southern side of Kosciuszko Road within Lot 4). This site can connect to existing services, has a northern orientation and expansive views of the lake.

The site is mostly unconstrained, except for access from Kosciuszko Road which may be addressed by future development of the site (being currently zoned Residential) and/or with the further development of the Snowy Mountains Grammar School. This site also offers synergies with the School and its future development, by way of shared services and facilities.

It is anticipated that the top three ranked sites as identified above be carried forward for further investigation as part of the next phase for this project. The identified preferred sites need to be subject to detailed onsite investigations to confirm their suitability. Informal discussions between SAHA members and Snowy Hydro regarding sites 3 and 4 have occurred during 2019 and continue at the time of writing. Formal negotiations should now commence with negotiations with the land owners to test their desire to provide tenure for the development. These negotiations will inform that next phase of the project and the extent of additional detailed site investigations, due diligence and capability. The land owner is Snowy Mountains Grammar School.

Figure 8. Site 5 Snowy Mountains Grammar school



Figure 9. View from the Snowy Mountains Grammar school site



5 Design Considerations

This section presents the design criteria for the development of the Snowy Alpine Heritage Centre.

5.1 BUILDING AND LAND SIZE

Dabyne Planning has provided advice on the appropriate land size for the project, determined with input from the SAHA and the project team. It was agreed, based on comparable facilities, that the facility will need to accommodate the following:

- Number of visitors range: 200-300
- Internal floor space range 2000m²-3000m² (note 2270m² used for costing purposes)
- External area including outdoor areas for potential static displays, entertainment, etc range: 2500m²– 5000m²
- Additional area for opportunities to expand/partner with other facilities range: 2500m²–5000m².

5.2 FACILITIES AND ACTIVITIES

The building concept includes a central hub which acts as an arrival area and would be a flexible gathering space where visitors can gather and meet friends or family. This space should be large enough to also act as a function centre or activity space and will include a café/bar/restaurant adjacent with a commercial kitchen. The retail space and an administration area would also be located near the central hub.

Four gallery spaces holding long-term installations and a temporary flexible gallery space will be accessed from the central hub, possibly above or below to allow both spaces the benefits of views and vistas.

Externally, the design would include a display area for activities such as demonstrations of traditional bush skills; an area for campfire events, acoustic music, billy tea and campfire cooking, and a themed playground. Car Parking

With 200 – 300 visitors and 2000m²–3000m² of internal floor space, a parking area that accommodates at least 100 parking spaces would be required, in addition to bus parking. This would need approximately 4000m² of area.

5.3 POWER, WATER AND WASTE

Having the development located where connections to existing or available services are located is logical, but not an absolute prerequisite.

Connection to the existing electricity grid is not considered essential, as the development is to be built to achieve a high level of sustainability which should include being off-grid therefore not requiring connection to mains electricity.

Telecommunications connections are required, however this could be wirelessly based for both phone and internet, although higher speed optical fibre connection would be beneficial.

Connection to Council's town water supply is also preferred, however the development could be self-sustaining in terms of potable water supply captured by roof water with non-potable water supply derived from the lake and/or car parks and other capture/storage methods.

Similarly, connection to Councils sewer system is preferred, but if this is not possible, then an on-site effluent system could be considered.

5.4 OPERATIONAL REQUIREMENTS

The building will be designed to be low maintenance, but provision for a full time maintenance position has been costed into the feasibility assessment.

Other aspects of operational management will be further developed through the development of the following documents once funding has been gained, including:

- 5 year Business Plan
- Visitor safety, risk management and emergency management plan
- Marketing plan

5.5 BUILDING DESIGN CONSIDERATIONS

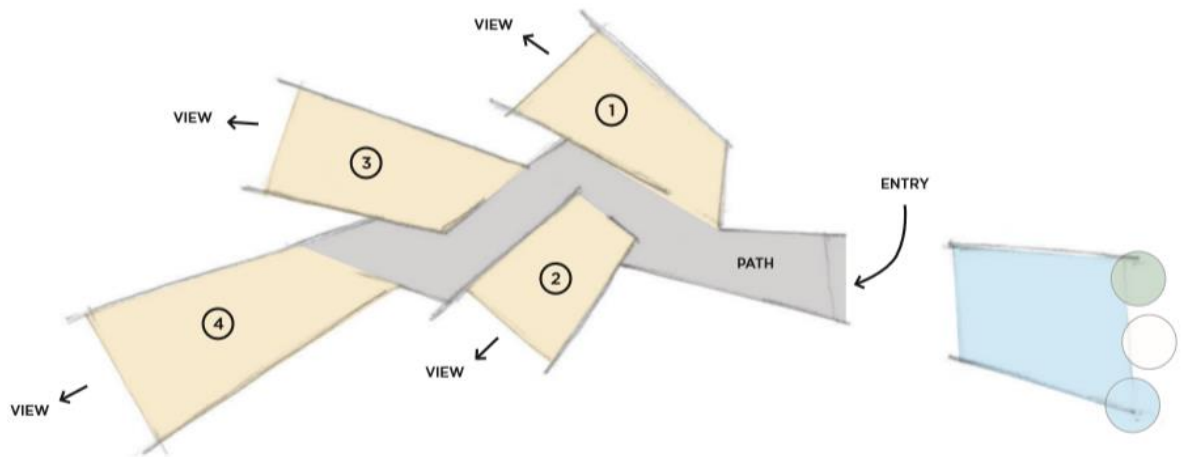
Permeable

The story of this place is in the Snowy Alpine country, connecting the stories inside the new centre out into the surrounding country. The building should be permeable with key views connecting to the landscape allowing visitors to move through the centre exploring immersive stories which connect out into the landscape. This should be developed through strategically framed views that are revealed between the story galleries or as a conclusion to each story chapter.



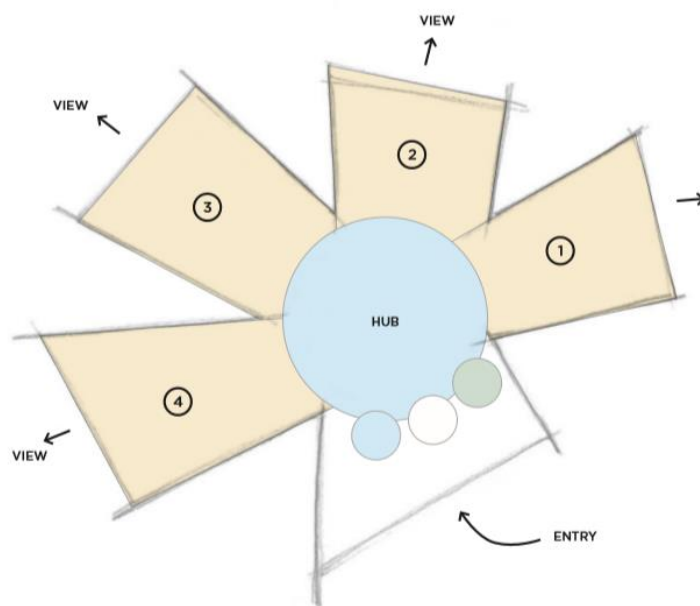
A Path or Journey

There are several approaches the building might take to accommodate themes as separate gallery experiences. The path or journey approach takes the visitor on a journey along a path with story galleries linking off each side. In this approach the path may be light and open with windows and apertures connecting out into the landscape. While the story galleries are light controlled spaces allowing for media and rich storytelling, they reveal at their ends a framed view of the landscape connecting to the story today.



Central Hub

This approach creates a central arrival and orientation space from which the galleries radiate out. In this approach the visitor returns to the central space each time before entering the next gallery, it is less linear in structure and creates the added functionality of a flexible central space for activities and functions.



6 Cost Estimates

This section presents the cost estimates for the development of the Snowy Alpine Heritage Centre.

Preliminary costings have been developed for use in the economic and financial modelling of the project. Cost estimates for the building design, construction and internal fit out (excluding interpretive spaces) are based on square meterage rates for the building developed with reference to costs for similar developments elsewhere in Australia.

Cost estimates for internal and external interpretive spaces are based on square meterage rates for interpretive elements in the centre and were provided by Thylacine. They are based on Thylacine's experience developing similar media rich experiences.

Cost estimates for earth works, landscaping, vehicle access and parking are based on costs for similar developments in the Snowy Mountains.

The total cost of the Snowy Alpine Heritage Centre is estimated to be \$38 million. The cost estimates are presented in Table .

Table 2. Snowy Alpine Heritage Centre cost estimate

ELEMENT	COST ESTIMATE
Land cost (estimate)	\$1,000,000
Building (2270sqm @ \$8,000 sqm) design and construction	\$18,160,000
Shop, café, restaurant, fitout	\$2,000,000
Internal interpretation design and installation	\$5,360,000
External interpretation design and installation	\$2,300,000
Earth works, landscaping, vehicle access and parking	\$5,000,000
Fees	\$4,225,600
Total (Excl GST)	\$38,045,600

7 Demand Modelling

This section presents an overview of the estimated demand for the Snowy Alpine Heritage Centre.

To provide an indication of likely demand for the centre, potential visitor groups were identified and potential visitor numbers estimated. The groups are:

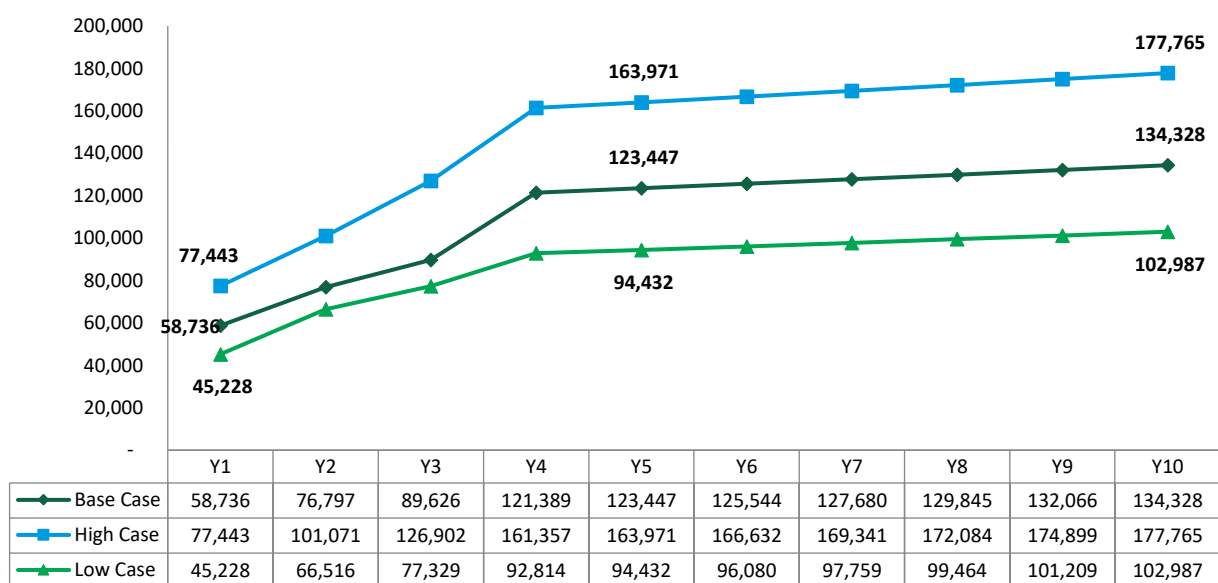
- visitors to the Snowy Monaro Local Government Area (on holidays and visiting friends and relatives – internationals, domestic overnights and day visitors)
- local residents of the Snowy Monaro Local Government Area.

Visitor numbers were modelled over a 10 year period. These are based on the assumptions in relation to the **likelihood of a visit** to the Heritage Centre (for the visitors and local residents). The assumptions in relation to likelihood of visits are outlined in Appendix G (at Appendix A). Three cases are examined: Base Case (medium); High Case; and Low Case.

- Base Case: annual visitors increase from 58,700 in year 1 to 134,300 in year 10
- High Case: annual visitors increase from 77,400 in year 1 to 177,700 in year 10
- Low Case: annual visitors increase from 45,228 in year 1 to 102,987 in year 10

The Base Case is the most likely. Achieving these visitor numbers would require a high-quality experience and ongoing active marketing of the Centre, its facilities, activities and programs.

Figure 10. Visitors to Snowy Alpine Heritage Centre – Estimates (no.)



Source: Mca modelling & estimates, October 2019.

The following shows the assumptions used to develop the following estimates of visitors and spending.

7.1 ESTIMATING VISITOR NUMBERS

Figure 11. Visitor Assumptions

Visitors <Likely to Visit %)	Year 1	Year 2	Year 3	(Years 4-10)								
	Base Case	High Case	Low Case	Base Case	High Case	Low Case	Base Case	High Case	Low Case	Base Case	High Case	Low Case
Day Visitors – Domestic												
% visiting centre	2.5%	4%	1.5%	3%	5%	2%	4%	7.5%	2.5%	5%	10%	3%
Overnight Visitors - Domestic												
% visiting centre	6%	7.50%	5%	8%	10%	7.5%	9%	12%	8.5%	12.5%	15%	10%
International Visitors												
% visiting centre	20%	20%	20%	30%	30%	30%	35%	35%	35%	45%	45%	45%

(SOURCE MCA MODELLING OCTOBER 2019)

Figure 12. Annual Visits Year 1-10

LOCALS	BASE CASE	HIGH CASE	LOW CASE
Locals – Snowy Monaro LGA (Est pop.)			
% visiting centre	10%	15%	7.5%
Number of visits (per year)	3	3	2

SOURCE MCA MODELLING OCTOBER 2019

The following are the base data used in estimating potential visitors to Centre and the café.

Figure 13. Base Numbers for Estimates – Local Market

Population VAW	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10
Potential Market	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Locals – Snowy Monaro LGA (Est pop.)	20,733	20,900	21,100	21,145	21,205	21,265	21,325	21,350	21,425	21,500

Source: NSW Population Projections by LGA 2016, NSW Population Projections By

Figure 14. Base Numbers for Estimates – Visitors to Snowy Monaro LGA

AVE 4 YEARS	2018	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Growth 1%											
Day Visitors Domestic	365,000	368,650	372,337	376,060	379,820	383,619	387,455	391,329	395,243	399,195	403,187
Growth 2%											
Overnight Visitors – Domestic	658,000	671,160	684,583	698,275	712,240	726,485	741,015	755,835	770,952	786,371	802,098
Growth 1%											
International Visitors	15,000	15,150	15,302	15,455	15,609	15,765	15,923	16,082	16,243	16,405	16,569
Total	1,038,000	1,054,960	1,072,221	1,089,789	1,107,670	1,125,869	1,144,393	1,163,247	1,182,437	1,201,971	1,221,855

Source: Local Government Area Profiles 2018, Snowy Monaro LGA, Tourism Research Australia

Figure 15. Snowy Alpine Heritage Centre – Estimated Visitor Numbers – Years 1-10

VISITORS	YEAR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10
POTENTIAL MARKET – BASE CASE										
Locals	6,220	6,270	6,330	6,344	6,362	6,380	6,398	6,405	6,428	6,450
Day Visitors – Domestic	9,216	11,170	15,042	18,991	19,181	19,373	19,566	19,762	19,960	20,159
Overnight Visitors – Domestic	40,270	54,767	62,845	89,030	90,811	92,627	94,479	96,369	98,296	100,262
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	58,736	76,797	89,626	121,389	123,447	125,544	127,680	129,845	132,066	134,328
HIGH CASE										
Locals	9,330	9,405	9,495	9,515	9,542	9,569	9,596	9,608	9,641	9,675
Day Visitors – Domestic	14,746	18,617	28,204	37,982	38,362	38,745	39,133	39,524	39,920	40,319
Overnight Visitors – Domestic	50,337	68,458	83,793	106,836	108,973	111,152	113,375	115,643	117,956	120,315
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	77,443	101,071	126,902	161,357	163,971	166,632	169,341	172,084	174,899	177,765
LOW CASE										
Locals	3,110	3,135	3,165	3,172	3,181	3,190	3,199	3,203	3,214	3,225
Day Visitors – Domestic	5,530	7,447	9,401	11,395	11,509	11,624	11,740	11,857	11,976	12,096
Overnight Visitors – Domestic	33,558	51,344	59,353	71,224	72,649	74,101	75,584	77,095	78,637	80,210
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	45,228	66,516	77,329	92,814	94,432	96,080	97,759	99,464	101,209	102,987

Source: Mca modelling & estimates, October 2019.

8 Revenue Modelling and Financial Analysis

This section presents an estimate of the likely revenue and the financial analysis of the Snowy Alpine Heritage Centre.

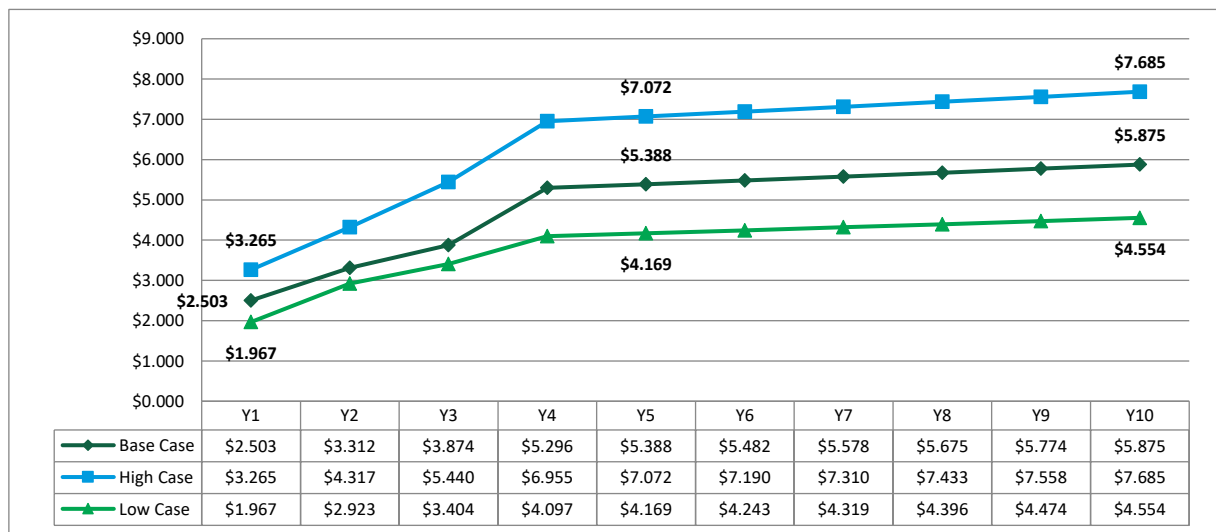
It should be noted that all of the revenues and costs for the 10 year period are in constant 2019 prices. The financials show net operating results for the proposed business operations on the site. It does not include interest on any loans required to fund the development. Interest costs will depend on the financial structure of the development (i.e. the mix of equity investment, grants and loans). Interest costs would need to be included in a full business case.

8.1 REVENUE ESTIMATES

Total Operations

Chart 1 shows total visitor spending/centre revenue (including the café) for each of the cases. For the Base Case visitor spending/centre revenue increases from \$2.503 million in year 1 to \$5.875 million in year 10.

Figure 16. Snowy Alpine Heritage Centre Revenue Estimates – Centre & Café (\$1 M – 2019 prices)



Source: Mca modelling & estimates, October 2019. Note in constant prices \$2019

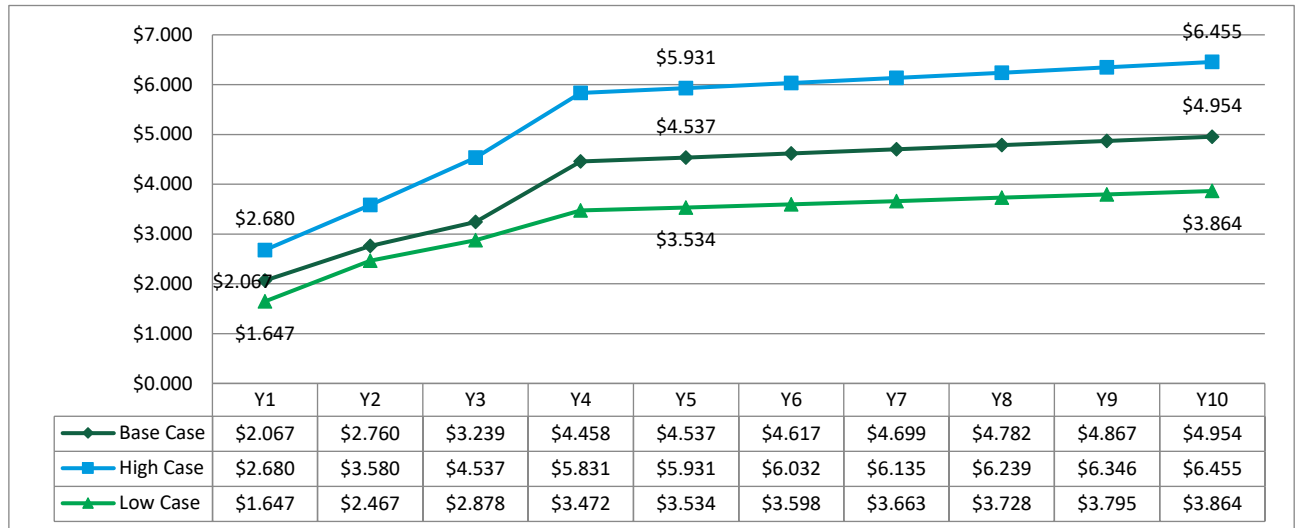
Centre Operations Only

Chart 2 shows estimated revenue over a 10 year period for the Centre (excluding the café) for each of the cases.

- Base Case: total revenue increases from \$2.067 million year 1 to \$ 4.954 million in year 10
- High Case: total revenue increases from \$ 2.680 million year 1 to \$ 6.455 million in year 10
- Low Case: total revenue increases from \$1.647 million year 1 to \$ 3.864 million in year 10

Domestic overnight visitors contribute around 77% of the revenue. The major revenue (excluding the café) comes from admission charges, the shop and special exhibitions.

Figure 17. Snowy Alpine Heritage Centre Revenue Estimates – Centre Only (\$million)



Source: Mca modelling & estimates, October 2019. Note in constant prices \$2019

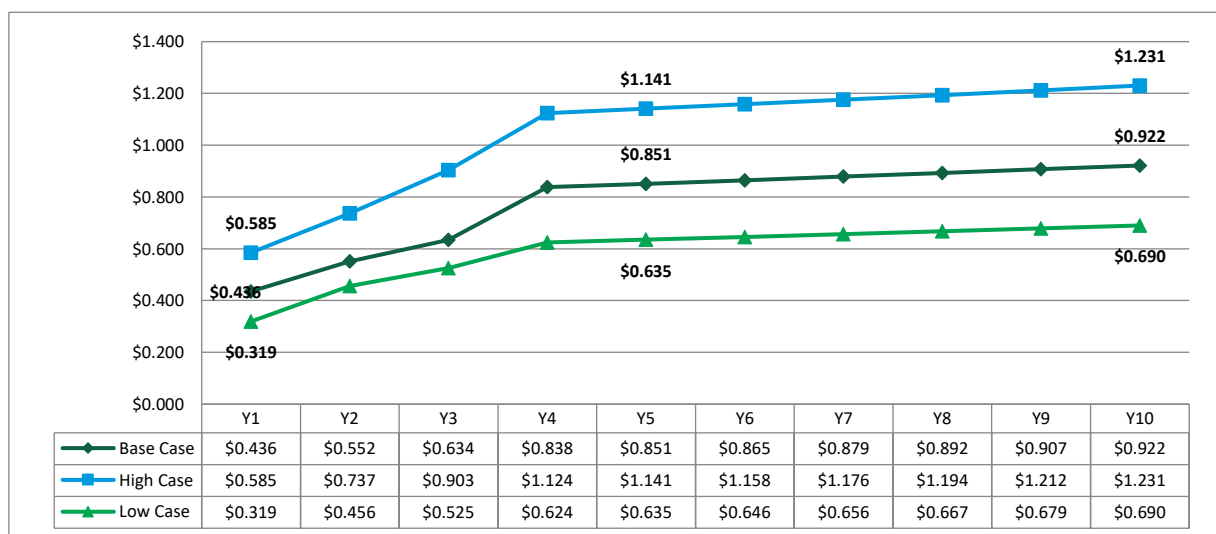
Café Operations

The following chart shows estimated revenue for the café over a 10 year period.

- Base Case: revenue increases from \$0.436 million in year 1 to \$0.922 million in year 10
- High Case: revenue increases from \$0.585 million in year 1 to \$1.231 million in year 10
- Low Case: revenue increases from \$0.319 million in year 1 to \$0.690 million in year 10

The major generators of revenue are overnight domestic visitors (the largest visitor group)

Figure 18. Café Revenue Estimates (\$million)



Source: Mca modelling & estimates, October 2019. Note in constant prices \$2019

8.2 FINANCIAL ANALYSIS

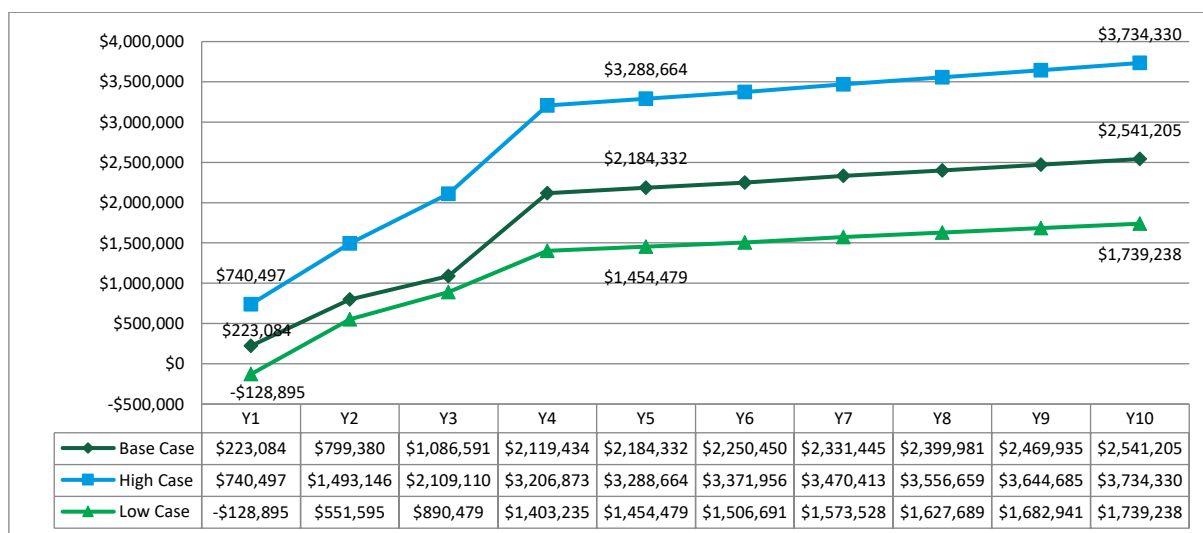
Snowy Alpine Heritage Centre – Financials

This financial analysis covers operations revenue and expenses. The following is for the Centre operations only, not including the café. The detailed tables are included in Appendix B. It should be noted that these are operating results and do not include servicing of any loans that may be associated with the development of the Centre.

The net operating results analysis shows:

- Base Case: initial operating surplus in year 1 (\$223,084) and increasing each year as the visitor numbers build (reaching \$2.570 million in year 10)⁸²
- High Case: initial operating surplus in year 1 (\$740,497) and increasing each year as the visitor numbers build (reaching \$3.814 million in year 10)
- Low Case: initial operating loss in year 1 (-\$128,895) and increasing surpluses in other years as the visitor numbers build (reaching \$1.739 million in year 10).

Figure 19. Net operating result (EBDITA) Alpine Heritage Centre Operations



Source: Mca Modelling & estimates, December 2019. Note in constant prices \$2019

⁸² All financial data is in constant prices (\$2019).

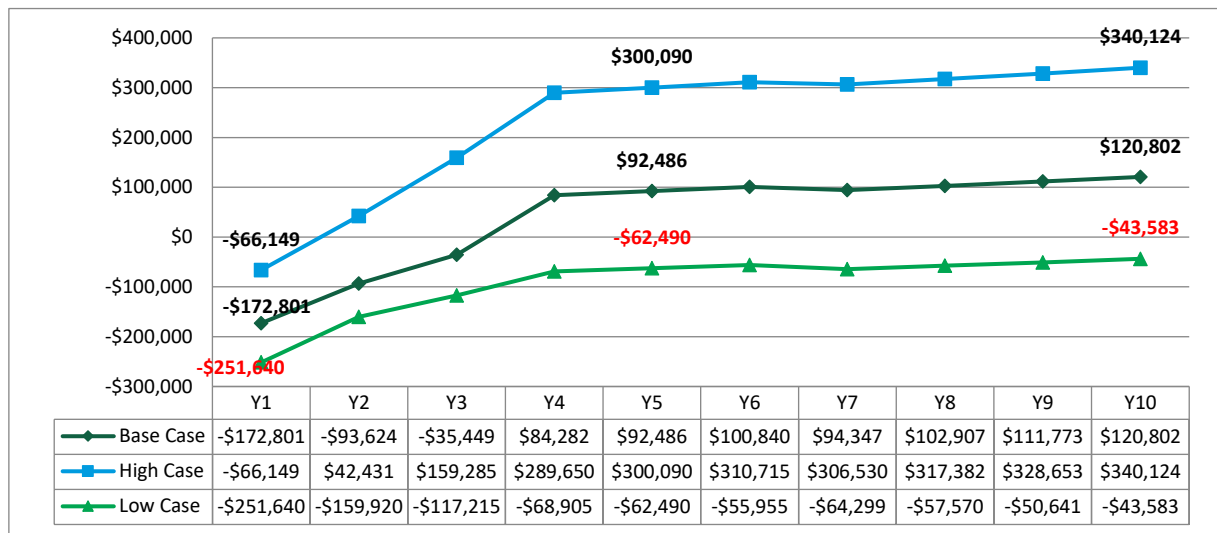
Café Financials

This financial analysis of the café covers operations revenue and expenses for the 3 cases. The detailed tables are included in Appendix B. It should be noted that these are operating results for the café and do not include servicing of any loans that may be associated with the operation.

- The café would generate net operating losses for the first three years for the Base Case, then increasing surpluses to reach \$120,802 in year 10.
- For the High Case operating losses would be incurred in year 1, with surpluses reaching \$340,124 in year 10.

For the Low Case operating losses would be incurred in all years (though the losses are reducing each year).

Figure 20. Net Operating Result (EBDITA) – Alpine Centre Café Operations



Source: Mca Modelling & estimates, December 2019. Note in constant prices \$2019

9 Economic and Social Impacts

This section presents a summary of the economic and social impacts of the Snowy Alpine Heritage Centre.

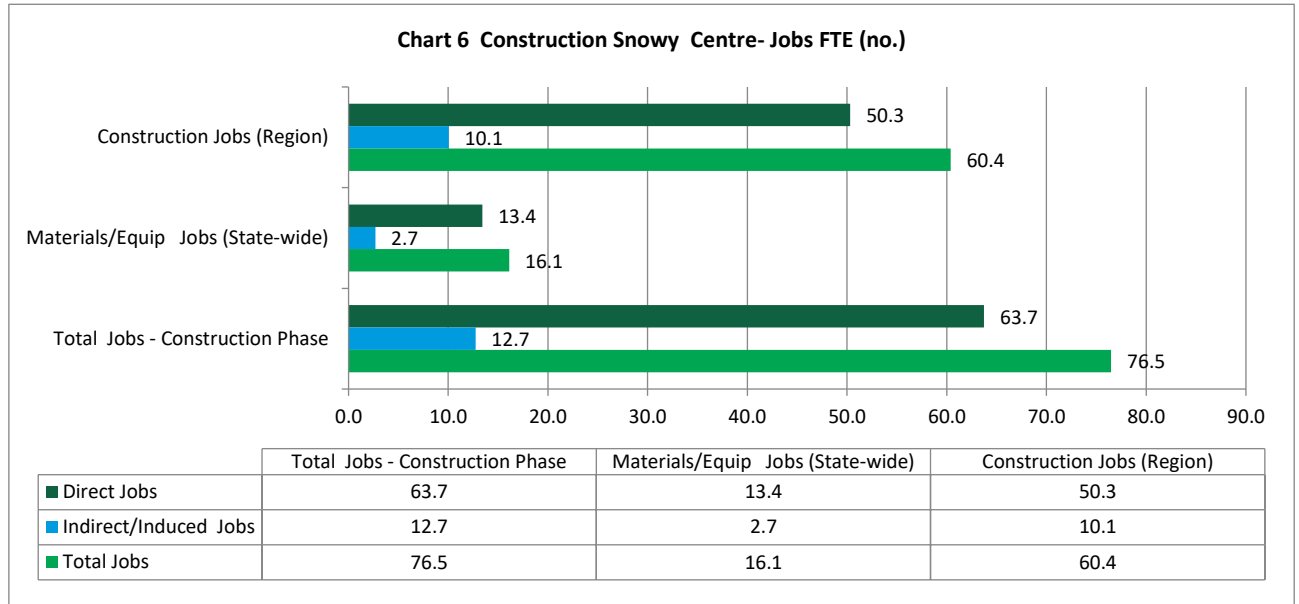
9.1 ECONOMIC IMPACTS

The economic impacts of the development of the Snowy Alpine Heritage Centre are modelled for both the construction phase and the operations phase for the Base Case. The impacts are measured in terms of: full time equivalent jobs (FTE) and the increase in regional income.

Construction Phase

Given the scale of the project, a significant number of jobs and an increase in regional income will be generated. A total of 76.5 FTE jobs (63.7 direct jobs and 12.7 indirect/induced jobs) would be generated during the construction period. The direct jobs comprise 50.3 jobs in on-site construction and 10.1 jobs in materials/equipment supply. During construction a total of \$18.115 million in regional income would be generated (\$15,096 million direct income and \$3.019 million indirect/induced).

Figure 21. Construction Snowy Centre Jobs FTE (no.)



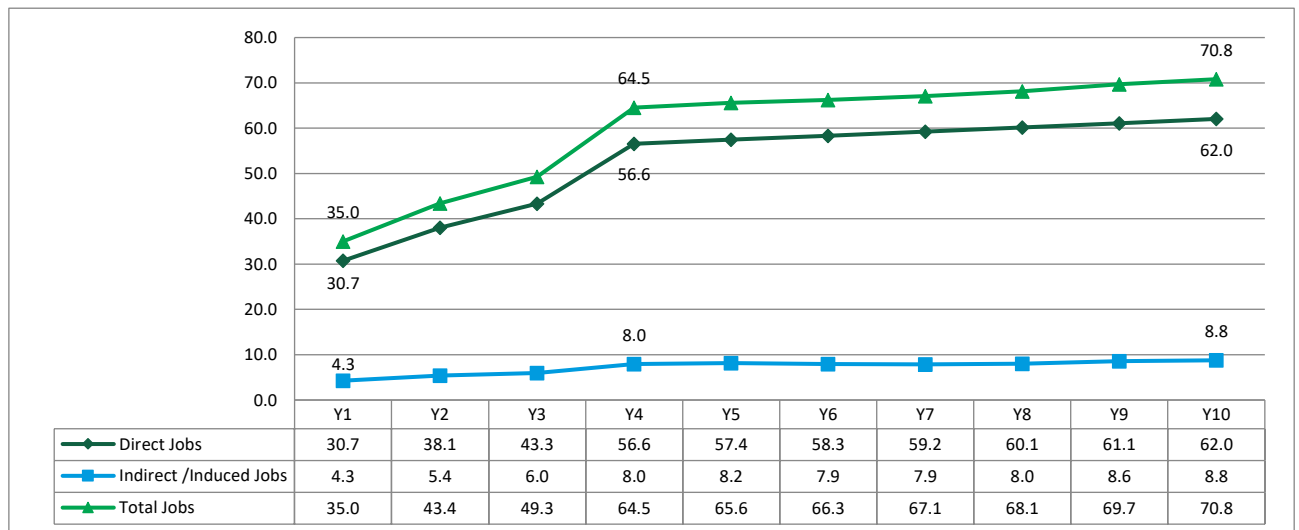
Source: Mca modelling and estimates, December 2019. Note some differences due to rounding

Operations Phase

The operations phase economic impacts of the Centre are driven by the expenditure (outside the Centre) of visitors during their stay in the Snowy Monaro LGA. Mca’s regional impact model is used to estimate the employment and income impacts.

- The operation of the Centre has the potential to generate/support a total of 35.0 full time equivalent jobs in the region in year 1, increasing to 70.8 FTE jobs in Year 10.
- Of these total jobs in year 10 – overnight visitors would account for 51.6 jobs, with locals and day visitors accounting for 10.9 jobs.
- On a sector basis, the jobs (FTE-direct and indirect) generated by visitors are mainly concentrated in: accommodation; food and beverage; recreational services and other visitor services; and other retail.

Figure 22. Total Jobs Generated by Centre (Base Case) Years 1-10 (FTE no.)



Source: Mca modelling and estimates, December 2019. May be some differences due to rounding. Includes Centre

The increase in regional income generated annually by the visitors to the Centre through their spending and Centre employees totals \$2.428 million in year 1, increasing to \$4.845 million in year 10.⁸³

⁸³ Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated income tax and GST on spending, are both treated as leakages from the region.

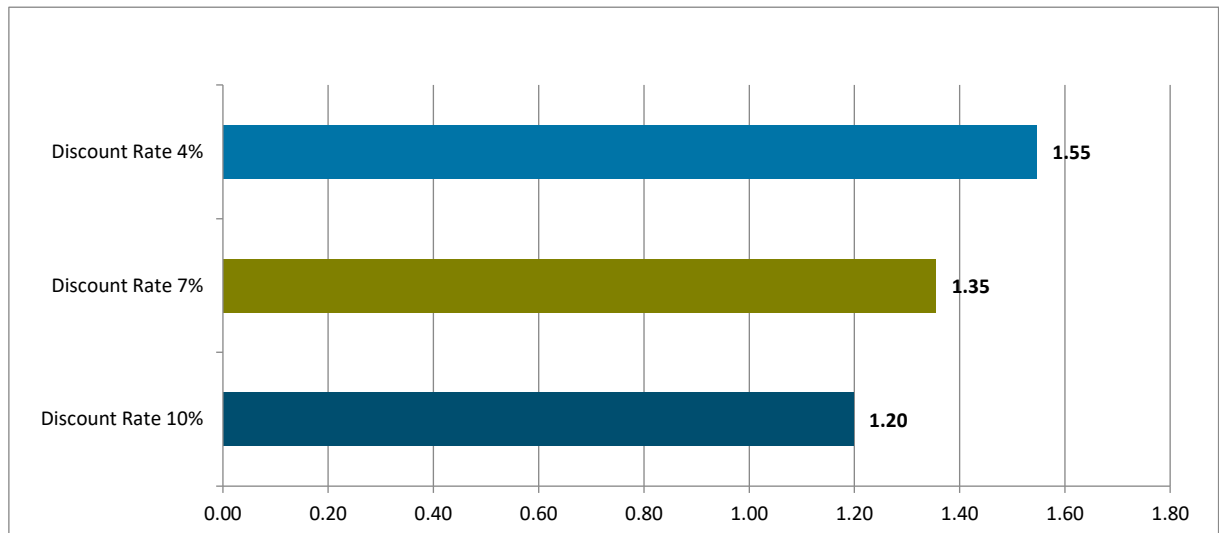
Benefit Cost Analysis

The benefits and costs are analysed for a 10 year period.

- **Centre Costs:** the estimated construction cost of the Centre project is \$ 38,045,000. Annual asset maintenance costs are estimated are \$200,000pa or \$2,000,000 over 10 years⁸⁴ The total 10 year project cost is \$40.045 million (in \$2019 prices).
- **Centre Benefits:** The measured benefits (10 years) of the Centre comprise: direct benefits – the value of the services used by visitors at the Centre (\$33.807 million)⁸⁵; and regional benefits – the increase in regional income (\$41.221 million) generated by their other spending in the region.

The chart below compares Benefit Cost Ratios (BCR) for the 3 discount rates for the ten year period of operations. For the Centre, using a 4 % discount rate the project yields a positive BCR of 1.55. The present value of total benefits (\$61.904 million over 10 years) generated by the investment exceeds the total 10 year costs of the project (\$40.045 million) over a 10 year period by a factor of 1.55 times. For a 7% discount rate the BCR is 1.35.

Figure 23. Benefit Cost Ratio (BCR) – Snowy Centre Development



Source: Mca modelling and estimates, December 2019

⁸⁴ This is based on 1.5 % of project costs (less professional fees, land cost, vehicle access and earthworks costs)

⁸⁵ The services used by visitors are valued on the basis of payments made for those services (and cover admission, gallery, camp fire experience, demonstration). The revenue for products consumed (café and shop) are not included.

9.2 SOCIAL IMPACTS

Modern museums and experience centres can increase our sense of wellbeing, help us feel proud of where we have come from, can inspire, challenge and stimulate us, and make us feel healthier. They are an essential part of the fabric of society and relevant to diverse and changing communities. ^[1]

The Snowy Alpine Heritage Centre can do this through active public participation, engaging with diverse communities and sharing collections and knowledge in ways that can transform lives. It will be a particularly special place for people whose families' stories are being told. These people will be relieved, grateful and proud that their history is being recognised, that the many hardships that were encountered and overcome in this harsh environment might be understood by others. The ongoing heartache caused by displacement may be eased as it is acknowledged and understood; for Aboriginal people, for the cattlemen, for the people of the old town.

The Centre will provide an opportunity to help our community to understand the value of the place they live, work and visit, help us to understand where we have come from and creating a sense of belonging. The engagement and learning from the collections and interpretive experiences will generate understanding within and between different groups and communities in society.

In addition, the Centre will generate wellbeing benefits, from opportunities for meaningful participation and volunteering, learning benefits, as a space for exchanging opinions, experiences, ideas and knowledge, and a sense of inclusion in a community space that is open and accessible to all.

^[1] www.museumsassociation.org

10 Implementation

This section outlines the next steps for the establishment of the Snowy Alpine Heritage Centre.

10.1 GOVERNANCE

As funding becomes certain for the development of the Centre, it will be critical to establish a strong governance model. The Snowy Alpine Heritage Association is currently an incorporated association under the *Associations Incorporation Act 2009*. The primary object of this Act is to establish a scheme for registration of associations established for the purpose of small-scale, non-profit and non-commercial activities. Organisations operating as commercial enterprises are not suitable for registration under the Act. As the Centre is going to be a commercial enterprise and will not be operated on a small-scale the current structure is not considered the appropriate legal entity to progress the project through development, construction and operation.

The structure recommended for the ownership and management of the centre is a company limited by guarantee (CLG). A CLG is a public company formed for purposes beneficial to the community. A CLG uses a company structure with directors (at least three) and a secretary but has members rather than shareholders. A CLG can be set up by a single member.

Companies limited by guarantee are set up under the Corporations Act 2001 (Cth) and regulated by Australian Securities and Investments Commission (ASIC). Payments of dividends to the members are not allowed, instead any profit made by the company can be re-invested back into the company. The liability of members is limited to an agreed usually small amount the members guarantee to pay in the event of the liquidation of the company.

Directors have the same responsibilities as they have in any public company and are subject to the Corporations Act in terms of:

- the duty to exercise powers and duties with the care and diligence that a reasonable person would
- the duty to exercise powers in good faith in the best interests of the company and for a proper purpose
- the duty not to improperly use their position or information obtained through their position to gain an advantage for themselves or someone else or to cause detriment to the company
- the duty to disclose conflicts of interest.

The rules regarding meetings of members and voting rights of a CLG derive primarily from the Corporations Act, but the constitution may also have rules regarding these matters. It is recommended that SAHA seek legal advice in setting up the constitution to ensure the following:

- a skills based board of directors who can draw on relevant previous professional experience to guide the land acquisition process, and the development and ongoing management of the centre
- the inclusion of a Ngarigo representative on the board, to facilitate the ongoing involvement of Ngarigo people in the manner of their preference,
- a reference group made up of interested community members, which the Directors must consult in the development of new content or material for the centre.

Advantages of a company limited by guarantee for the Snowy Alpine Heritage Association include:

- assurance that the company will be managed by a board of Directors with appropriate skills and experience
- eligibility for government grants and funding
- limitation of liability for members.

The company formed may also consider applying for the Australian Charities and Not-for-Profits Commission (ACNC) to register as a charity. The requirements for this are that the company operates on a not-for-profit basis and only for charitable purposes that benefit the public. If registered as a charity it is possible to also register for deductible gift recipient (DGR) status to allow any donations to the Centre to be tax deductible. It would be wise to consider this aim in developing the constitution for the company as the constitution will set out the rules and purposes for the company and will need to be consistent with the requirements of the ACNC.

10.2 BUILDING DESIGN PROCESS

The construction process is best negotiated with clear design intent – scoping and understanding works upfront will allow for improved budget and project control. The following order of steps is recommended:

- engage a land surveyor to survey the site – locating services and features on site (this is required by council)
- schematic design intent
- pass schematic design on to architect for detailed design development
- engage a civil engineer to design the layout and servicing of the site including vehicular access, parking, water supply, sewerage, stormwater drainage.
- Development Application
- engage structural engineer – supply with design drawings
- engage building surveyor – compliance related issues – public building access and egress, fire safety, bushfires, universal access etc
- engage an electrical engineer to design the electrical system for the facility
- design documentation by architect
- building permit
- construction.

Some of these steps can be undertaken in a different order, however they all must be undertaken to undergo works. The actual design of the building could be undertaken through a design competition (Australia wide or international).

10.3 INTERPRETIVE DESIGN PROCESS

The interpretive team should be engaged separately from the architect, but at the same time, with an early works process running concurrently with the architecture to ensure the building identifies and incorporates all functional requirements and interpretive opportunities.

The following summarises the main steps in the process to deliver an exceptional interpretive experience for the centre.

Pre-Concept Design

- Extensive consultation
- Developing interpretive brief and requirements for the building and landscape
- Identify opportunities in the building design
- Develop interpretive plan for all stories.

Concept Design

- Resolve the general interpretive approach and functional requirements
- Develop visual concepts for all interpretive project elements including exhibition branding, graphics and joinery, capturing the 'look and feel' of the new Centre
- Undertake concept cost assessment to meet budget requirements
- Identify all services and infrastructure required for the building.

Design Development

- Develop a technical plan for all media
- Provide a detailed Design Development report
- Undertake Developed Design cost assessment
- Define all services and infrastructure required in the building.

Documentation

- Develop plans, elevations, sections, details, specifications, multimedia and lighting plans, reports and any relevant briefs in the form of Design Documentation
- 100% content delivered
- Provide layout documentation
- Develop graphic design package for all graphics.

Fabrication

- Construction phase of all joinery
- Graphic production
- Procure all hardware and equipment
- Produce all media elements.

Installation

- Installation of all joinery elements
- Installation of graphics and interactives
- Installation and commissioning of lighting
- Commissioning of media
- Document defects and resolve outstanding issues
- Staff training as required.

10.4 MARKETING

Marketing the Centre will need to be grounded in an effective marketing strategy that starts implementation around one year out from commencement of operations.

The marketing approach must be developed based on a multi-channel strategy consisting of the following elements:

- Direct online channels of distribution – including development of a website with booking engine
- Partnership and joint ticketing with local businesses
- Social Media: Facebook, Twitter and, possibly Instagram and YouTube
- Comparator review sites (e.g. Tripadvisor)
- Google advertising
- Offline channels include agents such as tour group operators and consortia groups

Given the findings of recent research into online consumer behaviour, the marketing strategy should be heavily weighted to online channels, and in particular those channels with significant UGC (user generated content) commentary. There is considerable evidence that contemporary consumers will be more influenced by experiences and content posted by their peers than by any official authority, such as a tourism board.

It will be important to sell the Centre actively and aggressively in the chosen distribution channels. Marketing and promotion campaigns, of themselves, are insufficient to close a purchase with a consumer. It will also be important that the Centre has the capability to allow consumers to book and pay online (for events, tours, corporate events etc.). It must be recognised, therefore, that marketing and selling are two different activities. Marketing creates awareness but selling closes the sale. The visitor growth forecast presented in this plan will depend to a great extent on the latter rather than the former.

10.5 OPPORTUNITIES FOR LINKING WITH OTHER PRODUCTS AND PARTNERS

Partnerships and relationships with local organisations, schools and organisations in the region should be explored to build the community around the centre and develop potential collaborative products.

The Snowy Hydro Discovery Centre in Cooma, which will be installing an immersive theatre in the near future, is a product which is complimentary to the Heritage Centre. Other heritage product, such as the Snowy Scheme Museum at Adaminaby, the Thredbo Alpine Museum at Thredbo and the NSW Correctional Services Gaol Museum

The NSW National Parks and Wildlife Service Education Centre at Sawpit Creek, which offers curriculum based programs for local schools and school excursions, is also complimentary to the Centre and the two could partner to develop a full day Snowy Mountains experience for students.

11 Conclusion

This Feasibility Assessment for the proposed Snowy Alpine Heritage Centre has been undertaken through consultation with the Snowy Alpine Heritage Association, early development of concepts and themes for the Centre, research and analysis of the markets, understanding successful Centres elsewhere, a comprehensive site selection process and thorough business case financial assessment and economic evaluation, using NSW Treasury Guidelines.

The proposed Centre provides a place for the stories of the heritage of the mountains to be shared, understood and experienced, a place for locals to enjoy and gather and will act as a strong attractor for tourism target markets for the Snowy Mountains.

The social benefits of ensuring the preservation of the history for future generations and the opportunity to understand our past will be significant.

The financial performance of the centre is also positive, performing well at a regional scale with a positive Benefit Cost Ratio of 1.35 at a discount rate of 7% (generally used for facilities of this type). A considerable number of jobs will be created in the local economy through both the Centre construction and the ongoing operation.

The findings of this Feasibility Assessment support continuation of the project and the next steps towards the development of the Centre being pursued: the formation of a company limited by guarantee, negotiations with Snowy Hydro to secure an option over the preferred site, and applications to government for funding for the next stages of the project.

APPENDIX A: STAKEHOLDER CONSULTATION SUMMARY

STAKEHOLDER	DETAIL	OUTCOME
Go Jindabyne	Phone meeting with Rukshan deSilva, Principal Planner on Monday 30 September	Discussed project and potential sites, and how they might work in context of town masterplan. Rukshan interested and requested report when finalised.
Tourism Snowy Mountains	TSM briefed by JM at meetings	TSM Chair assisting SAHA with expertise on financial matters and reviewing the economic analysis.
Snowy Hydro	PM discussed with Luke Judd 19 July.	Luke saw the centre as being complementary to the Snowy Hydro Centre in Cooma, where an immersive theatre is being installed and other upgrades planned. He felt that the two products could work well together.
Ngarigo People	Spoke with Iris White on 21 November. Outlined project and provided background. Met with Iris face to face on 26 November, with Tom Barry.	Positive discussion about the concept and the approach of zero interference in the development of interpretive material for the Aboriginal stories in the centre. Some concern expressed by Iris about how Ngarigo people would be involved in the centre long term to be addressed in recommendations.
Department of Premier and Cabinet	Met with Chris O’Sullivan on 28 November	Chris provided advice that the benefit cost Analysis should be completed using the NSW Treasury Guidelines. Checked with Michael Connell and he advised these guidelines were used in the completion of the economic analysis.
Snowy Monaro Regional Council	Various discussions with Mark Adams during the development of the Snowy Monaro Destination Management Plan.	Inclusion of the centre in the DMP.

APPENDIX B: BEST PRACTICE VISITOR EXPERIENCE

What constitutes an exceptional experience?

It's no longer enough to simply open the door of a gallery or museum, expecting visitors to arrive. The demographics of the audience are changing, and heritage institutions are competing for time and attention with many other experiences.

In his book,⁸⁷ *Thriving in the Knowledge Age: New Business Models for Museums and Other Cultural Institutions*, John Falk explains that museums must become consumer focused: they must understand consumer behaviour, produce customised products, and compete against many other experiences. Those that rise above the crowd offer value-added products that are customised to individual visitors.

In order to understand and address the personal needs and motivations of visitors, Falk breaks the museum audience into five groups: explorers, facilitators, experience seekers, hobbyists, and spiritual pilgrims. These are included in Appendix A.

Trends in delivering heritage experiences

Changing audience interests and expectations, demographic trends, increasing competition from a broad range of alternative experiences and travel destinations, and the increasingly prevalent role of technology today, are forcing museums and heritage institutions to change and adapt. Even with changes, heritage sites face significant challenges in attracting visitors and generating revenues.

To respond to these challenges, the overall visitor experience needs to:⁸⁸

Put the visitor first

Audience needs and expectations are paramount and must be carefully considered. Visitors must be catered to before they arrive (web), while there (amenities, food, seating, access, orientation, parking, etc.), and after they leave (programs, memberships, web). Everything counts.

Ensure that themes are reflected in all aspects of public experiences and spaces

All aspects of the facility or site must be considered when reflecting the content, including buildings, landscapes, exhibits, graphics, costumes, activities, sounds, smells, artwork, live events, live animals, and glimpses “behind the scenes.”

Cater to multiple learning styles

This can include traditional “show and tell,” “hands-on–minds-on” with interactive and engaging experiences, or self-directed and guided experiences. There is a shift towards facilitating rather than informing as visitors become more adept at self-directed learning and information gathering.

⁸⁷

<https://museum.novascotia.ca/sites/default/files/inline/images/nsmi/mp-section-3.pdf>

⁸⁸ Ibid

Provide a healthy variety of media to attract varied interests and learning styles

This may include visuals (graphics and text), tactile, audio-visual (sound and video), whole body or kinaesthetic, and must not exclude humour, surprise or quiet reflection.

Understand that audiences are not all homogenous

The experience must appeal to the interests of different age groups, multi-cultural groups, etc., within a particular region or community of interest. Assumptions that people will be interested in new exhibits and technologies should be tempered with market research and an understanding of visitor needs.

Be socially relevant

Have links to real people (when presenting history) and the real world around them (in linkages to the site, surrounding landscape or activity, and content experts).

Make use of new communication styles

Including social networking, sharing of information and two-way communication. Museums can create discussion through blogs or other online forums to include the public in curatorial and interpretive dialogues (e.g., help select artefacts and specimens for exhibit, ask the curator a question, send in your story).

Make use of new technologies

This includes multimedia, mobile phones, the internet for online exhibitions, virtual collections, and online for marketing and relationship building. Audio tours and video clips can be downloaded in advance of visits to a museum or gallery, while at the gallery or used post visit for more detailed information. Some facilities use podcasts to interact with visitors, which can be object specific or offer an in-depth exploration of a specific exhibit. They can be released as episodes to help maintain interest or downloaded automatically by members or subscribers to a specific topic area. Users can also utilise multi-media (audio and video) applications to submit their perspectives and interpretations on a theme. Whatever approach is taken, a key objective is to build relationships with existing and potential visitors. This will encourage repeat visitation (in-person or online) and membership, as well as financial support for the facility.

Deliver the best possible experience with the most skilled staff

It's important that centres are staffed with experienced people, that are passionate, knowledgeable and customer service focussed. Volunteers are an important element of the mix to bring local characters into the centre's overall experience.

Attracting and retaining audiences

Heritage institutions must also pay attention to attracting new audiences and encouraging repeat attendance. Increasing attendance by attracting new audiences and repeat visitors is critical for museums, particularly when there is increasing dependence on self-generated revenue. This can be achieved through:⁸⁹

- A regular program of refreshing permanent exhibits (less emphasis on “permanent” displays and more on “core” themes and experiences that change periodically), where possible.
- Temporary and travelling exhibits.
- Varied site programming and demonstrations (with firm links to current research and curatorial expertise).
- Outreach programs and initiatives, with links to school curriculums and public interests.
- Long-term programs and projects that grow over time (e.g., boatbuilding), or that encourage regular participation (e.g., nature exchange).
- Theatres or demonstration spaces with new shows regularly.
- Interpreting collections in different ways to attract new interest groups and return visits (i.e., with more varied, attractive and inclusive content). This can be accomplished through various on-site interpretation techniques. New interpretation of collections and linking different themes can offer a fresh view of history and attract special interest groups and new audiences. This can also be accomplished through the development of special interest and themed “trails” through exhibits. By offering several trails through the same exhibit, different audiences can be attracted and returning visitors have the opportunity to experience the collection from alternative perspectives. Trails can be tailor-made to appeal to special interests, themes, cultural or demographic groups and delivered in print, audio-guide or podcast format.
- Building relationships with visitors, by staying in contact with them and offering new experiences that match their interests (before, during, and after their visit).
- Using the Internet to attract interest, provide high-level interpretation, generate visits, and follow-up with visitors. Many organisations have taken advantage of social networking and “customized” web sites to create regular places for their publics to return to. This method also provides a vehicle for delivering additional content through online or downloadable activities, contests, archives, and educational resources.
- Increased use of museum sites by the public for community needs (meetings, clubs, courses, weddings, etc.).

⁸⁹

<https://museum.novascotia.ca/sites/default/files/inline/images/nsmi/mp-section-3.pdf>

Being Relevant

Heritage facilities are part of the attractions business. They must compete with a vast array of opportunities for the discretionary time and money of audiences. To be successful, they need to be relevant and make a connection with what is important to their potential audiences.

Relevance means:⁹⁰

- Looking beyond traditional exhibits, artefact presentation and visitor programs to make the connection with their public. Planning must include more than investment in research, interpretive development and knowledgeable staff.
 - Engaging residents and communities “where they live.” The museum must seek to position itself where people are today, both physically and emotionally. This also reflects the need for museums to look to their communities first before devoting energy to attracting dwindling or fickle tourism markets.
 - Welcoming tourists. A focus on residents and communities does not mean that tourists are to be ignored. Successful communities and places of interest are appealing to residents and tourists alike. Tourists will often seek out authentic, and social, experiences based around community events (e.g., farmer’s market, coffee shops, etc.).
- Transcending the role of the museum. Opportunities to become “more than a museum” should be explored aggressively and enthusiastically. Assuming many roles, such as:
 - Facilitator: for genealogy, self-directed learning
 - Caretaker: stewardship of resources, heritage, artefacts, etc. (publicly renowned)
 - Showcase: the latest in ideas, trends and technologies
 - Meeting place: where people come together
 - Venue: for theatre, art, music
 - Marketplace: food, produce, gifts, ideas
 - Service provider: historic tours, programs, and other fee-based initiatives inside and outside of the museum realm
 - Circuit board: catalyst for new partnerships and exchange of ideas
 - Collaborator: supporter of public movements (e.g., slow food, green initiatives)
 - School: space for seminars, workshops (music camp)
 - Living history: transcend the static, traditional heritage of buildings and sites, bringing these spaces to life with real community members and events that help rekindle value in the resource.

⁹⁰ Ibid

APPENDIX C: THE MUSEUM AUDIENCE

Source:

BOOK: Living in the Knowledge Age: New Business Models for Museums and Other Cultural Institutions

Explorers

The explorer's experience at a heritage site is driven by curiosity. They may not be drawn by the particular subject matter of an institution but are generally interested in museums and other heritage sites. They may wander around and stop to discover an exhibit, artefact, or landscape that strikes their interest. They generally identify themselves as interested in learning and discovering new things.

Facilitators

In contrast with explorers, facilitators are motivated to visit heritage institutions in order to facilitate the needs and desires of others. They may be parents facilitating a visit for their children or adults bringing another person to the heritage site. The key to this group is that they are present for someone else's benefit (a child, friend, or relative) because they feel it is important for them to "learn something."

Experience Seekers

Often tourists, these visitors collect experiences. They are looking to be able to say, "been there, done that." Many are visiting to satisfy the expectations of others, such as a family or friend who recommended a site. They are more focused than explorers, as they have an agenda and often a time frame. Their goal is to see all the highlights of a particular site.

Hobbyists

These are visitors who have a strong interest in, and may be highly knowledgeable about, the topic of a museum. Their primary motivation for visiting is to obtain further knowledge about a topic, and as a result they are focused during their visit. Their goal might be very specific, such as reviewing what a certain type of boat looks like before building their own model, or buying rare plants for their home garden.

Spiritual Pilgrims

These are people who have a sense of awe or reverence for the site they are visiting. They may visit a heritage site to escape, get away, contemplate, or rejuvenate. They are not necessarily there for the content. They are there for the aesthetics, to get in touch with the past, or to tap into something greater than themselves.

APPENDIX D: VISITOR ANALYSIS

This analysis provides an overview of visitation in the region, providing data on visitor numbers, demographics and spend. The data has been primarily drawn from Tourism Research Australia (TRA) and aggregated across a four-year period, from 2014 to 2017, to increase accuracy. These statistics were revised for Snowy Monaro in 2017 to include only the area within the new council boundaries.⁹¹

Visitor Numbers & Nights

The Snowy Monaro Region receives just over one million visitors per annum at 1,038,000. This number is comprised primarily of domestic overnight visitors at 658,000 or 63.5%, followed by domestic day visitors at 365,000 or 35% and international visitors comprising only 1.5% at 15,000 per annum.

Figure 24. Visitor numbers, nights and length of stay in the Snowy Monaro region.

	INTERNATIONAL	DOMESTIC OVERNIGHT	DOMESTIC DAY	TOTAL
Visitors Numbers	15,000	658,000	365,000	1,038,000
Total Visitor Nights	213,000	2,256,000	-	2,469,000
Average stay (nights)	14	3	-	4 (average)

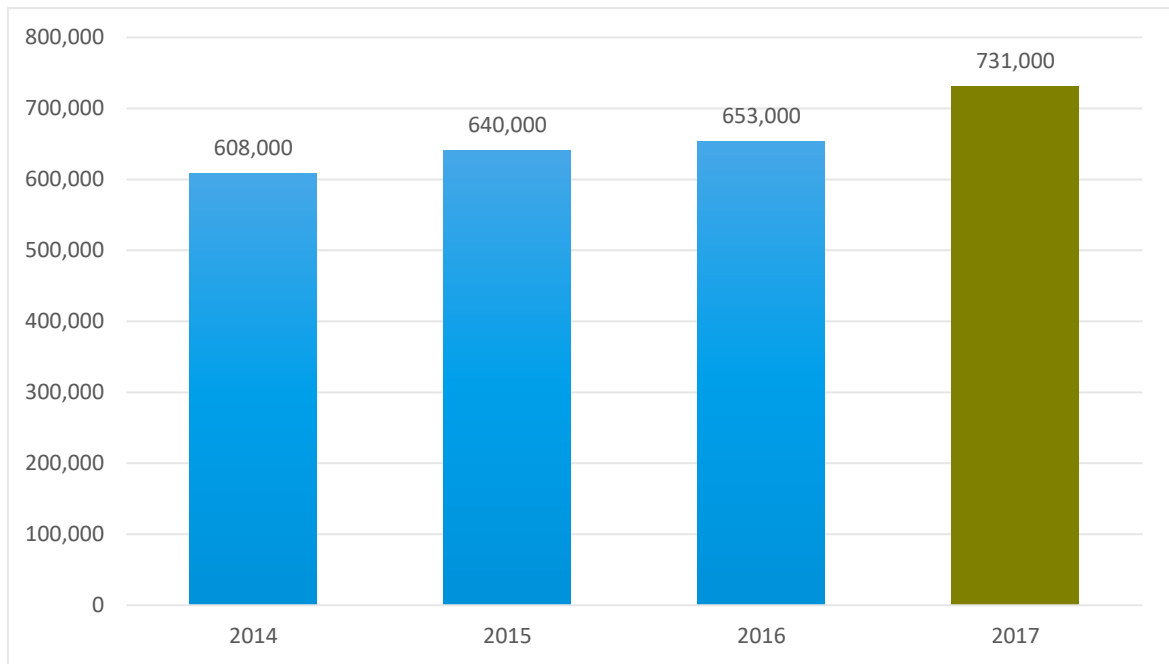
DATA SOURCED FROM TRA 2017.

International visitors tend to stay far longer in the Snowy Monaro region at an average of 14 nights per visit, as opposed to only three for domestic overnight visitors. This places the average number of visitor nights for the region at four. Overall, the region receives an average of 2,469,000 visitor nights per annum, made up of domestic visitors at 2,256,000 nights or 91% and international visitors representing 9% at 213,000.

Across the four-year period, domestic overnight visitors to the region have been increasing, from 608,000 in 2014 to 731,000 in 2017.

⁹¹ Tourism Research Australia (2017) Snowy Monaro, Local Government Area Profiles: <https://www.tra.gov.au/Regional/local-government-area-profiles>

Figure 25. Increase in domestic overnight visitors from 2014-2017



DATA SOURCED FROM TRA 2017.

At present, there is limited data on the impact of seasonality on visitor numbers, though it is widely known that visitor levels peak during the snow season (July and August) and decrease significantly across the summer months. A study of vehicle entries to Kosciuszko National Park shows a heavy skew to winter months⁹².

Research from Destination NSW found that in describing their associations with NSW regional destinations, visitors associate the Blue Mountains with adventure, mountains and National Parks experiences and the Snowy Mountains with snow. This enforces the association of Snowy Monaro region as a winter destination⁹³.

Visitor Demographics

Of international visitors, the majority are travelling to the Snowy Monaro region solo at 9,000 per annum or 60% of all international visitors. This statistic is much lower for domestic overnight travellers, with 88,000 travelling solo, representing only 13% of all domestic overnight travellers. Domestic overnight visitors most commonly travel with friends or relatives (35%), followed by their immediate family (25%) and then as a couple (20%).

⁹² Cooma-Monaro Economic Marketing Strategy (2015): [visitcooma.com.au: http://visitcooma.com.au/wp-content/uploads/2014/11/Full-Copy-Cooma-Marketing-Strategy-Web-View.pdf](http://visitcooma.com.au/wp-content/uploads/2014/11/Full-Copy-Cooma-Marketing-Strategy-Web-View.pdf)

⁹³ Domesticate (2018), Destination NSW: <https://www.destinationnsw.com.au/wp-content/uploads/2018/05/domesticate-2018-study-australian-travel-market.pdf?x15361>

Figure 26. International and domestic overnight visitors by travel group

	INTERNATIONAL	DOMESTIC OVERNIGHT
Solo	9,000	88,000
Couple	3,000	133,000
Family	-	167,000
Friends and/or relatives	2,000	229,000

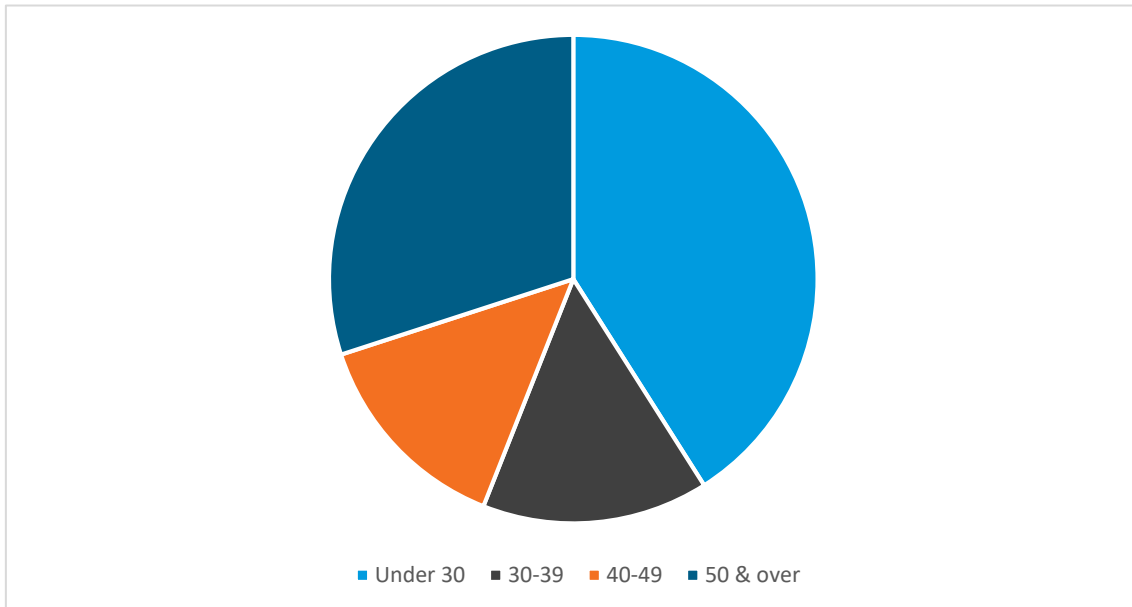
DATA SOURCED FROM TRA 2017.

Domestic visitors, both those visiting overnight or for a day trip, most commonly hail from Sydney at 40% of all visitors, followed by regional NSW at 33% and the Australian Capital Territory (ACT) at 12%. International visitors most commonly arrive from the UK, followed by the USA and Germany.

In terms of visitor age, 41% of visitors to the Snowy Monaro region are under 30, with a further 15% aged 30 to 39. 14% of visitors are aged 40 to 49, with 30% of visitors aged 50 and above.

Of all visitors to the region, ‘holiday’ is by far the most common reason for a visit at 75%. This is followed by business travel at 11% and visiting friends and relatives at 10%. Visitors to the region primarily stay in a hotel, comprising 732,000 visitor nights or 30%, followed by the home of a friend or relative at 393,000 visitor nights or 16% or camping or a caravan at 252,000 nights or 10%.

Figure 27. Visitors to the Snowy Monaro region by age from 2014-2017



DATA SOURCED FROM TRA 2017

Visitor Spend

On an annual basis, it is estimated that visitors to the Snowy Monaro region spend a total of \$545,000,000. Spend is by the far the highest amongst domestic overnight visitors at a total of \$497,000,000 which equates to 91% of total expenditure. Domestic day visitors contribute 7% of the total expenditure at \$36,000,000 per year, followed by international visitors at 2% or \$12,000,000.

International visitors spend an average of \$751 in the region per trip. This is similar to domestic overnight visitors, who spend an average of \$756 per trip, however only stay in the region an average of three nights per visit – as opposed to 14 nights for international visitors. Average spend both per night and on commercial accommodation per night largely explains this picture, with domestic overnight visitors spending \$221 per night, and \$291 per night for those in commercial accommodation. This is far higher than international visitors, who typically spend only \$54 per night and on average only up to \$60 per night on average in commercial accommodation.

Figure 28. Visitor spend in the Snowy Mountain region 2017

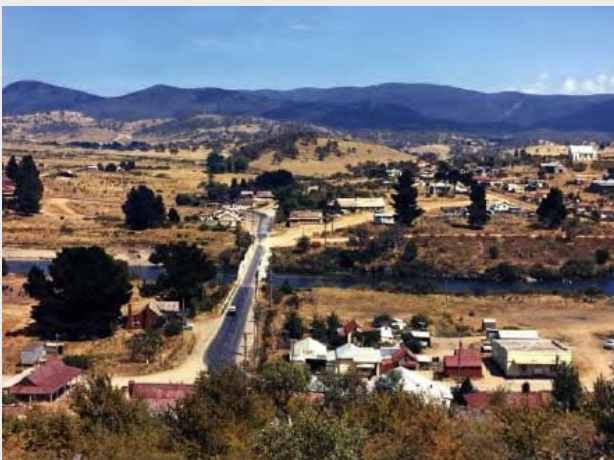
	INTERNATIONAL	DOMESTIC OVERNIGHT	DOMESTIC DAY	TOTAL
Total Spend	\$12m	\$497m	\$36m	\$545m
Average spend per trip	\$751	\$756	\$100	\$525 (average)
Average spend per night	\$54	\$221	-	\$206 (average)
Average spend (commercial accom) per night	\$60	\$291	-	\$269 (average)

Visitor spend including average per trip, average per night and average by night on a commercial property in the Snowy Monaro region. Data sourced from TRA 2017

APPENDIX E: DABYNE PLANNING ANALYSIS

PRELIMINARY PLANNING ANALYSIS

FEASIBILITY STUDY FOR THE SNOWY ALPINE HERITAGE CENTRE



Prepared for:



NOVEMBER 2019

Project: 18-19

PRELIMINARY PLANNING ANALYSIS

FEASIBILITY STUDY FOR THE SNOWY ALPINE HERITAGE CENTRE

This report has been prepared by:

A handwritten signature in black ink, appearing to read 'I. Pasalich'.

Ivan Pasalich
Principal
Dabyne Planning Pty Ltd

NOVEMBER 2019

Project: 18-19

Dabyne Planning Pty Ltd
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Appendix A Multi Criteria Analysis

1. INTRODUCTION

1.1 Executive Summary

Dabyne Planning Pty Ltd has been engaged by TRC Tourism to prepare a preliminary planning analysis that will form part of a feasibility study for the Snowy Alpine Heritage Centre for the Snowy Alpine Heritage Association Incorporated (SAHA).

The purpose of this report is to provide TRC Tourism and the SAHA a preliminary planning analysis that includes:

- (i) Development of a site selection criteria based on the site needs for the project.
- (ii) Undertake a site selection process that identifies up to six (6) sites of interest that meet the site selection criteria within the wider Jindabyne locality (study area).
- (iii) Undertake a planning (desktop) analysis of each site.
- (iv) Rank each site based on its overall suitability, using a multi criteria analysis.
- (v) Incorporate the above into a planning report to form an appendix to the overall feasibility study.

As outlined above, the main objective of the preliminary planning analysis is to develop site selection criteria and undertake a site selection process based on best practice principles to achieve the vision for the development being *'an internationally recognised visitor experience that showcases the unique combination of heritage and culture embedded in the Snowy Mountains in an exciting and interactive way'*.

This has included consultation and workshops with the SAHA and project team, including input from Thylacine, heritage design experts who have been appointed to provide expert advice regarding site assessment, design options, interpretation and high-level costing.

The site selection process identified six (6) sites of interest that met the key site selection criteria and warranted further investigation.

This included a desktop planning analysis of each site with a summary of each site's attributes in relation to the selection criteria.

In order to further filter down and identify preferred sites, the Sites of Interest were evaluated to assess their strengths and weakness. The principle evaluation tool used was a multi criteria analysis (MCA). The multi criteria analysis process assessed the Sites of Interest by scoring each site against 'Aspects' and 'Criteria'. The aspects and criteria were assigned a specific weighting to reflect their relative importance in determining the preferred sites. The outcome of the multi criteria analysis was a weighted score for each site of interest.

Following the multi criteria analysis, the total weighted score for each nominated site of interest was used to rank the sites from most to least preferred. From this ranking, three (3) preferred sites have been identified for the establishment of the Snowy Alpine Heritage Centre.

Further investigation and negotiation with the land owners regarding these sites is recommended in the next phase of the project.

The following section outlines the Site Selection Process that has been adopted for this study. Diagram 1 provides a schematic of the Site Selection Process developed in consultation with the SAHA to identify preferred sites for the establishment of the Snowy Alpine Heritage Centre.

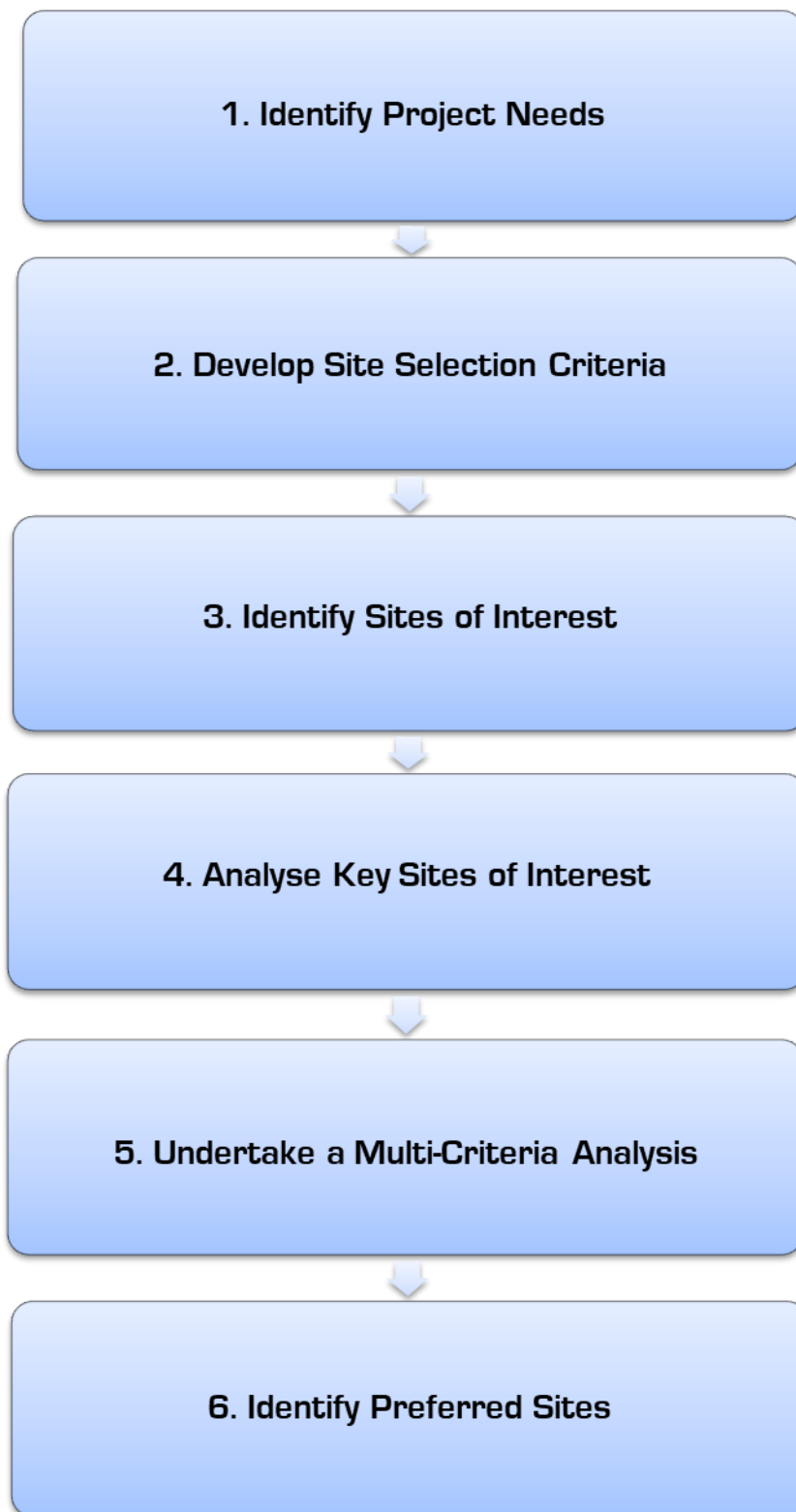


Diagram 1: Site Selection Process

2. PROJECT NEEDS

'The Snowy Alpine Heritage Centre will be an internationally recognised visitor experience that showcases the unique combination of heritage and culture embedded in the Snowy Mountains in an exciting and interactive way. The centre will bring to life the stories of our past while becoming part of the region's growth in the future.'

To achieve this vision, the established project needs are:

- Sufficient land area to accommodate the facilities needs, including potential future expansion.
- The development to be an iconic architectural building and therefore a stand-alone structure with a sufficient curtilage.
- Visible from public places and view corridors.
- Achieves views and vistas of Lake Jindabyne and/or Snowy Mountains.
- Provides outstanding amenity.
- Achieves a high level of sustainability in accordance with ESD principles.
- Accessible by existing vehicle, cycle and pedestrian nodes.
- Located and/or accessible from a main road thoroughfare.
- Located in close proximity to the Jindabyne township.
- Incorporates a northern orientation for solar access.
- Achieves access to existing and/or planned utilities.
- Located where constraints can be mitigated.
- Located on freehold land where tenure can be achieved.

These project needs have been developed into Site Selection Criteria, in Section 3 below.

3. SITE SELECTION CRITERIA

The Site Selection Criteria were developed to govern the entire Site Selection Process. These criteria were defined at the start of the process based on the project needs to ensure they are considered throughout the project. The Site Selection Criteria consider a range of environmental, social and planning factors are listed in Table 1 below. They have been utilised in identifying Sites of Interest. In addition, the Site Selection Criteria form the basis of the multi criteria analysis undertaken on the Sites of Interest.

Table 1: Site Selection Criteria

Aspect	Criteria
Land Size	<ul style="list-style-type: none"> ➤ Minimum of 1.2 hectares (12,000m²) and preferably greater than 1.8 hectares,
Topography	<ul style="list-style-type: none"> ➤ Flat to Moderate Slope Sites (0 – 10 degrees). ➤ Avoid steep and rugged terrain over 15 degrees in slope. ➤ Preference for flat terrain over undulating terrain.
Distance from Jindabyne	<ul style="list-style-type: none"> ➤ As close as practically possible to Jindabyne township, not necessarily within the town. ➤ Within 10km of Jindabyne.
Visibility	<ul style="list-style-type: none"> ➤ Visible from public places (visible from roads, lake and/or town).
Views and Vistas	<ul style="list-style-type: none"> ➤ Achieves views and vistas of Lake Jindabyne. ➤ Achieves views and vistas of Snowy Mountains.
Orientation	<ul style="list-style-type: none"> ➤ Incorporates a northern (north-east to north-west) orientation for solar access. ➤ Preference for western or eastern orientation over southern orientation.
Zoning and Permissibility	<ul style="list-style-type: none"> ➤ Preference for land zoned where this type of development is permitted with consent.
Surrounding Land Uses	<ul style="list-style-type: none"> ➤ Preferably compatible with surrounding land uses such as: <ul style="list-style-type: none"> - Tourism - Community - Education - Rural - Open space ➤ Avoid siting within proximity to extractive, hazardous or offensive operations and industries (i.e. quarries, waste management facilities, sewerage treatment plants, etc)
Site Access and Road Network	<ul style="list-style-type: none"> ➤ Preferably have direct access to a State/Classified road (i.e. Kosciuszko Road/Alpine Way) ➤ Preferable to use existing established access onto a public road. ➤ Preferable to be able to create future access onto a public road where safe sightlines are obtainable.
Accessibility (Non-motorised)	<ul style="list-style-type: none"> ➤ Accessible by existing cycle and pedestrian nodes.
Land Ownership	<ul style="list-style-type: none"> ➤ Preference for freehold land. ➤ Preference for government, corporation and/or institution owned land over private land ownership.

Siting	<ul style="list-style-type: none"> ➤ Preference given to being located as a stand-alone development, with a sufficiently large salvage (curtilage) afforded around the development site. ➤ Preference given to areas predominantly devoid of large rock. ➤ Preference given to areas predominantly devoid of native vegetation (trees and shrubs).
Services	<ul style="list-style-type: none"> ➤ Existing and/or available connections to: <ul style="list-style-type: none"> - Electricity grid - Underground telecommunications - Water - Sewer
Constraints/Hazards	<ul style="list-style-type: none"> ➤ Preferably site not located within the following: <ul style="list-style-type: none"> - Areas comprising of high biodiversity values. - Areas comprising of known Aboriginal sites or places. - Areas mapped as comprising bushfire prone land. - Areas below the maximum operating level of Lake Jindabyne. - Areas in close proximity (<40m) to perennial watercourses.

Further discussion on each aspect and its criteria is provided below.

Land Size:

To determine the appropriate land size for the project, input from the SAHA and project team, including Thylacine identified that the facility needed to accommodate the following:

- Number of Visitors (range: 200 - 300)
- Internal floor space range (range: 2000m² – 4000m²)
- External area including outdoor areas for potential static displays, entertainment, etc (range: 2500m² – 5000m²)
- Additional area for opportunities to expand / partner with other facilities (range: 2500m² – 5000m²).

With 200 – 300 visitors and 2000m² – 4000m² of internal floor space, a parking area that accommodates at least 100 parking spaces would be required, in addition to bus parking. This would need approximately 4000m² of area.

In total, the land size of the development would need to be at minimum 1.2ha in size with a preference for the land size to be greater than 1.8ha.

Topography:

Due to environmental, construction and operational considerations, sites that are steep, being more than 15 degrees in gradient are not considered suitable for the project, with land that is more than 15 degrees being ruled out.

Accordingly, flat to moderate sloped sites are preferred, providing a gradient range of 0-15 degrees.

Consultation with the SAHA identified that flatter sites that are easier to work with are preferred to undulating sites.

Accordingly, preference for flatter terrain over undulating terrain has been afforded in the site selection criteria.

Distance from Jindabyne:

The preference for the project is to locate the facility close to the Jindabyne township, however not necessarily within the township due to the needs for the land size and opportunities to expand.

Locating the project too far away from Jindabyne is also a concern.

Therefore, the preference is to locate the facility close to Jindabyne, within a 10km distance.

Visibility:

The preference is to have the facility located where it can be seen from public places, such as main roads, the lake and or the town.

To assist with this, the 'Jindabyne Planning Project: Landscape Character Assessment', prepared by Inspiring Place, December 2005 (referred to as the Inspiring Place Landscape Character Assessment) has been used to assist with this process.

Views and Vistas:

Achieving 'fantastic' views of the iconic natural features of the locality is high on the agenda for this project. Grand stand sites that can offer views of Lake Jindabyne and/or views of the Snowy Mountains are considered optimal.

Orientation:

In response to the climatic conditions experienced in the region as well as achieving a highly sustainable development, orientation to the north for solar access is preferable. An orientation on an axis between north-east and north-west is therefore considered optimal.

Secondary to a northern orientation is a western orientation or an eastern orientation, over a southern orientation.

Zoning and Permissibility:

The development would best be characterised as an 'information and education facility' under the NSW Local Environmental Plan Standard Instrument and therefore the Snowy River Local Environmental Plan, 2013 (SR LEP, 2013).

This is defined as:

'information and education facility means a building or place used for providing information or education to visitors, and the exhibition or display of items, and includes an art gallery, museum, library, visitor information centre and the like.'

A review of the SR LEP, 2013 and the zones that permit an 'information and education facility' with consent include:

- RU1 – Primary Production
- R5 – Large Lot Residential
- B2 – Local Centre
- SP3 – Tourist
- RE1 – Public Recreation
- RE2 – Private Recreation
- E3 – Environmental Management

Preference will be afforded to land already zoned as listed above. However, this is not an absolute prerequisite as land can be re-zoned or alternative land uses explored where permissibility can be achieved.

Surrounding Land Uses:

The compatibility of the project with its surrounding land uses is important.

Ideally the project would be located adjacent to tourism, community and/or education land uses as these are considered not only compatible but complimentary land uses, where synergies could be explored.

Otherwise it would be preferable to locate the facility adjacent to rural or open space land, where potential amenity impacts are reduced.

Avoid siting the project within proximity to extractive, hazardous or offensive operations and industries (i.e. quarries, waste management facilities, sewerage treatment plants, etc) or other incompatible land uses, such as industrial land.

Site Access and Road Network:

Locating the facility on a main public road thoroughfare is important to increase visibility and visitation and to ensure the traffic generation from the project can be appropriately accommodated by the existing road network.

Direct access or adjacent access to a state or classified major road is preferable, particularly the Kosciuszko Road and the Alpine Way.

If an existing established access onto a public road can provide coinciding legal and practical access, this is preferred over establishing a new access.

Where a new access is required onto a public road, ensuring that safe sightline distances are obtainable is an important traffic consideration.

Accessibility (Non-motorised):

Providing a sustainable project that is accessible via non-motorised means, be it walking, or cycling is an important component for the project, particularly in the Jindabyne locality where active outdoor activity is a high priority for the community and visitors.

Using existing cycle and pedestrian nodes is highly recommended. This could include the Lake Jindabyne Community Trail with a preference for access from the sealed trail over the unsealed (dirt) trail.

Land Ownership:

Land ownership will dictate the cost of securing the site and/or obtaining tenure over the land, whether it be purchase, lease, licence or a partnership arrangement.

It is preferred to deal with freehold land, over leased land which would effectively rule out Kosciuszko National Park.

It is also preferred to negotiate with government, corporation and/or institution owned land over private land ownership, where partnerships are more likely to be achievable.

Siting:

The SAHA expects the development to be work of art and therefore a stand-alone development with a sufficiently large salvage (curtilage) afforded around the development site.

This would allow for the facility to expand and/or integrate with other compatible land uses and buildings (i.e. a multi-purpose community facility).

With regards to the siting of the development on a property, preference is given to areas predominantly devoid of native vegetation (ie trees and shrubs) and largely devoid of large rock for both environmental and construction reasons.

Services:

Having the development located where connections to existing or available services are located is logical, but not necessarily an absolute prerequisite.

Connection to the existing electricity grid is recommended, however the development is to be built to achieve a high level of sustainability which could include being off-grid therefore not requiring connection to mains electricity.

Similarly, connection with telecommunications is also required, however this could be wirelessly based for both phone and internet, although higher speed optical fibre connection would be beneficial.

Connection to Councils town water supply is also preferred, however the development could be self-sustaining in terms of potable water supply captured by roof water with non-potable water supply derived from the lake and/or car parks and other capture/storage methods.

Similarly, connection to Councils sewer system is preferred, but if this is not possible, then an on-site effluent system could be considered. There would be environmental considerations that warrant buffers with this that would limit the siting of the development with regards to watercourses.

Constraints & Hazards:

As part of a broader site analysis process and to achieve a high level of sustainability, it is preferable that the development is not sited within areas comprising of high biodiversity value. If this is unavoidable, then offset measures would be likely required.

Similarly, the development should be sited away from areas that are mapped as bushfire prone land.

Again, these are not prerequisites as these constraints can be managed.

Regarding sites close to the lake, it is a pre-requisite they can be located above the 911m AHD Maximum Operating Level and preferable to be above the 915m AHD Maximum Flood Level.

Providing a buffer to perennial watercourses is also a preference, particularly if the development is not able to connect to Councils sewerage system.

As for areas that comprise of known Aboriginal sites or places, these should be avoided where possible. However, there could be synergies with the development and known sites of high Aboriginal values where these could form part of the education component of the facility.

4. SITES OF INTEREST

The Site Selection Process commenced by conducting a desktop analysis of the wider Jindabyne locality (study area) to identify areas within which Sites of Interest are likely to be found. This was done using the Site Selection Criteria in combination with mapping sources available and local knowledge.

Initial input from the SAHA also identified a number of Sites of Interest that were further investigated.

These nominated sites then underwent a fatal flaw analysis to disregard sites that were incompatible with key components of the Site Selection Criteria.

Three (3) sites were disregarded as they were incompatible with key components of the Site Selection Criteria, listed below:

Table 2: Discounted Sites of Interest

Site	Name	Address	Legal Description	Land Owner
7	Jindabyne Equestrian Centre	16 Hilltop Rd, Jindabyne	Lots 107 & 108 DP 756727 Lots 3 & 4 DP 1040455 Lot 2 DP 811192	Private
8	Geikle Creek, East Jindabyne	4983 Kosciuszko Rd, East Jindabyne	Lot 2 807667 Lot 55 DP 756727	Private
9	Tip Road, Jindabyne	Kosciuszko Rd, Jindabyne	Lot 14 DP 239506	Snowy Hydro

These have been mapped in figures 1 and 2 below.

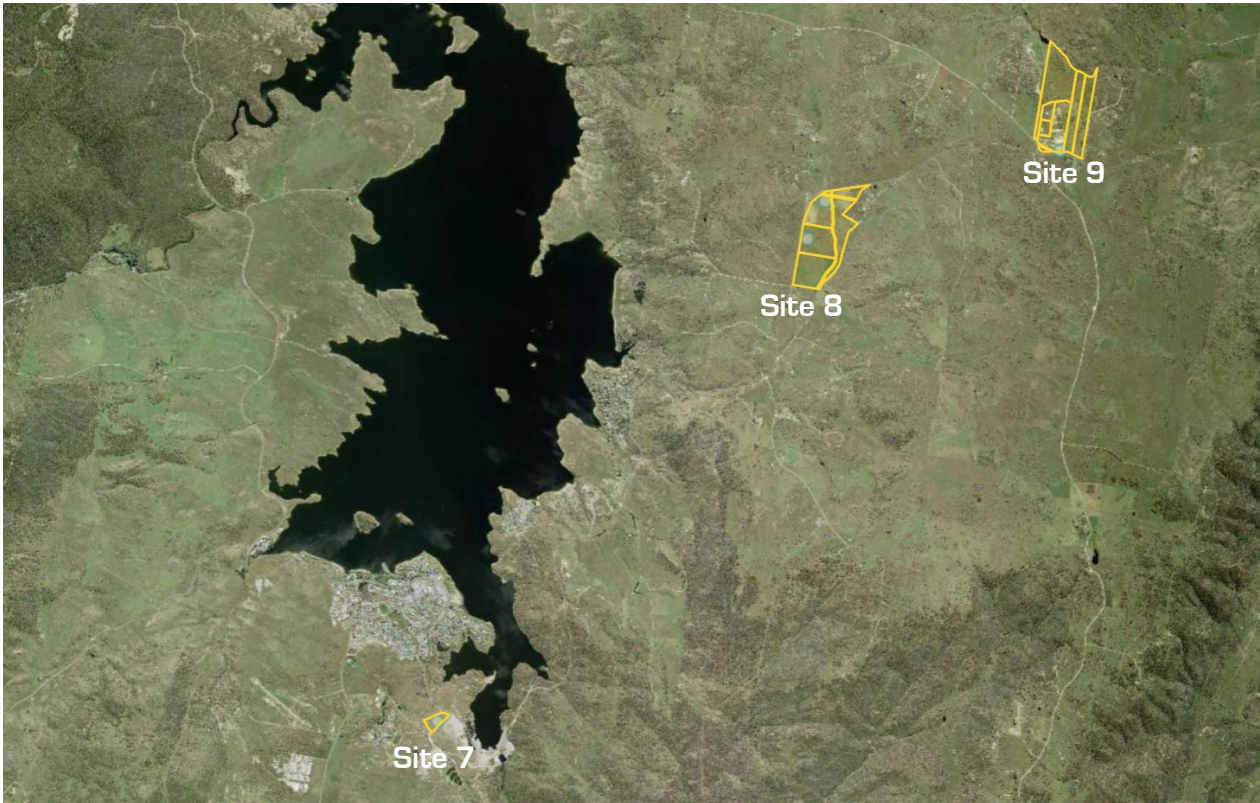


Figure 1: Discounted Sites of Interest (Aerial)

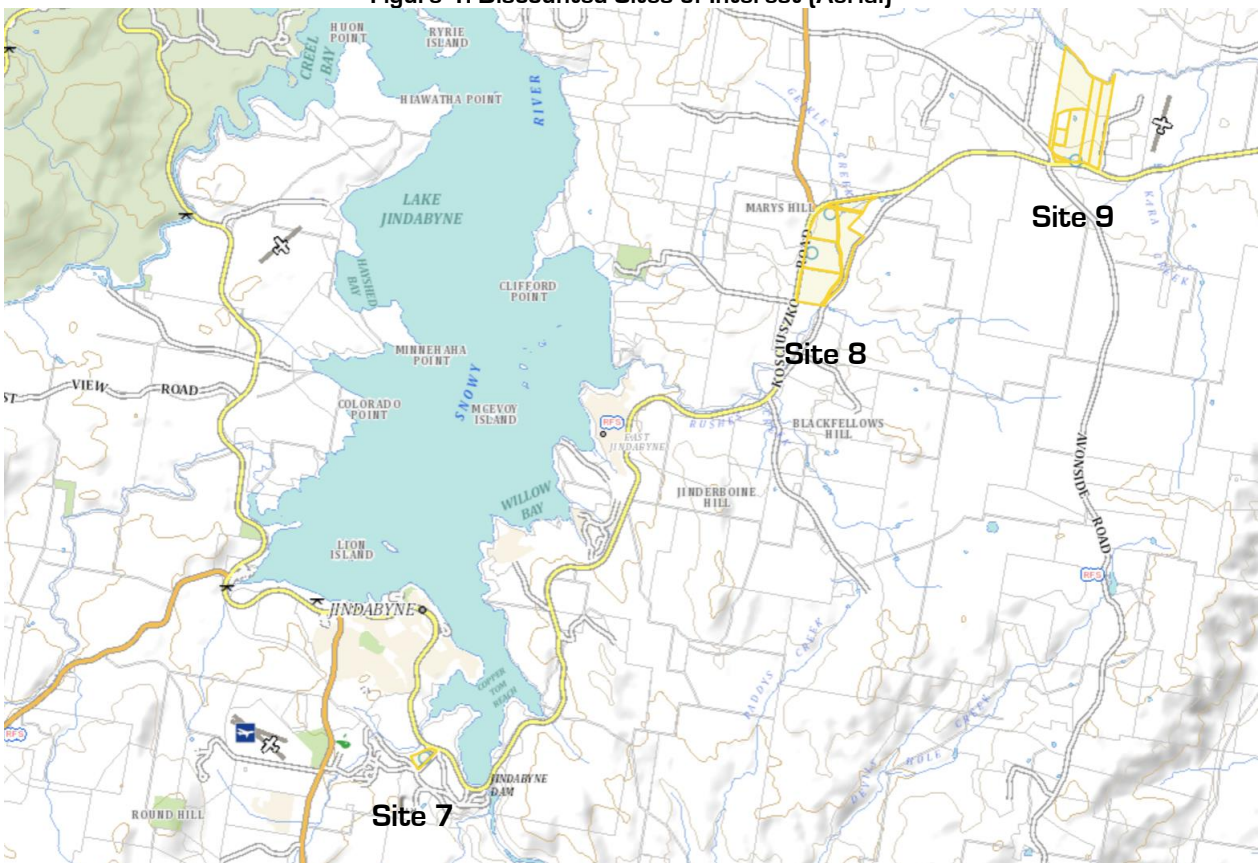


Figure 2: Discounted Sites of Interest (Topographic)

Nominated sites that did not possess fatal flaws were then identified as being Sites of Interest which were carried through for assessment. Details of the selected Sites of Interest are presented below.

4.1 Selected Sites of Interest

A total of (6) sites have been identified as meeting the key site selection criteria, listed below.

Table 3: Nominated Sites of Interest

Site	Name	Address	Legal Description	Land Owner
1	Hatchery Bay	Kosciuszko Rd, Jindabyne	Lot 1 DP 236901	Snowy Hydro
2	Curiosity Rocks	Kosciuszko Rd, Jindabyne	Lots 87 & 161 DP 756686 Lot 2 DP 236901	Snowy Hydro
3	West Jindabyne	Alpine Way, Jindabyne	Lot 10 DP 1241336	Snowy Hydro
4	Lake Foreshore (West of Clay Pits)	Lake Jindabyne (Kosciuszko Rd)	Lot 16 DP 242010	Snowy Hydro (Council Lease)
5	Snowy Mountains Grammar School (SMGS) Land	4 Kosciuszko Rd, Jindabyne	Lot 4 DP 874113	SMGS
6	Coppertom	Kosciuszko Rd, Jindabyne	Lot 9 DP 239506	Snowy Hydro (Subject to EOI)

These have been mapped in figures 3 and 4 below.

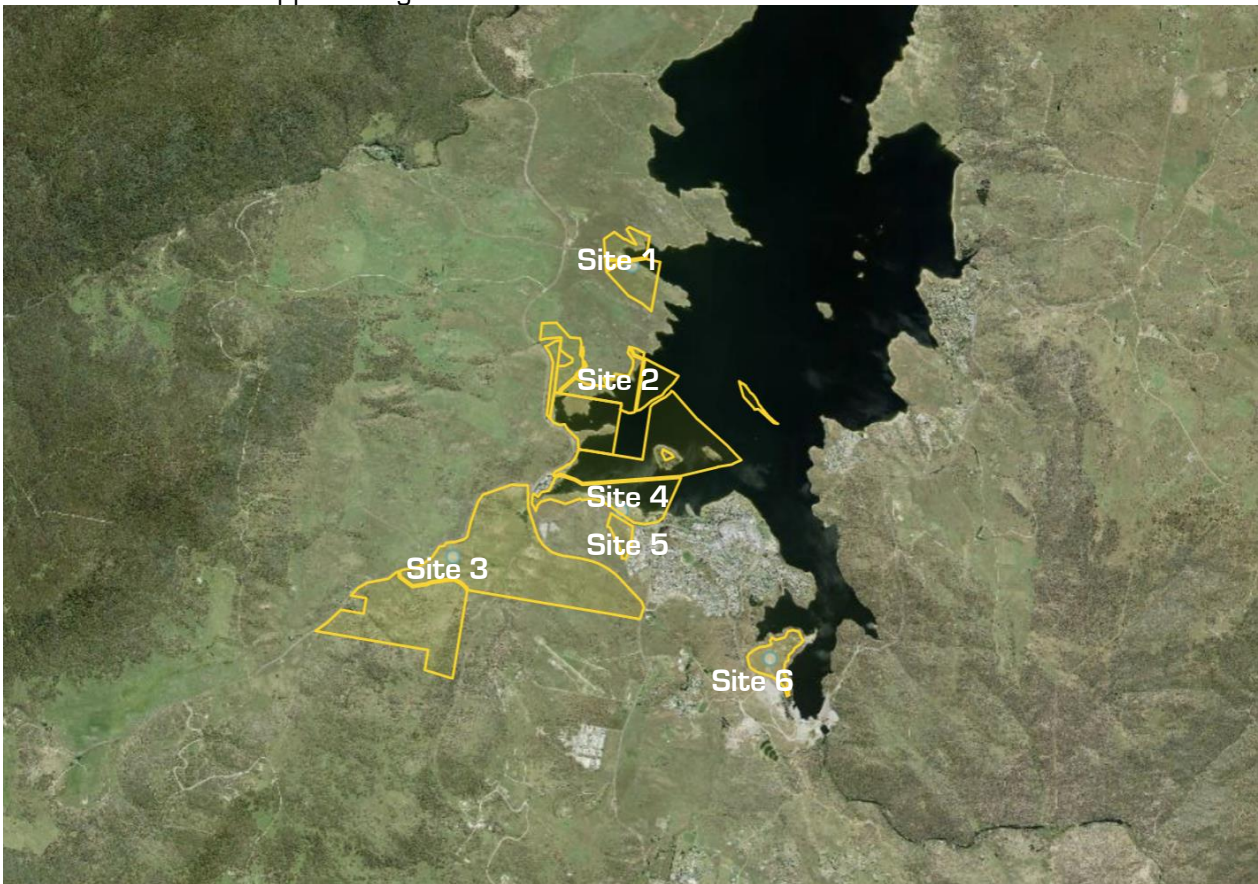


Figure 3: Nominated Sites of Interest (Aerial)

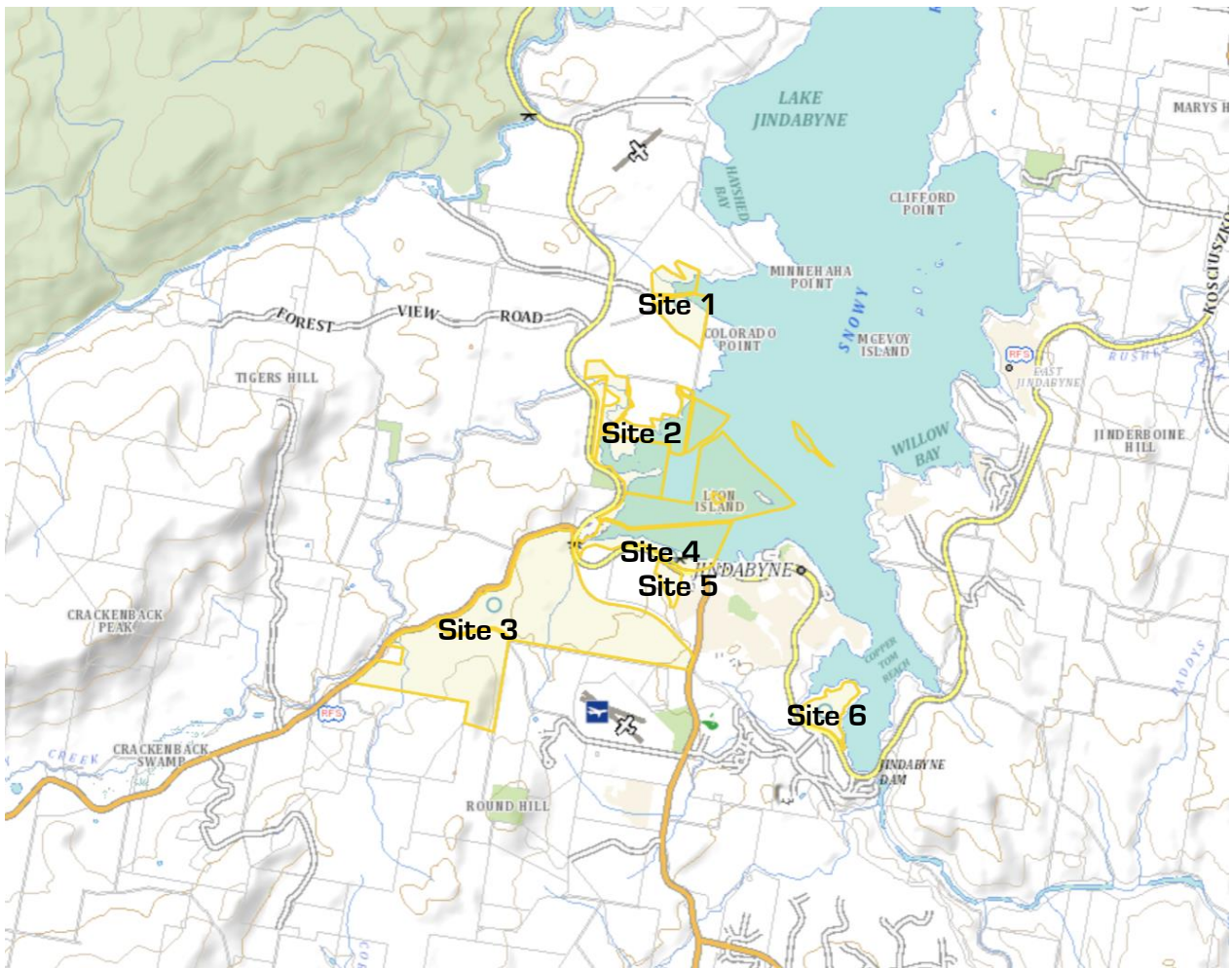


Figure 4: Nominated Sites of Interest (Topographic)

4.2 Analysis

An analysis of each nominated site of interest has been undertaken and provided as follows.

Site 1 - Hatchery Bay



Figure 5: Hatchery Bay Lot

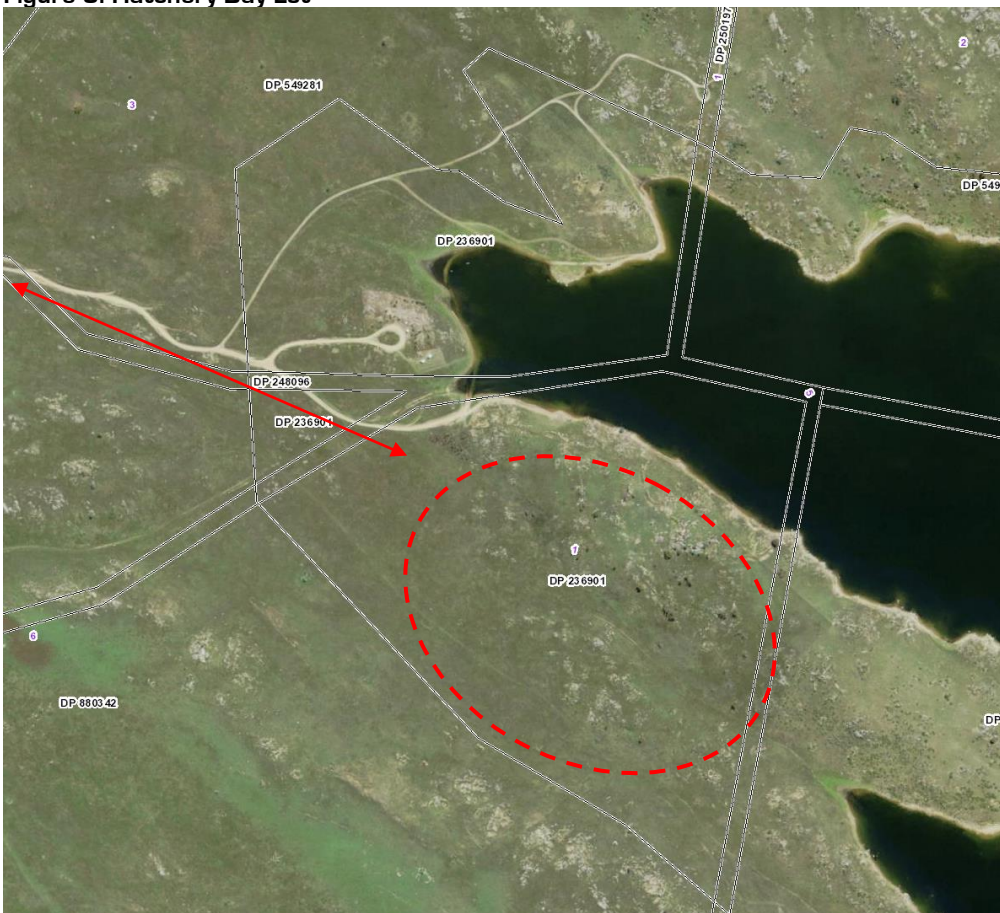


Figure 6: Potential Hatchery Bay Site

Table 4: Analysis of Site 1 – Hatchery Bay

Aspect:	Response:
Legal Description	Lot 1 DP 236901
Lot Size (Approx.)	36ha
Available Land Size (Approx.)	5ha (above Full Supply 911m)
Average Gradient	1.8° (3%)
Distance from Jindabyne	
- Direct	3.5km
- Roads	6.4km
- Trail	>10km
Visibility	High
Views and Vistas	Lake: Extensive Snowy Mountains: Limited
Predominant Orientation	East
Zoning	SP1: Special Activities
Surrounding Land Uses	Rural
Site Access and Road Network	Kosciuszko Road (Major Road)
Use of Existing Established Access (Intersection)	Upgrade Existing
Safe Sightlines Achievable	Likely
Accessibility (Not Motorised)	Lake Trail (Dirt)
Land Ownership	Freehold – Snowy Hydro
Siting	Curtilage: Extensive Rocks: Moderate Trees & Shrubs: Minimal
Services	Water: No (Difficult) Sewer: No (Difficult) Electricity: No (Difficult) Telecommunications: (Difficult)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: Yes (Minor) Recorded Aboriginal Sites/Places: Yes (2 sites) Bushfire Prone: No Potential Lake Flooding: Yes Perennial Watercourses: No

Site 2 - Curiosity Rocks

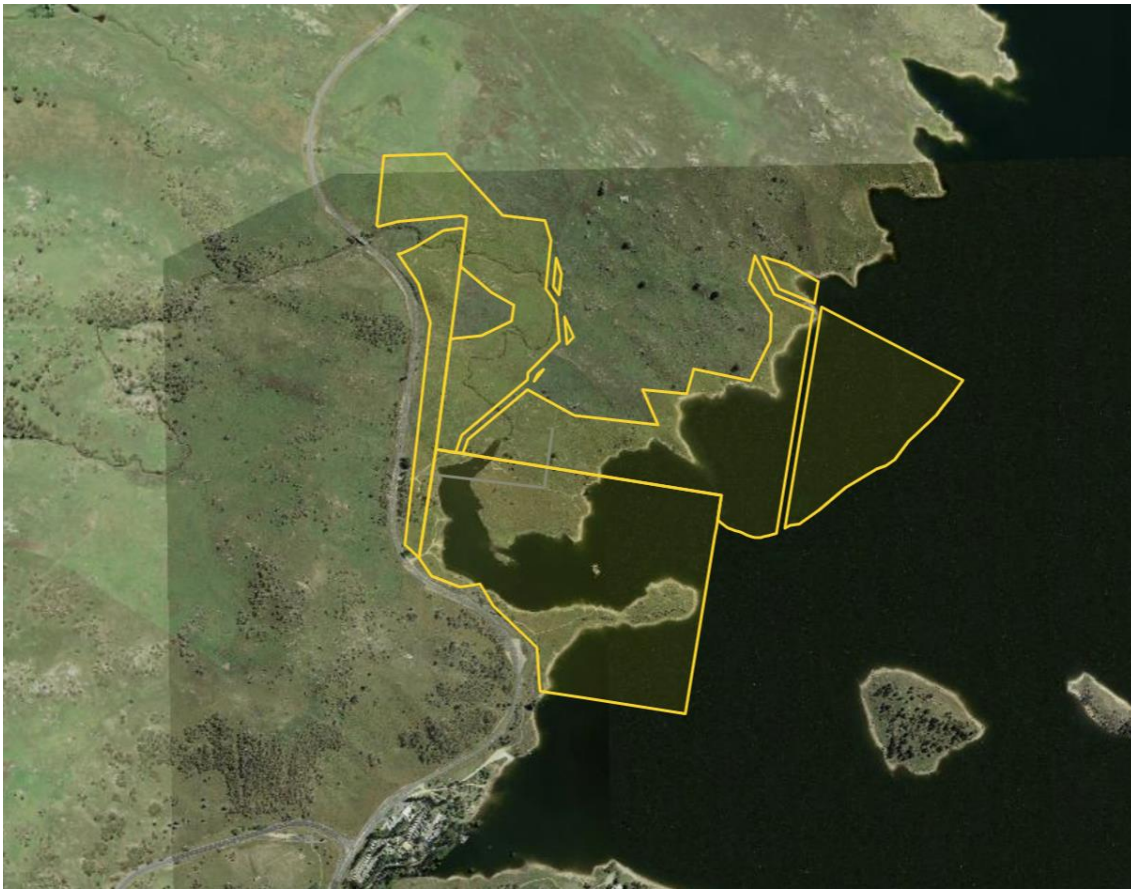


Figure 7: Curiosity Rocks Lots



Figure 8: Potential Curiosity Rocks Site

Table 5: Analysis of Site 2 – Curiosity Rocks

Aspect:	Response:
Legal Description	Lots 87 & 161 DP 756686 Lot 2 DP 236901
Lot Size (Approx.)	101ha
Available Land Size (Approx.)	2ha (above Full Supply 910m)
Average Gradient	3.4° (6%)
Distance from Jindabyne	
- Direct	2.4km
- Roads	4.5km
- Trail	>5km
Visibility	High
Views and Vistas	Lake: Extensive Snowy Mountains: Limited
Predominant Orientation	East
Zoning	SP1: Special Activities
Surrounding Land Uses	Rural
Site Access and Road Network	Kosciuszko Road (Major Road)
Upgrade Established Access (Intersection)	Not Provided
Safe Sightlines Achievable	Likely
Accessibility (Not Motorised)	Lake Trail (Dirt)
Land Ownership	Freehold – Snowy Hydro
Siting	Curtilage: Limited Rocks: Significant Trees & Shrubs: Minimal
Services	Water: No (Difficult) Sewer: No (Difficult) Electricity: No (Limited) Telecommunications: No (Difficult)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: Yes (Moderate) Recorded Aboriginal Sites/Places: Yes (26 Sites and 1 Place) + Lot 161 Listed Aboriginal Place* Bushfire Prone: No Potential Lake Flooding: Yes Perennial Watercourses: Yes (Wollondibby Creek)

The extent of the listed Aboriginal site (Lot 161) is provided below.



Figure 9: Lot 161 – Listed Aboriginal Place

Site 3 – West Jindabyne

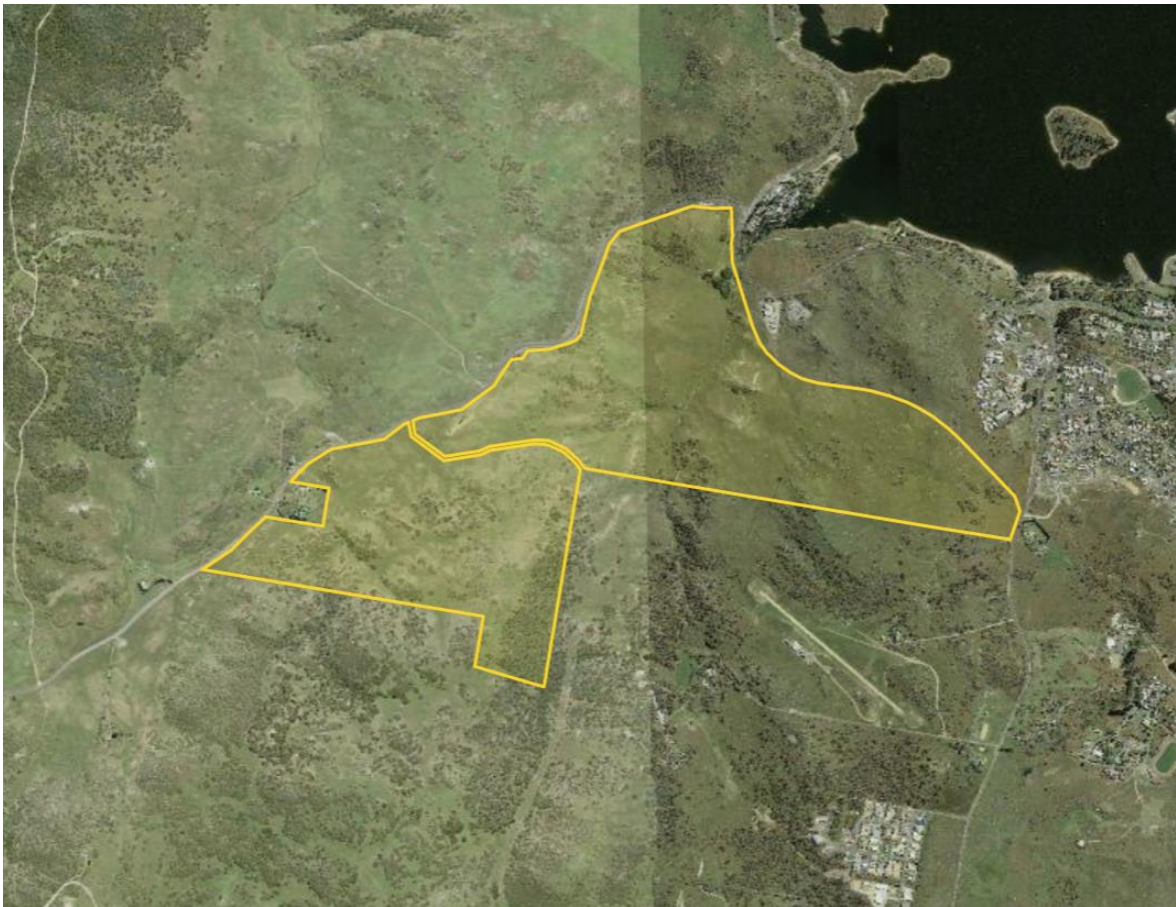


Figure 10: West Jindabyne Lot



Figure 11: Potential West Jindabyne Site

Table 6: Analysis of Site 3 – West Jindabyne

Aspect:	Response:
Legal Description	Lot 10 DP 1241336
Lot Size (Approx.)	288ha
Available Land Size (Approx.)	20ha
Average Gradient	4° (7%)
Distance from Jindabyne <ul style="list-style-type: none"> - Direct - Roads - Trail 	3.6km 4.8km N/A
Visibility	High
Views and Vistas	Lake: Exceptional Snowy Mountains: Exceptional
Predominant Orientation	North
Zoning	RU1 Primary Production
Surrounding Land Uses	Rural
Site Access and Road Network	Alpine Way (Major Road)
Upgrade Established Access (Intersection)	Not Provided
Safe Sightlines Achievable	Challenging
Accessibility (Not Motorised)	Not Provided
Land Ownership	Freehold – Snowy Hydro
Siting	Curtilage: Extensive Rocks: Moderate Trees & Shrubs: Minimal
Services	Water: No (Difficult) Sewer: No (Difficult) Electricity: Yes (Readily Available) Telecommunications: Yes (Readily Available)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: No Recorded Aboriginal Sites/Places: No Bushfire Prone: No Potential Lake Flooding: No Perennial Watercourses: No

Site 4 - Lake Foreshore



Figure 12: Lake Foreshore Lot



Figure 13: Potential Lake Foreshore Site

Table 7: Analysis of Site 4 – Lake Foreshore

Aspect:	Response:
Legal Description	Lot 16 DP 242010
Lot Size (Approx.)	146 ha
Available Land Size (Approx.)	1.8ha
Average Gradient	3.4° (6%)
Distance from Jindabyne <ul style="list-style-type: none"> - Direct - Roads - Trail 	1.4km 1km <5km
Visibility	High
Views and Vistas	Lake: Exceptional Snowy Mountains: Limited
Predominant Orientation	North
Zoning	SP1: Special Activities
Surrounding Land Uses	Open Space
Site Access and Road Network	Kosciuszko Road (Major Road)
Upgrade Established Access (Intersection)	Provided
Safe Sightlines Achievable	Likely
Accessibility (Not Motorised)	Lake Trail – Sealed Path
Land Ownership	Freehold – Snowy Hydro (Leased to SMRC)
Siting	Curtilage: Constrained Rocks: Moderate Trees & Shrubs: Moderate
Services	Water: Yes (Readily Available) Sewer: Yes (Readily Available) Electricity: Yes (Readily Available) Telecommunications: Yes (Readily Available)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: Yes (Moderate) Recorded Aboriginal Sites/Places: Yes (4 Sites) Bushfire Prone: No Potential Lake Flooding: No Perennial Watercourses: No

Site 5 - Snowy Mountains Grammar School Lot 4



Figure 14: SMGS Lot 4



Figure 15: Potential SMGS Site

Table 8: Analysis of Site 5 – SMGS Lot 4

Aspect:	Response:
Legal Description	Lot 4 DP 874113
Lot Size (Approx.)	8ha
Available Land Size (Approx.)	3ha
Average Gradient	6.5° (11.3%)
Distance from Jindabyne <ul style="list-style-type: none"> - Direct - Roads - Trail 	1.3km 1km N/A
Visibility	High
Views and Vistas	Lake: Exceptional Snowy Mountains: Limited
Predominant Orientation	North
Zoning	R1 – General Residential & R2 - Low Density Residential
Surrounding Land Uses	Education, Residential & Rural
Site Access and Road Network	Kosciuszko Road (Major Road)
Upgrade Established Access (Intersection)	Not Provided
Safe Sightlines Achievable	Likely
Accessibility (Not Motorised)	Not Provided
Land Ownership	Freehold – SMGS
Siting	Curtilage: Extensive Rocks: Minimal Trees & Shrubs: Minimal
Access to Services	Water: Yes (Readily Available) Sewer: Yes (Readily Available) Electricity: Yes (Readily Available) Telecommunications: Yes (Readily Available)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: No Recorded Aboriginal Sites/Places: No Bushfire Prone: No Potential Lake Flooding: No Perennial Watercourses: No

Site 6 - Coppertom



Figure 16: Coppertom Lot



Figure 17: Potential Coppertom Site

Table 9: Analysis of Site 6 – Coppertom

Aspect:	Response:
Legal Description	Lot 9 DP 239506
Lot Size (Approx.)	20ha
Available Land Size (Approx.)	5ha
Average Gradient	5° (8.8%)
Distance from Jindabyne <ul style="list-style-type: none"> - Direct - Roads - Trail 	1.5km 1.9km <5km
Visibility	Moderate
Views and Vistas	Lake: Extensive Snowy Mountains: None
Predominant Orientation	North & West
Zoning	RU1 – Primary Production
Surrounding Land Uses	Rural
Site Access and Road Network	Kosciuszko Road (Major Road)
Upgrade Established Access (Intersection)	Upgrade Existing
Safe Sightlines Achievable	Difficult
Accessibility (Not Motorised)	Lake Trail (Dirt)
Land Ownership	Freehold – Snowy Hydro (Subject to EOI)
Siting	Curtilage: Limited Rocks: Moderate Trees & Shrubs: Moderate
Access to Services	Water: Yes (Readily Available) Sewer: Yes (Readily Available) Electricity: Yes (Readily Available) Telecommunications: Yes (Readily Available)
Constraints & Hazards within Potential Site Area	BC Act – HBV: No LEP – Biodiversity: Yes (Moderate) Recorded Aboriginal Sites/Places: Yes (6 sites) Bushfire Prone: No Potential Lake Flooding: No Perennial Watercourses: No

5. MULTI-CRITERIA ANALYSIS

A multi criteria analysis was undertaken on the six (6) sites to assist in identifying their strengths and weaknesses and to rank the Sites of Interest in priority order.

The multi criteria analysis was based on the Site Selection Criteria which compromise a range of aspects and associated criteria. The aspects adopted for the multi criteria analysis were:

- Available Land
- Topography
- Distance
- Visibility
- Views and Vistas
- Orientation
- Zoning
- Surrounding Land Uses
- Road Access
- Cycle and Pedestrian Access
- Tenure
- Siting
- Services
- Constraints

Some aspects have a number of criteria assigned, due to multiple considerations needing to be addressed for that specific aspect. Each aspect, and by association each criterion, has an assigned weighting to indicate its importance when determining the preferred site.

For example, based on the Site Selection Criteria all Sites of Interest were visible from certain public areas, however more weighting was afforded to being visible from public roads over from the lake or town.

A simplistic three level scoring system was adopted for each of the criteria, with a score of three being the most preferred option and a score of one the least preferred option. Table 10 outlines the various aspects and criteria utilised for the multi criteria analysis and their respective weighting and scoring system.

The results of the multi criteria analysis including the raw and weighted scores assigned to each of the Sites of Interest subjected to the multi criteria analysis are provided within Appendix A.

5.1 Sites of Interest Ranking

All the Sites of Interest were then ranked based on their assigned weighted score, in order of highest to lowest, with highest being the most preferred Site of Interest. Table 11 shows the ranking of the Sites of Interest arising from the multi criteria analysis.

Table 11: Ranking of Sites of Interest

Ranking	Site #	Score
1	3 (West Jindabyne)	259.4
2	4 (Lake Foreshore)	256.1
3	5 (SMGS)	252.5
4	6 (Copper Tom)	230.2
5	2 (Curiosity Rocks)	207.2
6	1 (Hatchery Bay)	204.1

As shown in Table 11, Site 3 ranked highest with a score of 259.4 based on the weightings applied to the aspects and criteria within the multi criteria analysis. The second highest ranked Site of Interest was Site 2 with a score of 256.1 and the third, Site 5 with a score of 252.5.

6. DISCUSSION

Based on the aspects, criteria, weighting and scoring applied, the multi criteria analysis system allowed for the ranking of the Sites of Interest to prioritise those that warrant further consideration. However, the multi criteria analysis should not be regarded as a black box in which sites are assessed and a winner is determined based solely on the score. Rather, the multi criteria analysis should be regarded and utilised as an analytical tool that assists decision makers to better understand the strengths, weaknesses and points of difference between the various sites being evaluated.

6.1 Highest Ranked Sites of Interest Commentary

The maximum available score was 300 points. As shown in Table 11, Site 3 was the highest ranked site from the multi criteria analysis with a total score of 259.4 which indicates a high level of compliance with the Site Selection Criteria. The next highest score was 256.1 and was achieved by Site 4. Site 5 also had a high score, only marginally less than Sites 3 & 4, which shows that all 3 sites had a high level of compliance, therefore all three warrant further commentary.

Site 3 (West Jindabyne) is a rural site, located out of town but in close proximity with expansive views of both the lake and mountains, enjoys a northern orientation and has an extensive available area for the development as well as future additional co-location opportunities, with large areas available for external activities.

The site is mostly unconstrained other than its access from the Alpine Way. The site is not serviced by town water or sewer with Electricity supply available but not in proximity. Therefore, the site lends itself to being developed 'off-grid' with its own water, sewer and renewable energy supply, being a self-sustaining development.

Sites 4 & 5 are however located close to town and the lake and have access to services. Site 4 (northern side of Kosciuszko Road) is located on the lake foreshore but elevated out of the potential flood and operating levels of the lake. The site offers a northern orientation and is easily accessible by pedestrians and cyclists with access via the existing sealed path that forms the Lake Jindabyne Community Trail, traversing the site.

The site could also be accessed via the existing Barry Way roundabout with a new internal road.

The site however has a relatively small amount of available land that would limit further expansion, co-location opportunities and external activities.

Site 5 is located to the west of the Snowy Mountains Grammar School (southern side of Kosciuszko Road within Lot 4). This site can connect to existing services, has a northern orientation and expansive views of the lake.

The site is mostly unconstrained, except for access from Kosciuszko Road which may be addressed by future development of the site (being currently zoned Residential) and/or with the further development of the Snowy Mountains Grammar School. This site also offers synergies with the School and its future development, by way of shared services and facilities.

6.2 Preferred Sites

Based on the findings of the multi criteria analysis, it is recommended that the SAHA recognises the top three ranked sites listed below in Table 12 as the Preferred Sites that warrant future consideration at this stage.

Table 12: Preferred Sites warranting further investigation

Ranking	Site #	Score
1	3 (West Jindabyne)	259.4
2	4 (Lake Foreshore)	256.1
3	5 (SMGS)	252.5

6.3 Further Investigations & Negotiations

It is anticipated that the top three ranked sites as identified in Table 12 be carried forward for further investigation as part of the next phase for this project. It is acknowledged that the process used to date to determine the Preferred Sites has used currently available high-level analysis and information which cannot be solely relied upon to provide a detailed understanding of the conditions on and surrounding a Site of Interest. Therefore, the identified Preferred Sites need to be subjected to detailed onsite investigations to confirm their suitability.

This should commence with negotiations with the land owners to test their desire to provide tenure for the development.

These negotiations will inform that next phase of the project and the extent of additional detailed site investigations, due diligence and capability assessments undertaken.

The Interpretative Plan developed by Thylacine should also influence the next phase of the project regarding selecting a site that bests fits the desired visitor experience.

6.4 Further Stakeholder Engagement

In addition to undertaking negotiations with the land owners of the preferred sites, further stakeholder engagement with regards to site selection is recommended, particularly with the Snowy Monaro Regional Council and Go Jindabyne Master Plan Team.

APPENDIX A

MULTI-CRITERIA ANALYSIS

Aspect	Average Weighting	Criteria	Allocation %	Adjusted Weighting	Scoring			Site 1 - Hatchery Bay		Site 2 - Curiosity Rocks		Site 3 - West Jindabyne		Site 4 - Lake Foreshore		Site 5 - SMGS Lot 4		Site 6 - Coppertorn	
					3	2	1	Score	Total	Score	Total	Score	Total	Score	Total	Score	Total	Score	Total
Land Size	6	Available Area	100%	6	>10ha	2.5ha-10ha	>2.5ha	2	12	1	6	3	18	1	6	2	12	2	12
Topography	7	Site Contours (Average Gradient)	100%	7	<5°	5-10°	11-15°	3	21	3	21	3	21	3	21	2	14	2	14
Distance from Jindabyne	7	Distance from Jindabyne (Road)	100%	7	<2km	2-5km	>5km	1	7	2	14	2	14	3	21	3	21	3	21
Visibility	7	Visible from Public Roads	70%	4.9	High	Moderate	Low	3	14.7	3	14.7	3	14.7	3	14.7	3	14.7	2	9.8
		Visible from the Lake and/or Town	30%	2.1	High	Moderate	Low	3	6.3	3	6.3	3	6.3	3	6.3	3	6.3	2	4.2
Views & Vistas	12	Views of Lake Jindabyne	60%	7.2	Exceptional	Extensive	Limited	2	14.4	3	21.6	3	21.6	3	21.6	3	21.6	2	14.4
		View of Snowy Mountains	40%	4.8	Exceptional	Limited	None	2	9.6	2	9.6	3	14.4	2	9.6	2	9.6	1	4.8
Orientation	8	Orientation of Slope of Land	100%	8	NENW	East or West	South	2	16	2	16	3	24	3	24	3	24	3	24
Zoning & Permissibility	5	Land Zoning	100%	5	RU1 Zone	SP1 Zone	Other Zone	2	10	2	10	3	15	2	10	1	5	3	15
Surrounding Land Uses	6	Compatibility with Surrounding Land Uses	100%	6	Preferred	Suitable	Problematic	2	12	2	12	2	12	3	18	3	18	2	12
Site Access and Road Network	7	Direct Access to a Public Road	50%	3.5	Major Road	Standard Road	Minor Road	3	10.5	3	10.5	3	10.5	3	10.5	3	10.5	3	10.5
		Use of Existing Established Access (intersection)	30%	2.1	Provided	Upgradable	Not Provided	2	4.2	1	2.1	1	2.1	3	6.3	1	2.1	2	4.2
		Safe Sightlines Achievable	20%	1.4	Likely	Challenging	Difficult	3	4.2	3	4.2	2	2.8	3	4.2	3	4.2	1	1.4
Accessibility	4	Connection to Existing Cycle and Pedestrian Nodes	100%	4	Major Node	Minor Node	None	2	8	2	8	1	4	3	12	1	4	2	8
Land Ownership	4	Freehold Land	100%	4	Government	Corp/Institution	Private	2	8	2	8	2	8	2	8	2	8	2	8
Siting	7	Provision of Space (curtilage)	50%	3.5	Extensive	Limited	Constrained	3	10.5	2	7	3	10.5	1	3.5	3	10.5	2	7
		Extent of Rock	25%	1.75	Minimal	Moderate	Significant	2	3.5	1	1.75	2	3.5	2	3.5	3	5.25	2	3.5
		Extent of Native Vegetation	25%	1.75	Minimal	Moderate	Significant	1	1.75	2	3.5	3	5.25	2	3.5	1	1.75	2	3.5
Services	9	Connection to Electricity Grid	30%	2.7	Readily Available	Limited	Difficult	1	2.7	2	5.4	3	8.1	2	5.4	3	8.1	3	8.1
		Connection to Telecommunications	30%	2.7	Readily Available	Limited	Difficult	1	2.7	1	2.7	3	8.1	3	8.1	3	8.1	3	8.1
		Connection to Mains Water Supply	15%	1.35	Readily Available	Limited	Difficult	1	1.35	1	1.35	1	1.35	3	4.05	3	4.05	3	4.05
		Connection to Sewerage System	25%	2.25	Readily Available	Limited	Difficult	1	2.25	1	2.25	1	2.25	3	6.75	3	6.75	3	6.75
Constraints & Hazards	11	Extent of High Biodiversity Value mapped land (BC Act)	15%	1.65	Minimal	Moderate	Significant	3	4.95	3	4.95	3	4.95	3	4.95	3	4.95	3	4.95
		Extent of SR LEP Biodiversity mapped land	15%	1.65	Minimal	Moderate	Significant	2	3.3	2	3.3	3	4.95	3	4.95	3	4.95	2	3.3
		Recorded Aboriginal sites or places	20%	2.2	None	Low-Moderate	Significant	2	4.4	1	2.2	3	6.6	2	4.4	3	6.6	1	2.2
		Extent of areas mapped as bushfire prone land	15%	1.65	None	Low-Moderate	Significant	3	4.95	3	4.95	3	4.95	3	4.95	3	4.95	3	4.95
		Potential Lake Flooding	25%	2.75	Minimal	Moderate	Significant	1	2.75	1	2.75	3	8.25	2	5.5	3	8.25	3	8.25
		Proximity to Perennial Watercourses	10%	1.1	>100m	41m-100m	<40m	1	1.1	1	1.1	2	2.2	3	3.3	3	3.3	2	2.2
	100			100					204.1		207.2		259.4		256.1		252.5		230.2

APPENDIX F: MCA ECONOMIC ANALYSIS REPORT

Snowy Alpine Heritage Centre

Business Analysis & Economic Impact Report

MCa <Michael Connell & Assocs.>

December 2019

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Disclaimer

This report is for the use only of the party to whom it is addressed and for the specific purposes to which it refers. We disclaim any responsibility to any third party acting upon or using the whole or part of the report and its contents.

This report (including appendices) is based on estimates, assumptions and information sourced and referenced by MCA < Michael Connell & Assocs.>. These estimates, assumptions and projections are provided as a basis for the reader’s interpretation and analysis. In the case of projections, they are not presented as results that will actually be achieved.

The report has been prepared on the basis of information available at the time of writing. While all possible care has been taken by the authors in preparing the report, no responsibility can be undertaken for errors or inaccuracies that may be in the data used.

Executive Summary

A. Visitors

This report provides an indicative business analysis of the proposed development of the Snowy Alpine Heritage Centre and an economic impact assessment of the project.

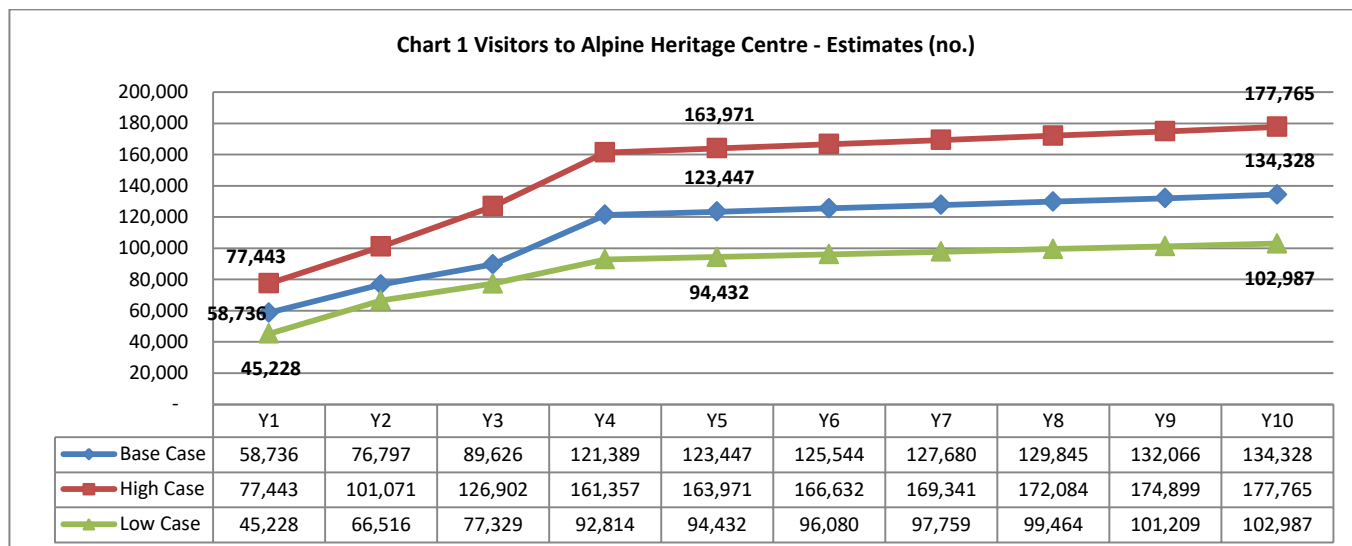
Several potential visitor groups were identified and visitor numbers estimated. The groups are:

- Tourist visitors (on holidays and visiting friends and relatives – internationals, domestic overnights and day visitors) to the Snowy Monaro Local Government Area ; and
- Local residents of the Snowy Monaro LGA.

Visitor numbers were modelled over a 10 year period. These are based on the assumptions in relation to the likelihood of a visit to the Heritage Centre (for the tourist visitors and local residents). The assumptions in relation to likelihood of visits are outlined in Appendix A. Three cases are examined: Base Case (medium); High Case; and Low Case.

- Base Case: annual visitors increase from around 58,740 in year 1 to 134,330 in year 10.
- High Case: annual visitors increase from around 77,440 in year 1 to 177,760 in year 10.
- Low Case: annual visitors increase from 45,200 in year 1 to 102,990 in year 10.

The Base Case is the most likely situation for the Centre. Achieving these visitor numbers would require a high quality experience and ongoing active marketing of the Centre, its facilities, activities and programs.



Source: MCA modelling & estimates, October 2019.

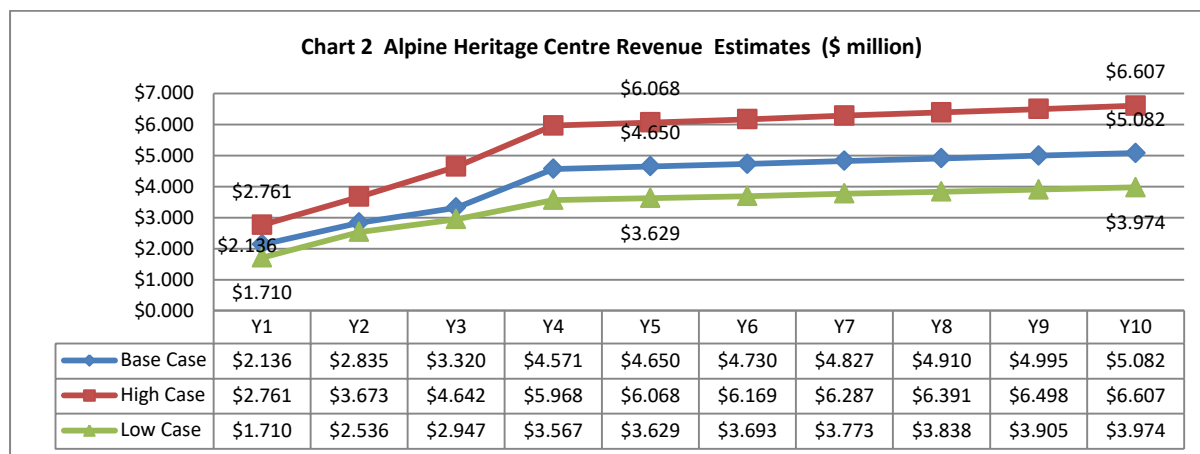
B. Revenue Estimates

Centre Operations

Chart 3 shows estimated revenue over a 10 year period for the Centre (excluding the café, which will be leased out) for each of the cases.

- Base Case: total revenue increases from \$2.136 million year 1 to \$ 5.082 million in year 10.
- High Case: total revenue increases from \$ 2.761 million year 1 to \$ 6.607million in year 10.
- Low Case: total revenue increases from \$1.710 million year 1 to \$ 3.974 million in year 10.

Domestic overnight visitors contribute around 77% of the revenue. The major revenue for the Centre comes from admission charges, the shop and special exhibitions.



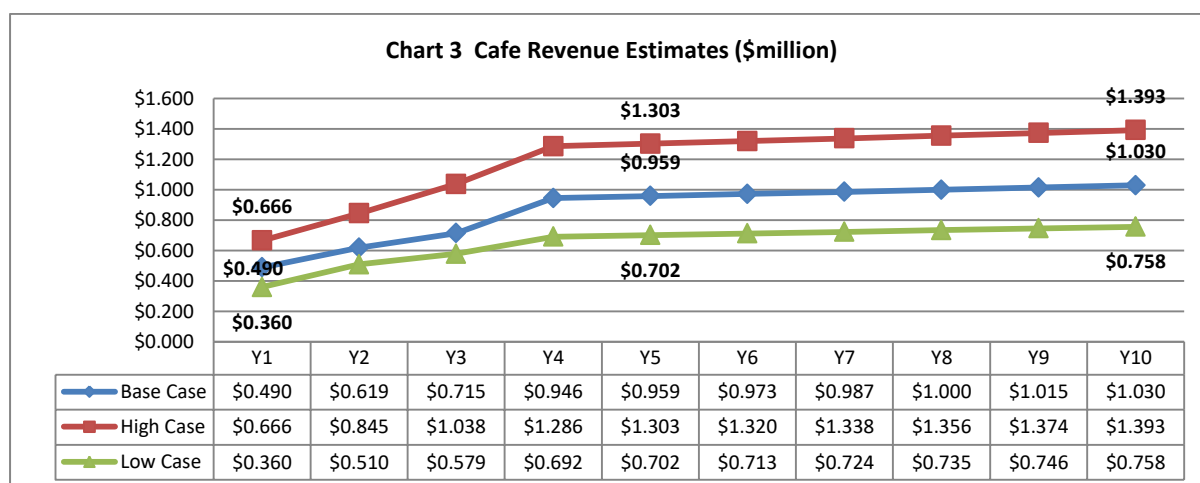
Source: MCA modelling & estimates, December 2019. Note in constant prices \$2019

Café Operations

The following chart shows estimated revenue for the café over a 10 year period. The café would be leased to an external operator.¹

- Base Case: revenue increases from \$0.490 million in year 1 to \$1.030 million in year 10.
- High Case: revenue increases from \$0.666 million in year 1 to \$1.393 million in year 10.
- Low Case: revenue increases from \$0.360 million in year 1 to \$0.758 million in year 10.

The major generators of revenue are overnight domestic visitors (the largest visitor group).



Source: MCA modelling & estimates, December 2019. Note in constant prices \$2019

¹ Revenue includes sales in the café and revenue from catering for events.

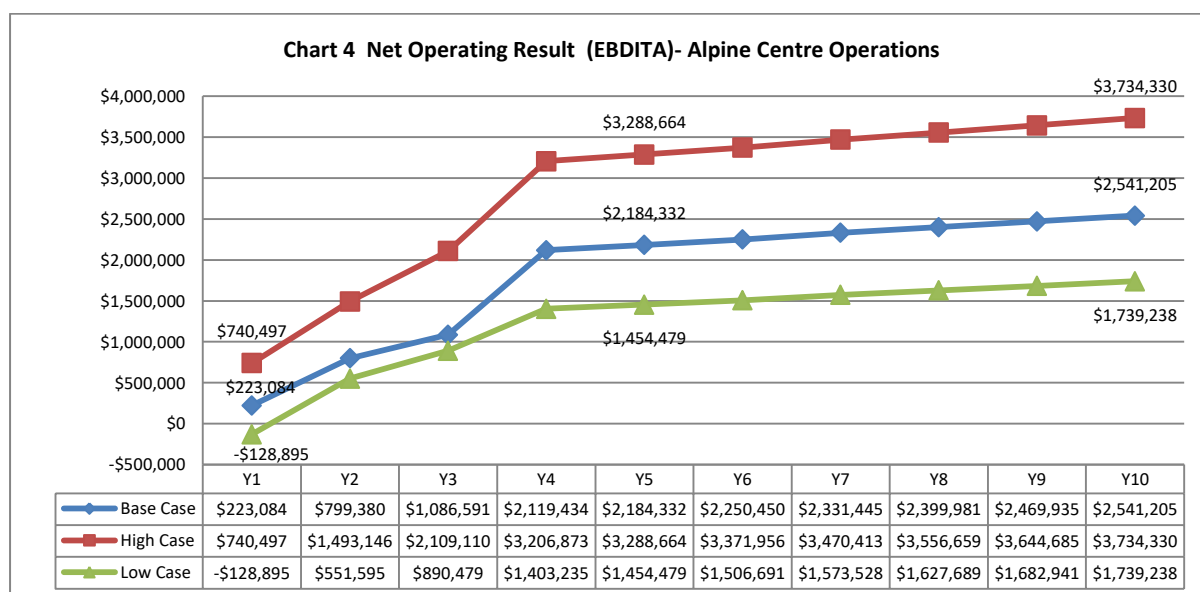
C. Financial Analysis

Alpine Heritage Centre - Financials

This financial analysis covers operations revenue and expenses. The following is for the Centre operations. The detailed tables are included in Appendix B. It should be noted that these are operating results (EBDITA – earnings before depreciation, interest, taxation and amortisation), and do not include servicing of any loans that may be associated with the development of the Centre.

The operating results analysis show:

- Base Case: initial operating surplus in year 1 (\$223,084) and increasing each year as the visitor numbers build (reaching \$2.541 million in year 10).²
- High Case: initial operating surplus in year 1 (\$740,497) and increasing each year as the visitor numbers build (reaching \$3.734 million in year 10).
- Low Case: initial operating loss in year 1 (-\$128,895) and increasing surpluses in other years as the visitor numbers build (reaching \$1.739 million in year 10).



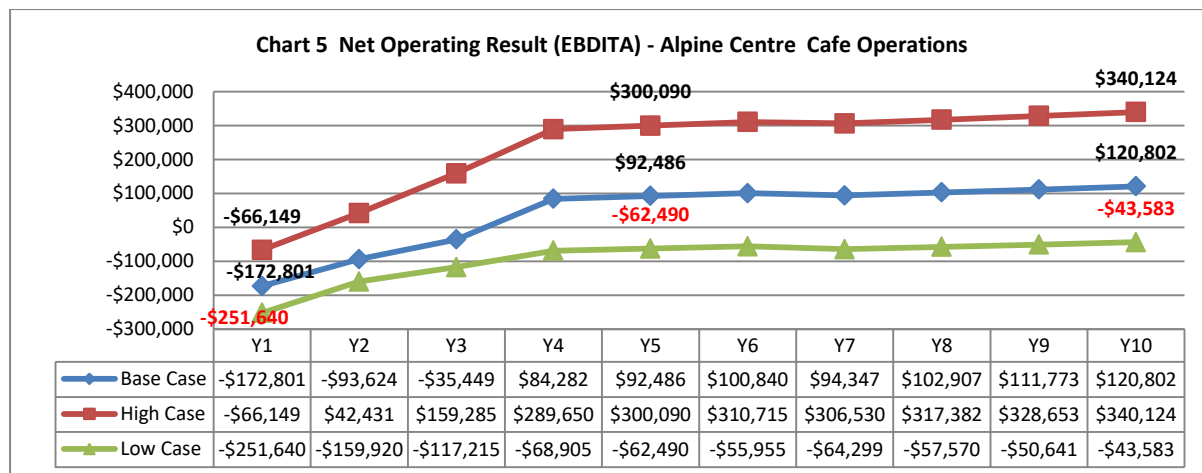
Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. EBDITA – earnings before depreciation, interest, taxation and amortisation.

Café Financials

This financial analysis of the café covers operations revenue and expenses for the 3 cases. The detailed tables are included in Appendix B. It should be noted that these are operating results (EBDITA) for the café and do not include servicing of any loans that may be associated with the operation.

- The café would generate net operating losses for the first three years for the Base Case, then increasing to a surplus of \$120,802 in year 10.
- For the High Case operating losses would be incurred in year 1, with a surplus reaching \$340,124 in year 10.
- For the Low Case operating significant losses would be incurred in all years (though the losses are reducing each year).

² All financial data is in constant prices (\$2019). Net Operating results are EBDITA – earnings before depreciation, interest, taxation and amortisation.



Source: MCA Modelling & estimates, December r 2019. Note in constant prices \$2019. EBDITA – earnings before depreciation, interest, taxation and amortisation.

D. Economic Impacts

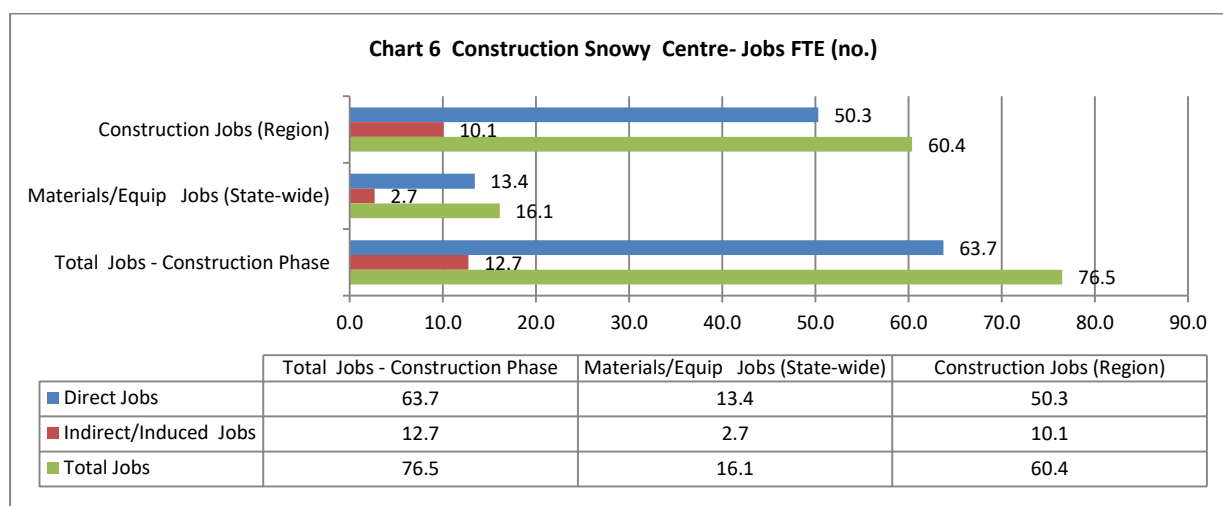
The economic impacts of the development of the Alpine Heritage Centre are modelled for both the construction phase and the operations phase for the Base Case. The impacts are measured in terms of: full time equivalent jobs (FTE) and the increase in regional income.

Construction Phase

Given the scale of the project, a significant number of jobs and an increase in regional income will be generated.

A total of 76.5 FTE jobs (63.7 direct jobs and 12.7 indirect/induced jobs) would be generated during the construction period. The direct jobs comprise 50.3 jobs in on-site construction and 10.1 jobs in materials/equipment supply.

During construction a total of \$18.115 million in regional income would be generated (\$15.096 million direct income and \$3.019 million indirect/induced).

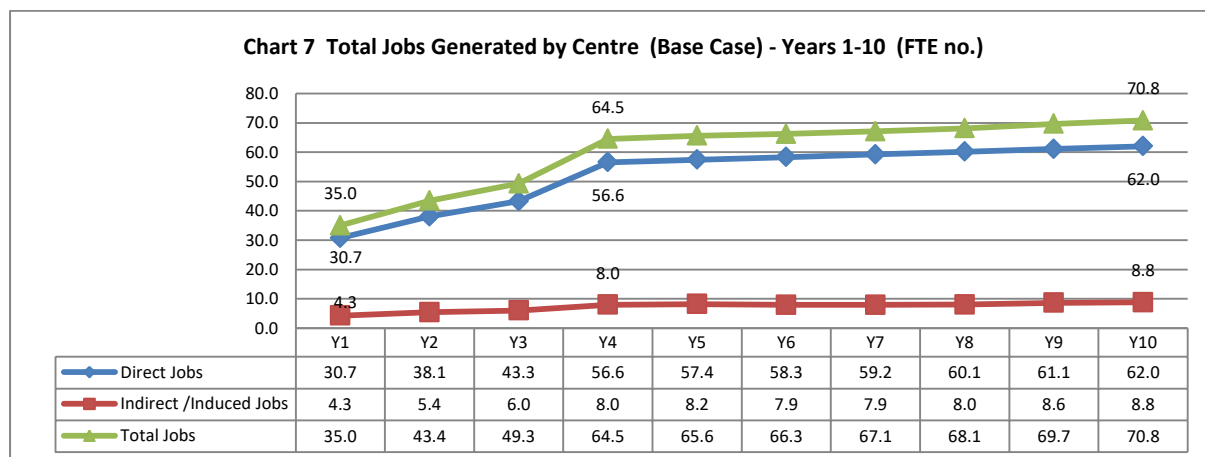


Source: MCA modelling and estimates, December 2019. Note some differences due to rounding.

Operations Phase

The operations phase economic impacts of the Centre are driven by the expenditure (outside the Centre) of visitors during their stay in the Snowy Monaro LGA. MCA’s regional impact model is used to estimate the employment and income impacts.

- The operation of the Centre has the potential to generate/support a total of 35.0 full time equivalent jobs in the region in year 1, increasing to 70.8 FTE jobs in Year 10.
- Of these total jobs in year 10 – overnight visitors would account for 51.6 jobs, with locals and day visitors accounting for 10.9 jobs.
- On a sector basis, the jobs (FTE-direct and indirect) generated by visitors are mainly concentrated in: accommodation; food and beverage; recreational services and other visitor services; and other retail.



Source: MCA modelling and estimates, October 2019. May be some differences due to rounding. Includes Centre employees (8).

The increase in regional income generated annually by the visitors to the Centre through their spending and Centre employees totals \$2.428 million in year 1, increasing to \$4.845 million in year 10.³

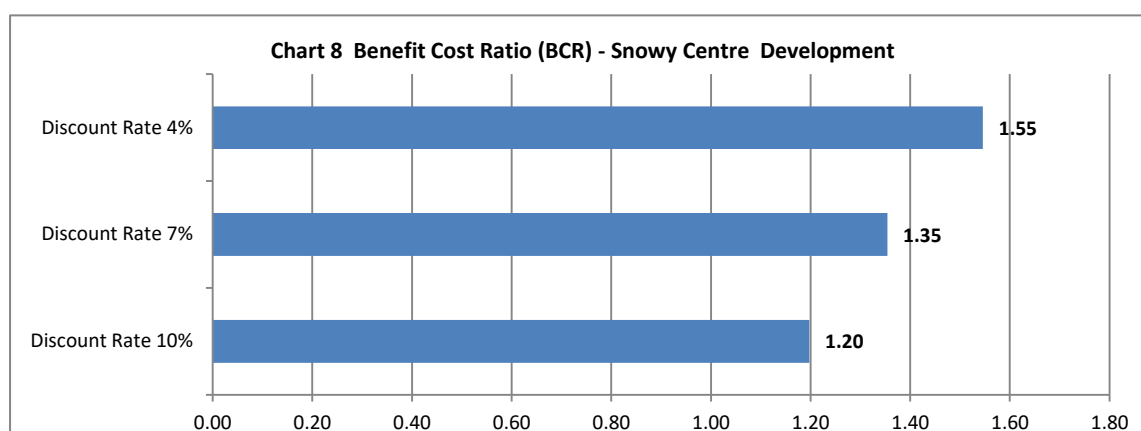
³ Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated income tax and GST on spending, are both treated as leakages from the region.

Benefit Cost Analysis

The benefits and costs are analysed for a 10 year period.

- Centre Costs:** the estimated construction cost of the Centre project is \$ 38,045,000. Annual asset maintenance costs are estimated are \$200,000 or \$2,000,000 over the first 10 years. The total 10 year project cost is \$40.045 million (in \$2019 prices).
- Centre Benefits:** The measured benefits (10 years) of the Centre comprise: direct benefits - the value of the services used by visitors at the Centre (\$33.807 million)⁴; and regional benefits - the increase in regional income (\$41.221 million) generated by their other spending in the region.

The chart below compares Benefit Cost Ratios (BCR) for the 3 discount rates for the ten year period of operations. For the Centre, using a 4 % discount rate the project yields a positive BCR of 1.55. The present value of total benefits (\$61.904 million over 10 years) generated by the investment exceeds the total costs of the project (\$40.045 million) over a 10 year period by a factor of 1.55 times. For a 7% discount rate the BCR is 1.35.



Source: MCA modelling and estimates, December 2019

⁴ The services used by visitors are valued on the basis of payments made for those services (and cover admission, gallery, camp fire experience, demonstration). The revenue for products consumed (café and shop) are not included.

1. Introduction

This report provides an indicative business analysis of the proposed development of the Snowy Alpine Heritage Centre and an economic impact assessment of the project.

Several potential visitor groups were identified and visitor numbers estimated. The groups are: tourist visitors (on holidays and visiting friends and relatives – internationals, domestic overnights and day visitors) to the Snowy Monaro Local Government Area; and local residents of Snowy Monaro LGA.

The development comprises: the Heritage Centre, exhibitions, retail shop, café and delivery of special programs.

Business analysis: detailed estimation, modelling and analysis have been undertaken of the proposed development. This includes estimates of potential visitor numbers to the proposed Centre, revenue and operating expenses over a 10 year period. The estimates are based on a number of assumptions, which are outlined in this report. The visitor, revenue and operating cost estimates are indicative to test the feasibility of the Centre. Similar analysis is conducted for the café operations.

- It should be noted that all of the revenues and costs for the 10 year period are in constant 2019 prices.
- The financials show net operating results (EBDITA) for the proposed business operations on the site. It does not include interest on any loans required to fund the development. Interest costs will depend on the financial structure of the development (i.e. the mix of equity investment, grants and loans). Interest costs would need to be included in a full business case.

Economic impact assessment: this segment analyses the regional economic impacts (jobs and increased regional income) of the Centre and includes a benefit cost analysis.

2. Modelling of Operations

2.1 Facilities and Activities

The following are the facilities and activities that would operate at the Alpine Heritage Centre. Modelling has been undertaken to estimate the number of visitors, the take-up of services and the annual revenue generated from each activity. The financial analysis is for a 10 year period.

Table 1 Facilities & Activities

Alpine Heritage Centre	
Interactive Exhibition	Admission charges to Centre
Gallery	Special exhibitions
Retail Shop	Sales of products
Cafe	Operated by an external operator under a lease
Experience Programs	
Campfire nights	Evening events
Demonstrations	Special events

2.2 Visitor Groups

Several potential visitor groups were identified and visitor numbers estimated. The groups are: tourist visitors (on holidays and visiting friends and relatives – internationals, domestic overnights and day visitors) to the Snowy Monaro Local Government Area; and local residents of Snowy Monaro LGA.

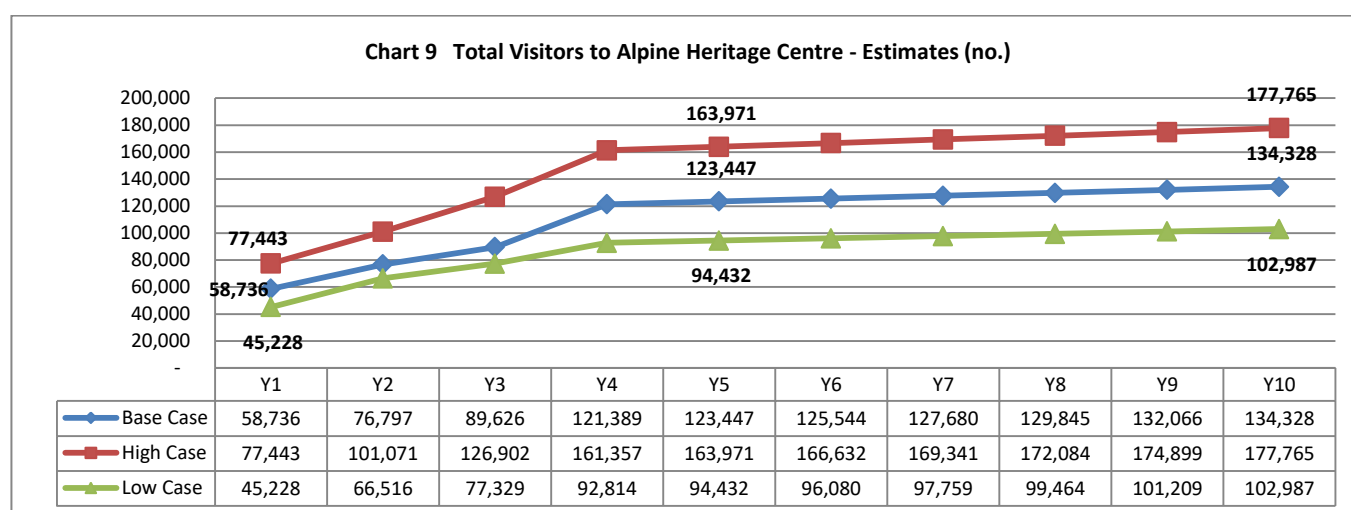
Visitor numbers were modelled over a 10 year period. These are based on the assumptions in relation to the likelihood of a visit to the Centre (for the tourist visitors and local residents). Assumptions used in estimating visitor numbers and spending at the Centre are contained in Appendix A.

2.3 Visitor Estimates – Alpine Heritage Centre

The following table shows the modelled visitor numbers over a 10 year period for each case and visitor type. These are based on the assumptions in relation to the likelihood of a visit to Heritage Centre, for the 3 categories of visitors. Three cases are examined: Base Case (medium); High Case; and Low Case.

- Base Case: total annual visitors increase from 58,740 in year 1 to 134,300 in year 10.
- High Case: total annual visitors increase from 77,440 in year 1 to 177,770 in year 10.
- Low Case: total annual visitors increase from 45,200 in year 1 to 102,990 in year 10.

The Base Case is the most likely situation for the Centre. Achieving these visitor numbers would require a high quality experience and ongoing active marketing of the Centre, its facilities, activities and programs.



Source: MCA modelling & estimates, October 2019.

Table 2 Alpine Heritage Centre – Estimated Visitor Numbers – Years 1-10

Visitors	Year									
Potential Market	1	2	3	4	5	6	7	8	9	10
Base Case										
Locals	6,220	6,270	6,330	6,344	6,362	6,380	6,398	6,405	6,428	6,450
Day Visitors - Domestic	9,216	11,170	15,042	18,991	19,181	19,373	19,566	19,762	19,960	20,159
Overnight Visitors - Domestic	40,270	54,767	62,845	89,030	90,811	92,627	94,479	96,369	98,296	100,262
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	58,736	76,797	89,626	121,389	123,447	125,544	127,680	129,845	132,066	134,328
High Case										
Locals	9,330	9,405	9,495	9,515	9,542	9,569	9,596	9,608	9,641	9,675
Day Visitors - Domestic	14,746	18,617	28,204	37,982	38,362	38,745	39,133	39,524	39,920	40,319
Overnight Visitors - Domestic	50,337	68,458	83,793	106,836	108,973	111,152	113,375	115,643	117,956	120,315
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	77,443	101,071	126,902	161,357	163,971	166,632	169,341	172,084	174,899	177,765
Low Case										
Locals	3,110	3,135	3,165	3,172	3,181	3,190	3,199	3,203	3,214	3,225
Day Visitors - Domestic	5,530	7,447	9,401	11,395	11,509	11,624	11,740	11,857	11,976	12,096
Overnight Visitors - Domestic	33,558	51,344	59,353	71,224	72,649	74,101	75,584	77,095	78,637	80,210
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	45,228	66,516	77,329	92,814	94,432	96,080	97,759	99,464	101,209	102,987

Source: MCA modelling & estimates, October 2019.

2.4 Spending by Centre Visitors

The following table shows estimates of visitors, their spending patterns and revenue generated for the Centre. These are based on assumptions in relation to the percentage of visitors who purchase a service and the average spend per person. The assumptions are outline in Appendix A. The likelihood of spending on each service varies for each visitor type. However all visitor would pay an entrance fee (full rate-\$28, concession -\$16 for an average fee of \$22).⁵ In the case of locals it is assumed that only a relatively small number visit the centre and pay the entry fee, with most locals coming to use the café.

Table 3 shows the estimated number of visitors to the centre for each of the cases and the numbers that would purchase each service.

⁵ While an estimated 6220 locals would visit in year 1, most would be coming to the café and not pay an entry fee. In the analysis around 1000 locals visit the Centre and pay the admission fee.

Table 3 Visitors to the Centre and Buyers of Services– Years 1-10 (no.)

Visitors/ Buyers	Years									
	1	2	3	4	5	6	7	8	9	10
Admission										
Base Case	53,573	71,593	84,372	116,124	118,167	120,249	122,370	124,529	126,731	128,974
High Case	69,699	93,264	119,021	153,460	156,051	158,690	161,376	164,110	166,897	169,734
Low Case	42,646	63,914	74,702	90,182	91,792	93,433	95,104	96,806	98,542	100,310
Café/Restaurant										
Base Case	27,226	34,481	39,648	52,362	53,196	54,045	54,911	55,781	56,683	57,601
High Case	36,575	46,071	56,458	70,252	71,314	72,394	73,494	74,598	75,744	76,911
Low Case	19,957	28,487	32,831	39,029	39,681	40,346	41,023	41,707	42,412	43,130
Exhibitions										
Base Case	22,064	29,277	34,395	47,096	47,916	48,750	49,601	50,465	51,348	52,248
High Case	28,831	38,265	48,577	62,354	63,394	64,452	65,529	66,624	67,742	68,881
Low Case	17,376	25,885	30,204	36,396	37,041	37,698	38,368	39,049	39,744	40,453
Shop										
Base Case	18,081	24,195	28,282	39,001	39,698	40,408	41,132	41,868	42,620	43,386
High Case	23,298	31,162	39,221	50,298	51,168	52,054	52,957	53,875	54,812	55,767
Low Case	14,499	21,752	25,334	30,553	31,105	31,668	32,242	32,826	33,422	34,030
Experiences										
Campfire nights										
Base Case	9,282	12,498	14,284	19,845	20,217	20,596	20,983	21,376	21,778	22,189
High Case	11,606	15,550	18,790	23,724	24,168	24,620	25,082	25,551	26,032	26,522
Low Case	7,629	11,500	13,269	15,967	16,267	16,572	16,884	17,201	17,525	17,856
Demonstrations										
Base Case	11,125	14,732	17,292	23,643	24,053	24,471	24,896	25,329	25,770	26,221
High Case	14,556	19,274	24,431	31,320	31,840	32,370	32,909	33,456	34,016	34,585
Low Case	8,735	12,990	15,149	18,246	18,568	18,897	19,232	19,573	19,920	20,275

Source: MCA modelling & estimates, October 2019. Note in constant prices \$2019

Table 4 shows the estimated expenditure by visitors to the Centre on each of the services and spending at the cafe.

Table 4 Visitor Spending at Alpine Centre – Years 1-10 (\$ Constant prices \$2019)

Visitor Spending/Centre Revenue	Years									
	1	2	3	4	5	6	7	8	9	10
Admission										
Base Case	\$1,178,611	\$1,575,048	\$1,856,191	\$2,554,718	\$2,599,682	\$2,645,486	\$2,692,148	\$2,739,644	\$2,788,086	\$2,837,436
High Case	\$1,533,380	\$2,051,818	\$2,618,455	\$3,376,115	\$3,433,125	\$3,491,174	\$3,550,283	\$3,610,411	\$3,671,724	\$3,734,157
Low Case	\$938,222	\$1,406,105	\$1,643,444	\$1,984,002	\$2,019,427	\$2,055,518	\$2,092,290	\$2,129,736	\$2,167,916	\$2,206,818
Café/Restaurant										
Base Case	\$435,620	\$551,694	\$634,376	\$837,785	\$851,134	\$864,727	\$878,570	\$892,499	\$906,926	\$921,618
High Case	\$585,201	\$737,140	\$903,322	\$1,124,034	\$1,141,021	\$1,158,311	\$1,175,909	\$1,193,569	\$1,211,908	\$1,230,574
Low Case	\$319,313	\$455,798	\$525,289	\$624,461	\$634,901	\$645,535	\$656,366	\$667,315	\$678,590	\$690,075
Exhibitions										
Base Case	\$220,637	\$292,768	\$343,946	\$470,965	\$479,158	\$487,505	\$496,007	\$504,650	\$513,481	\$522,476
High Case	\$288,313	\$382,651	\$485,768	\$623,545	\$633,938	\$644,520	\$655,294	\$666,238	\$677,420	\$688,806
Low Case	\$173,758	\$258,853	\$302,036	\$363,963	\$370,413	\$376,984	\$383,679	\$390,491	\$397,445	\$404,529
Shop										
Base Case	\$361,618	\$483,890	\$565,649	\$780,021	\$793,962	\$808,168	\$822,642	\$837,369	\$852,405	\$867,726
High Case	\$465,959	\$623,236	\$784,427	\$1,005,962	\$1,023,363	\$1,041,088	\$1,059,143	\$1,077,501	\$1,096,246	\$1,115,340
Low Case	\$289,985	\$435,043	\$506,675	\$611,053	\$622,104	\$633,365	\$644,840	\$656,523	\$668,443	\$680,590
Experiences										
Campfire nights										
Base Case	\$139,229	\$187,476	\$214,256	\$297,678	\$303,257	\$308,946	\$314,745	\$320,642	\$326,677	\$332,830
High Case	\$174,096	\$233,254	\$281,849	\$355,853	\$362,515	\$369,306	\$376,231	\$383,267	\$390,476	\$397,825
Low Case	\$114,429	\$172,505	\$199,035	\$239,502	\$244,000	\$248,585	\$253,259	\$258,017	\$262,879	\$267,836
Demonstrations										
Base Case	\$166,877	\$220,987	\$259,384	\$354,651	\$360,800	\$367,064	\$373,445	\$379,929	\$386,557	\$393,309
High Case	\$218,334	\$289,104	\$366,462	\$469,799	\$477,600	\$485,543	\$493,630	\$501,840	\$510,234	\$518,781
Low Case	\$131,018	\$194,845	\$227,239	\$273,686	\$278,525	\$283,456	\$288,479	\$293,589	\$298,807	\$304,122
Total All Spending										
Base Case	\$2,066,973	\$2,760,169	\$3,239,426	\$4,458,032	\$4,536,859	\$4,617,168	\$4,698,986	\$4,782,233	\$4,867,206	\$4,953,777
High Case	\$2,680,081	\$3,580,062	\$4,536,961	\$5,831,274	\$5,930,541	\$6,031,632	\$6,134,580	\$6,239,258	\$6,346,101	\$6,454,910
Low Case	\$1,647,411	\$2,467,352	\$2,878,429	\$3,472,206	\$3,534,469	\$3,597,908	\$3,662,548	\$3,728,356	\$3,795,490	\$3,863,895

Source: MCA modelling & estimates, October 2019. Note in constant prices \$2019

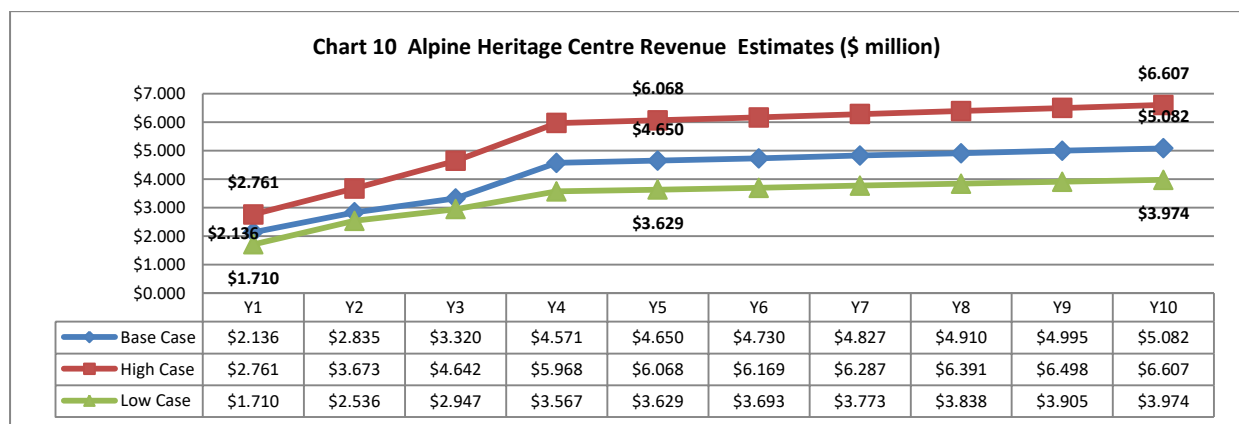
2.5 Operating Revenue Estimates

2.5.1 Revenue Estimates – Alpine Heritage Centre

The following chart shows estimated revenue over a 10 year period for the Centre (excluding the café) for each of the cases.

- Base Case: total revenue increases from \$2,136 million year 1 to \$ 5.082 million in year 10.
- High Case: total revenue increases from \$ 2.761 million year 1 to \$ 6.607 million in year 10.
- Low Case: total revenue increases from \$1.710 million year 1 to \$ 3.974 million in year 10.

Table 5 shows total revenue by type of visitor for each case. Domestic overnight visitors contribute around 77% of the revenue. The major revenue (excluding the café) comes from admission charges, the shop and special exhibitions.



Source: MCa modelling & estimates, December 2019. Note in constant prices \$2019

Table 5 Alpine Centre Revenue – Years 1-10 (Constant prices \$2019)

Visitors	Year									
Total Revenue (Centre Only)	1	2	3	4	5	6	7	8	9	10
Base Case										
Locals	\$64,936	\$65,459	\$66,085	\$66,226	\$66,414	\$66,602	\$66,790	\$66,868	\$67,103	\$67,338
Day Visitors - Domestic	\$313,353	\$379,783	\$511,441	\$645,695	\$652,152	\$658,673	\$665,260	\$671,913	\$678,632	\$685,418
Overnight Visitors - Domestic	\$1,570,514	\$2,135,900	\$2,450,945	\$3,472,172	\$3,541,615	\$3,612,448	\$3,684,696	\$3,758,390	\$3,833,558	\$3,910,229
Overnight visitors international	\$118,170	\$179,028	\$210,954	\$273,939	\$276,678	\$279,445	\$282,240	\$285,062	\$287,913	\$290,792
Total Revenue(visitors)	\$2,066,973	\$2,760,169	\$3,239,426	\$4,458,032	\$4,536,859	\$4,617,168	\$4,698,986	\$4,782,233	\$4,867,206	\$4,953,777
Space Hire Revenue	\$24,000	\$30,000	\$36,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Rent Café	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$2,135,973	\$2,835,169	\$3,320,426	\$4,571,032	\$4,649,859	\$4,730,168	\$4,826,986	\$4,910,233	\$4,995,206	\$5,081,777
High Case										
Locals	\$97,404	\$98,188	\$99,128	\$99,339	\$99,621	\$99,903	\$100,185	\$100,302	\$100,655	\$101,007
Day Visitors - Domestic	\$501,364	\$632,972	\$958,953	\$1,291,390	\$1,304,303	\$1,317,347	\$1,330,520	\$1,343,825	\$1,357,263	\$1,370,836
Overnight Visitors - Domestic	\$1,963,143	\$2,669,874	\$3,267,926	\$4,166,606	\$4,249,938	\$4,334,937	\$4,421,636	\$4,510,068	\$4,600,270	\$4,692,275
Overnight visitors international	\$118,170	\$179,028	\$210,954	\$273,939	\$276,678	\$279,445	\$282,240	\$285,062	\$287,913	\$290,792
Total Revenue(visitors)	\$2,680,081	\$3,580,062	\$4,536,961	\$5,831,274	\$5,930,541	\$6,031,632	\$6,134,580	\$6,239,258	\$6,346,101	\$6,454,910
Space Hire Revenue	\$36,000	\$48,000	\$60,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000
Rent Café	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$2,761,081	\$3,673,062	\$4,641,961	\$5,968,274	\$6,067,541	\$6,168,632	\$6,286,580	\$6,391,258	\$6,498,101	\$6,606,910
Low Case										
Locals	\$32,468	\$32,729	\$33,043	\$33,113	\$33,207	\$33,301	\$33,395	\$33,434	\$33,552	\$33,669
Day Visitors - Domestic	\$188,012	\$253,189	\$319,651	\$387,417	\$391,291	\$395,204	\$399,156	\$403,148	\$407,179	\$411,251
Overnight Visitors - Domestic	\$1,308,762	\$2,002,406	\$2,314,781	\$2,777,737	\$2,833,292	\$2,889,958	\$2,947,757	\$3,006,712	\$3,066,847	\$3,128,183
Overnight visitors international	\$118,170	\$179,028	\$210,954	\$273,939	\$276,678	\$279,445	\$282,240	\$285,062	\$287,913	\$290,792
Total Revenue(visitors)	\$1,647,411	\$2,467,352	\$2,878,429	\$3,472,206	\$3,534,469	\$3,597,908	\$3,662,548	\$3,728,356	\$3,795,490	\$3,863,895
Space Hire Revenue	\$18,000	\$24,000	\$24,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Rent Café	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$1,710,411	\$2,536,352	\$2,947,429	\$3,567,206	\$3,629,469	\$3,692,908	\$3,772,548	\$3,838,356	\$3,905,490	\$3,973,895

Source: MCa modelling & estimates, December 2019. Note in constant prices \$2019

2.5.2 Revenue Estimates - Café Operations

The follow table shows the estimated customers for the café for each case and visitor type.

- Base Case: customers increase from 27,200 in year 1 to 57,600 in year 10.
- High Case: customers increase from 36,580 in year 1 to 76,910 in year 10.
- Low Case: customers increase from 19,960 in year 1 to 43,130 in year 10.

Table 6 Café Customers by Visitor Type (no.)

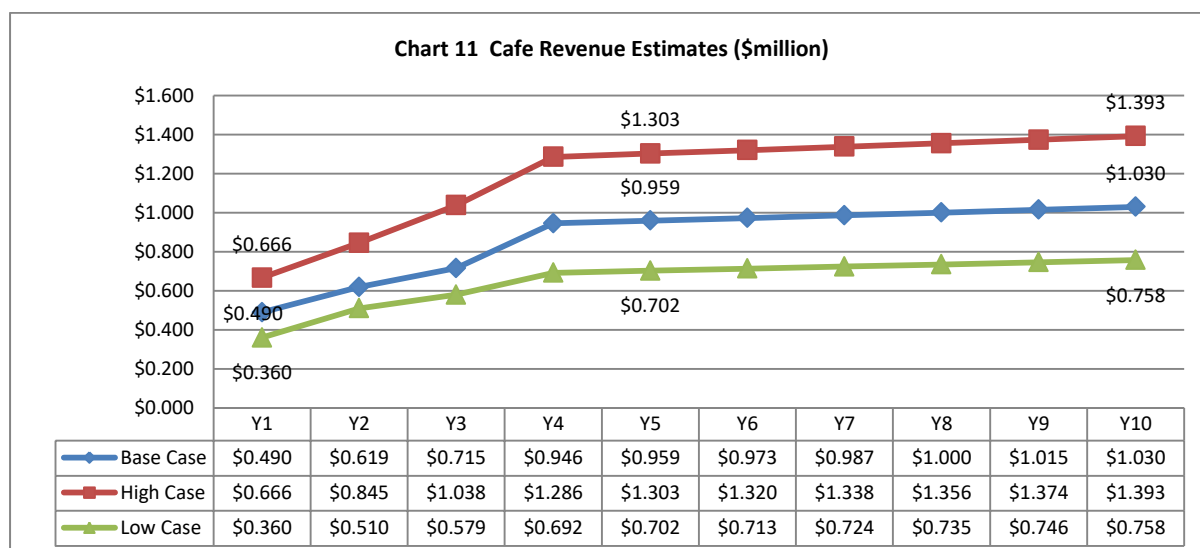
Customers - Cafe	Year	1	2	3	4	5	6	7	8	9	10
Base Case											
Locals		6,220	6,270	6,330	6,344	6,362	6,380	6,398	6,405	6,428	6,450
Day Visitors - Domestic		3,687	4,468	6,017	7,596	7,672	7,749	7,827	7,905	7,984	8,064
Overnight Visitors - Domestic		16,108	21,907	25,138	35,612	36,324	37,051	37,792	38,548	39,319	40,105
Overnight visitors international		1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total		27,226	34,481	39,648	52,362	53,196	54,045	54,911	55,781	56,683	57,601
High Case											
Locals		9,330	9,405	9,495	9,515	9,542	9,569	9,596	9,608	9,641	9,675
Day Visitors - Domestic		5,898	7,447	11,282	15,193	15,345	15,498	15,653	15,810	15,968	16,127
Overnight Visitors - Domestic		20,135	27,383	33,517	42,734	43,589	44,461	45,350	46,257	47,182	48,126
Overnight visitors international		1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total		36,575	46,071	56,458	70,252	71,314	72,394	73,494	74,598	75,744	76,911
Low Case											
Locals		3,110	3,135	3,165	3,172	3,181	3,190	3,199	3,203	3,214	3,225
Day Visitors - Domestic		2,212	2,979	3,761	4,558	4,603	4,649	4,696	4,743	4,790	4,838
Overnight Visitors - Domestic		13,423	20,537	23,741	28,490	29,059	29,641	30,233	30,838	31,455	32,084
Overnight visitors international		1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total		19,957	28,487	32,831	39,029	39,681	40,346	41,023	41,707	42,412	43,130

Source: MCa modelling & estimates, October 2019. Note in constant prices \$2019

The following table shows estimated revenue for the café over a 10 year period.

- Base Case: revenue increases from \$0.490 million in year 1 to \$1,030 million in year 10.
- High Case: revenue increases from \$0.666 million in year 1 to \$1.393 million in year 10.
- Low Case: revenue increases from \$0.360 million in year 1 to \$0.758 million in year 10.

Table 7 shows café revenue for each of the visitor categories, the major generators of revenue are overnight domestic visitors (the largest visitor group).



Source: MCa modelling & estimates, December 2019. Note in constant prices \$2019

Table 7 Café Revenue by Visitor Type – Years 1 -10 (Constant Prices \$2019)

Café Revenue	Year									
	1	2	3	4	5	6	7	8	9	10
Base Case										
Locals	\$99,518	\$100,320	\$101,280	\$101,496	\$101,784	\$102,072	\$102,360	\$102,480	\$102,840	\$103,200
Day Visitors - Domestic	\$58,984	\$71,489	\$96,271	\$121,543	\$122,758	\$123,986	\$125,225	\$126,478	\$127,742	\$129,020
Overnight Visitors - Domestic	\$257,725	\$350,507	\$402,206	\$569,792	\$581,188	\$592,812	\$604,668	\$616,761	\$629,097	\$641,679
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total Sales	\$435,620	\$551,694	\$634,376	\$837,785	\$851,134	\$864,727	\$878,570	\$892,499	\$906,926	\$921,618
Functions Catering	\$54,000	\$67,500	\$81,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Total Revenue	\$489,620	\$619,194	\$715,376	\$945,785	\$959,134	\$972,727	\$986,570	\$1,000,499	\$1,014,926	\$1,029,618
High Case										
Locals	\$149,278	\$150,480	\$151,920	\$152,244	\$152,676	\$153,108	\$153,540	\$153,720	\$154,260	\$154,800
Day Visitors - Domestic	\$94,374	\$119,148	\$180,509	\$243,085	\$245,516	\$247,971	\$250,451	\$252,955	\$255,485	\$258,040
Overnight Visitors - Domestic	\$322,157	\$438,133	\$536,275	\$683,751	\$697,426	\$711,374	\$725,602	\$740,114	\$754,916	\$770,014
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total Sales	\$585,201	\$737,140	\$903,322	\$1,124,034	\$1,141,021	\$1,158,311	\$1,175,909	\$1,193,569	\$1,211,908	\$1,230,574
Functions Catering	\$81,000	\$108,000	\$135,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000
Total Revenue	\$666,201	\$845,140	\$1,038,322	\$1,286,034	\$1,303,021	\$1,320,311	\$1,337,909	\$1,355,569	\$1,373,908	\$1,392,574
Low Case										
Locals	\$49,759	\$50,160	\$50,640	\$50,748	\$50,892	\$51,036	\$51,180	\$51,240	\$51,420	\$51,600
Day Visitors - Domestic	\$35,390	\$47,659	\$60,170	\$72,926	\$73,655	\$74,391	\$75,135	\$75,887	\$76,645	\$77,412
Overnight Visitors - Domestic	\$214,771	\$328,600	\$379,862	\$455,834	\$464,951	\$474,250	\$483,735	\$493,409	\$503,277	\$513,343
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total Sales	\$319,313	\$455,798	\$525,289	\$624,461	\$634,901	\$645,535	\$656,366	\$667,315	\$678,590	\$690,075
Functions Catering	\$40,500	\$54,000	\$54,000	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500
Total Revenue	\$359,813	\$509,798	\$579,289	\$691,961	\$702,401	\$713,035	\$723,866	\$734,815	\$746,090	\$757,575

Source: MCA modelling & estimates, December 2019. Note in constant prices \$2019

3. Financial Analysis

3.1 Overview – Financial Modelling

This section provides an indicative financial analysis for the Alpine Heritage Centre and the Café.

- **Revenue estimates:** are based on the assumptions and estimates outlined in Section 2 and in Appendix A.
- **Operating expenses:** are based on the assumptions outlined in the tables below. They are based on a combination of statutory requirements, industry benchmarks for the type of business activities proposed, and indicative estimates for the type and scale of business activities.
- **Employment:** the modelling is based on staffing requirements to deliver the Centre programs and to operate the café.

3.2 Alpine Heritage Centre

3.2.1 Staffing and Salaries

The following table shows the staffing structure and indicative salaries for the operation of the Centre. Employment levels vary with each case to take account of higher visitor numbers (in base case and high case cf. low case)

Table 8 Alpine Heritage Centre Staffing Levels

Snowy Centre - Staffing	Positions		Annual Salary	Total Salaries	Total Salaries
	Year 1 & 2	Year 3-10	\$	Year 1 & 2	Year 3-10
Base Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	2	\$95,000	\$95,000	\$190,000
Counter Staff	3	3	\$60,000	\$180,000	\$180,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	9		\$620,000	\$715,000
High Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	2	\$95,000	\$95,000	\$190,000
Counter Staff	3	4	\$60,000	\$180,000	\$240,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	10		\$620,000	\$775,000
Low Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	1	\$95,000	\$95,000	\$95,000
Counter Staff	3	3	\$60,000	\$180,000	\$180,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	8		\$620,000	\$620,000

Source: MCA estimates, December 2019. Note in constant prices \$2019.

3.2.2 Operating Cost Assumptions

The following table shows the assumptions used in the financial modelling of operating costs for the Centre.

Table 9 Alpine Heritage Centre – Operating Cost Assumptions

Operating Cost	Assumptions in Modelling
Employee Costs	
Wages	Suggested wage/salaries for positions
Labour On-costs	
Workers Comp	1.1% of wages/salaries (indicative for type of business)
Super Guarantee	9.5% of wages/salaries (statutory rate)
Holiday Pay	7.7% of wages/salaries (allowance for replacement when on leave)
Long Service provision	1.8% of wages/salaries
Total On-Costs	20.1% of wages /Salaries
Training Cost	Suggested budget of \$15,000 per year for staff training
Cost of Goods Sold	
Shop	
Cost of Goods Sold	40% of sales revenue (indicative rate for type of business)
Packaging	1% of sales revenue (indicative rate for type of business)
Freight & Post	4% of sales revenue (indicative rate for type of business)
Other Costs	
Merchant Charges - Bank	Account charge of \$528 plus 1.65% of sales
Other Costs	
Maintenance expenses	Indicative for this type of business/activity & size
Insurance & Public liability	Indicative for this type of business/activity & size
Electricity	Indicative for this type of business/activity & size. Estimate in modelling assumes there is some roof top solar generation.
Cleaning	Indicative for this type of business/activity & size
Waste Disposal	Indicative for this type of business/activity & size
Business Expenses	
Accounting & Bookkeeping	Indicative for this type of business/activity & size
Legal & others professional services	Indicative for this type of business/activity & size
Marketing (advertising & promotion)	Suggested budget of \$80,000
Communications- phones, website etc.	Indicative for this type of business/activity & size
Office supplies- print etc.	Indicative for this type of business/activity & size
Rates & Charges	Indicative for this type of business/activity & size
Miscellaneous Costs	Indicative for this type of business/activity & size

Source: MCA Modelling October 2019

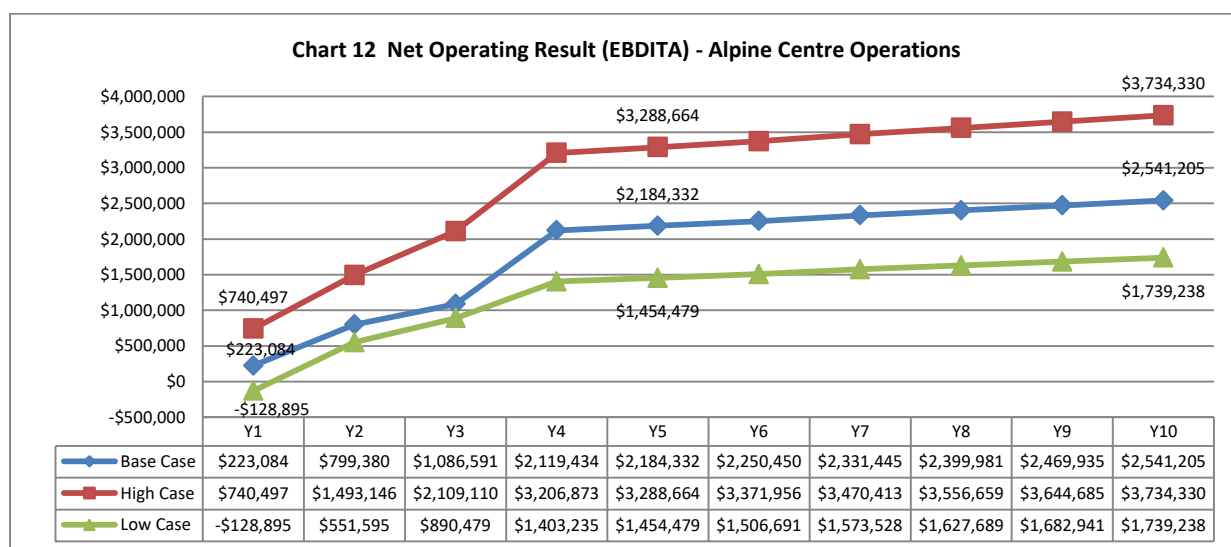
3.2.3 Alpine Heritage Centre - Financials

This financial analysis covers operations revenue and expenses. The following is for the Centre operations only, not including the café. The detailed tables are included in Appendix B.

It should be noted that these are operating results (EBDITA) and do not include servicing of any loans that may be associated with the development of the Centre.

The net operating results analysis shows:

- Base Case: initial operating surplus in year 1 (\$223,084) and increasing each year as the visitor numbers build (reaching \$2.541 million in year 10).⁶
- High Case: initial surplus in year 1 (\$740,497) and increasing each year as the visitor numbers build (reaching \$3.734 million in year 10).
- Low Case: initial loss in year 1 (-\$128,895) and increasing surpluses in other years as the visitor numbers build (reaching \$1.739 million in year 10).



Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. EBDITA – earnings before depreciation, interest, taxation and amortisation.

The following tables show the revenue, expenses and net operating results for each of the cases. These are for Centre operations excluding the café.

⁶ All financial data is in constant prices (\$2019).

Table 10 Summary Financials - Alpine Heritage Centre Operations

Base Case	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Centre Revenue										
Admission Revenue	\$1,178,611	\$1,575,048	\$1,856,191	\$2,554,718	\$2,599,682	\$2,645,486	\$2,692,148	\$2,739,644	\$2,788,086	\$2,837,436
Exhibition Entry	\$220,637	\$292,768	\$343,946	\$470,965	\$479,158	\$487,505	\$496,007	\$504,650	\$513,481	\$522,476
Retail Revenue	\$361,618	\$483,890	\$565,649	\$780,021	\$793,962	\$808,168	\$822,642	\$837,369	\$852,405	\$867,726
Camp Fire Nights	139,229	\$187,476	\$214,256	\$297,678	\$303,257	\$308,946	\$314,745	\$320,642	\$326,677	\$332,830
Demonstrations	166,877	\$220,987	\$259,384	\$354,651	\$360,800	\$367,064	\$373,445	\$379,929	\$386,557	\$393,309
Space Revenue	\$24,000	\$30,000	\$36,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Café Lease Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$2,135,973	\$2,835,169	\$3,320,426	\$4,571,032	\$4,649,859	\$4,730,168	\$4,826,986	\$4,910,233	\$4,995,206	\$5,081,777
Operating Expenses										
Total Operating Expenses	\$1,816,139	\$1,881,409	\$2,039,328	\$2,153,806	\$2,161,245	\$2,168,825	\$2,176,548	\$2,184,406	\$2,192,429	\$2,200,604
Net Operating Result										
Net Operating Result	\$319,834	\$953,760	\$1,281,098	\$2,417,225	\$2,488,614	\$2,561,343	\$2,650,438	\$2,725,827	\$2,802,777	\$2,881,174
Net GST Payable										
Net GST	\$96,750	\$154,380	\$194,507	\$297,792	\$304,281	\$310,893	\$318,993	\$325,846	\$332,842	\$339,969
Net Operating Result (after GST)	\$223,084	\$799,380	\$1,086,591	\$2,119,434	\$2,184,332	\$2,250,450	\$2,331,445	\$2,399,981	\$2,469,935	\$2,541,205
High Case										
Centre Revenue										
Admission Revenue	\$1,533,380	\$2,051,818	\$2,618,455	\$3,376,115	\$3,433,125	\$3,491,174	\$3,550,283	\$3,610,411	\$3,671,724	\$3,734,157
Exhibition Entry	\$288,313	\$382,651	\$485,768	\$623,545	\$633,938	\$644,520	\$655,294	\$666,238	\$677,420	\$688,806
Retail Revenue	\$465,959	\$623,236	\$784,427	\$1,005,962	\$1,023,363	\$1,041,088	\$1,059,143	\$1,077,501	\$1,096,246	\$1,115,340
Camp Fire Nights	174,096	\$233,254	\$281,849	\$355,853	\$362,515	\$369,306	\$376,231	\$383,267	\$390,476	\$397,825
Demonstrations	218,334	\$289,104	\$366,462	\$469,799	\$477,600	\$485,543	\$493,630	\$501,840	\$510,234	\$518,781
Space Revenue	36,000	\$48,000	\$60,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	36,000
Café Lease Rent	45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	45,000
Total Revenue	\$2,761,081	\$3,673,062	\$4,641,961	\$5,968,274	\$6,067,541	\$6,168,632	\$6,286,580	\$6,391,258	\$6,498,101	\$6,606,910
Operating Expenses										
Total Operating Expenses	\$1,872,092	\$1,956,159	\$2,228,888	\$2,347,661	\$2,356,958	\$2,366,428	\$2,376,073	\$2,385,881	\$2,395,895	\$2,406,095
Net Operating Result										
Net Operating Result	\$888,989	\$1,716,903	\$2,413,073	\$3,620,613	\$3,710,583	\$3,802,204	\$3,910,507	\$4,005,377	\$4,102,206	\$4,200,815
Net GST Payable										
Net GST	\$148,492	\$223,756	\$303,963	\$413,740	\$421,919	\$430,248	\$440,094	\$448,718	\$457,521	\$466,485
Net Operating Result (after GST)	\$740,497	\$1,493,146	\$2,109,110	\$3,206,873	\$3,288,664	\$3,371,956	\$3,470,413	\$3,556,659	\$3,644,685	\$3,734,330
Low Case										
Centre Revenue										
Admission Revenue	\$938,222	\$1,406,105	\$1,643,444	\$1,984,002	\$2,019,427	\$2,055,518	\$2,092,290	\$2,129,736	\$2,167,916	\$2,206,818
Exhibition Entry	\$173,758	\$258,853	\$302,036	\$363,963	\$370,413	\$376,984	\$383,679	\$390,491	\$397,445	\$404,529
Retail Revenue	\$289,985	\$435,043	\$506,675	\$611,053	\$622,104	\$633,365	\$644,840	\$656,523	\$668,443	\$680,590
Camp Fire Nights	114,429	\$172,505	\$199,035	\$239,502	\$244,000	\$248,585	\$253,259	\$258,017	\$262,879	\$267,836
Demonstrations	131,018	\$194,845	\$227,239	\$273,686	\$278,525	\$283,456	\$288,479	\$293,589	\$298,807	\$304,122
Space Hire Revenue	\$18,000	\$24,000	\$24,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Café Lease Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$1,710,411	\$2,536,352	\$2,947,429	\$3,567,206	\$3,629,469	\$3,692,908	\$3,772,548	\$3,838,356	\$3,905,490	\$3,973,895
Operating Expenses										
Total Operating Expenses	\$1,777,755	\$1,855,156	\$1,893,460	\$1,949,206	\$1,955,100	\$1,961,106	\$1,967,226	\$1,973,456	\$1,979,813	\$1,986,291
Net Operating Result										
Net Operating Result	-\$67,343	\$681,196	\$1,053,969	\$1,618,000	\$1,674,369	\$1,731,802	\$1,805,322	\$1,864,900	\$1,925,676	\$1,987,604
Net GST Payable										
Net GST	\$61,552	\$129,601	\$163,490	\$214,765	\$219,890	\$225,111	\$231,795	\$237,211	\$242,736	\$248,366
Net Operating Result (after GST)	-\$128,895	\$551,595	\$890,479	\$1,403,235	\$1,454,479	\$1,506,691	\$1,573,528	\$1,627,689	\$1,682,941	\$1,739,238

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Net operating result = EBDITA – earnings before depreciation, interest, taxation and amortisation.

3.3 Alpine Heritage Centre Café

The following tables analyse the operations of the café at the Alpine Centre for the three cases (Base, High, and Low). The café would be leased to an external operator.

3.3.1 Staffing and Salaries

The café would operate with 5.5 FTE employees, with a total wages bill would be \$312,500. This employment structure is applied to each of the cases.

Table 11 Café – Staffing

Café Staffing	Positions			Annual Salary	Salaries		
	Year 1	Year 2	Year 3-10		Year 1	Year 2	Year 3-10
Manager	1	1	1	\$80,000	\$80,000	\$80,000	\$80,000
Barista	1	1	1	\$60,000	\$60,000	\$60,000	\$60,000
Staff	2	2	2	\$45,000	\$90,000	\$90,000	\$90,000
Cooks	1.5	1.5	1.5	\$55,000	\$82,500	\$82,500	\$82,500
Total	5.5	5.5	5.5		\$312,500	\$312,500	\$312,500

Source: MCA estimates, December 2019. Note in constant prices \$2019.

3.3.2 Operating Cost Assumptions

The following table shows the assumptions used in the financial modelling of operating costs for the cafe. Rent has been set at a lower level in years 1-3 to allow for development of the business.

Table 12 Café- Operating Cost Assumptions

Operating Cost	Assumptions in Modelling
Employee Costs	
Wages	Suggested wage/salaries for positions
Labour On-costs	
Workers Comp	1.1% of wages/salaries (indicative for type of business)
Super Guarantee	9.5% of wages/salaries (statutory rate)
Holiday Pay	7.7% of wages/salaries (allowance for replacement when on leave)
Long Service provision	1.8% of wages/salaries
Total On-Costs	20.1% of wages /Salaries
Training Cost	Suggested budget of \$1500 per year for staff training
Cost of Goods Sold	
Cafe	
Food & Beverage Costs	30% of sales revenue (indicative rate for type of business)
Supplies (paper cups, plates, bags etc.).	0.075% of sales revenue (indicative rate for type of business)
Other Costs	
Café Lease Annual Rent	Rent Payable to Centre \$40,000 Y1-3; \$65,000 Y4-6; \$80,000 Y7-10 ⁷
Merchant Charges - Bank	Account charge of \$528 plus 1.65% of sales
Other Costs	
Food registration & licences	Indicative for this type of business/activity & size
Maintenance expenses	Indicative for this type of business/activity & size
Insurance & Public liability	Indicative for this type of business/activity & size
Electricity	Indicative for this type of business/activity & size
Cleaning	Indicative for this type of business/activity & size
Waste Disposal	Indicative for this type of business/activity & size
Business Expenses	
Accounting & Bookkeeping	Indicative for this type of business/activity & size
Legal & others professional services	Indicative for this type of business/activity & size
Communications- phones, website etc.	Indicative for this type of business/activity & size
Office supplies- print etc.	Indicative for this type of business/activity & size
Rates & Charges	Indicative for this type of business/activity & size
Miscellaneous Costs	Indicative for this type of business/activity & size

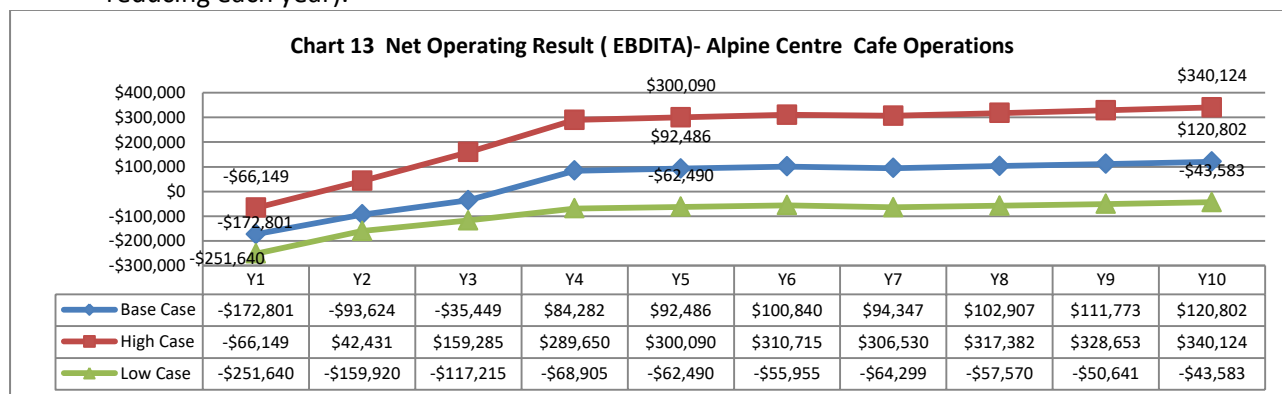
Source: MCA Modelling December 2019

⁷ These are suggested rents for the café, with an increase every 3 years as the business develops.

3.3.3 Café Financials

This financial analysis of the café covers operations revenue and expenses for the 3 cases. The detailed tables are included in Appendix B. It should be noted that these are operating results for the café and do not include servicing of any loans that may be associated with the operation.

- The café would generate operating losses for the first three years for the Base Case, then increasing surpluses to reach \$120,800 in year 10.
- For the High Case operating losses would be incurred in year 1, with surpluses reaching \$340,120 in year 10.
- For the Low Case operating losses would be incurred in all years (though the losses are reducing each year).



Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Operating result = EBDITA – earnings before depreciation, interest, taxation and amortisation.

Table 13 Summary Financials Base Case - Café Operations

Base Case – CAFÉ	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Café Revenue										
Sales Revenue	\$435,620	\$551,694	\$634,376	\$837,785	\$851,134	\$864,727	\$878,570	\$892,499	\$906,926	\$921,618
Catering Revenue	\$54,000	\$67,500	\$81,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Total Revenue	\$489,620	\$619,194	\$715,376	\$945,785	\$959,134	\$972,727	\$986,570	\$1,000,499	\$1,014,926	\$1,029,618
Operating Expenses										
Total Operating Expenses	\$637,680	\$680,160	\$712,349	\$809,053	\$813,378	\$817,782	\$837,267	\$841,780	\$846,455	\$851,215
Net Operating Result										
Net Operating Result	-\$148,060	-\$60,966	\$3,027	\$136,732	\$145,756	\$154,945	\$149,302	\$158,718	\$168,471	\$178,403
Net GST Payable										
Net GST	\$24,741	\$32,659	\$38,476	\$52,449	\$53,270	\$54,105	\$54,956	\$55,812	\$56,698	\$57,601
Net Operating Result (after GST)	-\$172,801	-\$93,624	-\$35,449	\$84,282	\$92,486	\$100,840	\$94,347	\$102,907	\$111,773	\$120,802
High Case – CAFÉ										
CAFÉ Revenue										
Sales Revenue	\$585,201	\$737,140	\$903,322	\$1,124,034	\$1,141,021	\$1,158,311	\$1,175,909	\$1,193,569	\$1,211,908	\$1,230,574
Catering Revenue	\$81,000	\$108,000	\$135,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000
Total Revenue	\$666,201	\$845,140	\$1,038,322	\$1,286,034	\$1,303,021	\$1,320,311	\$1,337,909	\$1,355,569	\$1,373,908	\$1,392,574
Operating Expenses										
Total Operating Expenses	\$696,944	\$756,444	\$821,087	\$923,398	\$928,902	\$934,504	\$955,205	\$960,927	\$966,869	\$972,917
Net Operating Result										
Net Operating Result	-\$30,743	\$88,696	\$217,235	\$362,636	\$374,120	\$385,807	\$382,704	\$394,642	\$407,039	\$419,657
Net GST Payable										
Net GST	\$35,406	\$46,264	\$57,950	\$72,986	\$74,030	\$75,093	\$76,174	\$77,259	\$78,386	\$79,533
Net Operating Result (after GST)	-\$66,149	\$42,431	\$159,285	\$289,650	\$300,090	\$310,715	\$306,530	\$317,382	\$328,653	\$340,124
Low Case – CAFÉ										
CAFÉ Revenue										
Sales Revenue	\$319,313	\$455,798	\$525,289	\$624,461	\$634,901	\$645,535	\$656,366	\$667,315	\$678,590	\$690,075
Catering Revenue	\$40,500	\$54,000	\$54,000	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500
Total Revenue	\$359,813	\$509,798	\$579,289	\$691,961	\$702,401	\$713,035	\$723,866	\$734,815	\$746,090	\$757,575
Operating Expenses										
Total Operating Expenses	\$594,596	\$643,689	\$666,205	\$723,736	\$727,119	\$730,564	\$749,073	\$752,621	\$756,274	\$759,995
Net Operating Result										
Net Operating Result	-\$234,783	-\$133,891	-\$86,915	-\$31,775	-\$24,718	-\$17,529	-\$25,207	-\$17,806	-\$10,184	-\$2,420
Net GST Payable										
Net GST	\$16,857	\$26,029	\$30,300	\$37,131	\$37,772	\$38,426	\$39,091	\$39,764	\$40,457	\$41,163
Net Operating Result (after GST)	-\$251,640	-\$159,920	-\$117,215	-\$68,905	-\$62,490	-\$55,955	-\$64,299	-\$57,570	-\$50,641	-\$43,583

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Operating result = EBDITA – earnings before depreciation, interest, taxation and amortisation.

4. Economic Impact Assessment

The economic impacts of the development of the Alpine Heritage Centre are modelled for both the construction phase and the operations phase for the Base Case. The impacts are measured in terms of: full time equivalent jobs (FTE); and the increase in regional income that is generated by Centre visitors and their spending in the region (spending outside the Centre during their visit).⁸

4.1 Construction Phase

Given the scale of the project, a significant number of jobs and an increase in regional income will be generated during the construction phase of the project.

4.1.1 Construction Costs

The estimated on site cost of the Centre is \$38.045 million, of which \$25.160 million is on-site construction. The economic impact analysis for the construction phase is based on the on-site construction cost.

Table 15 Snowy Alpine Heritage Centre – Development Costs

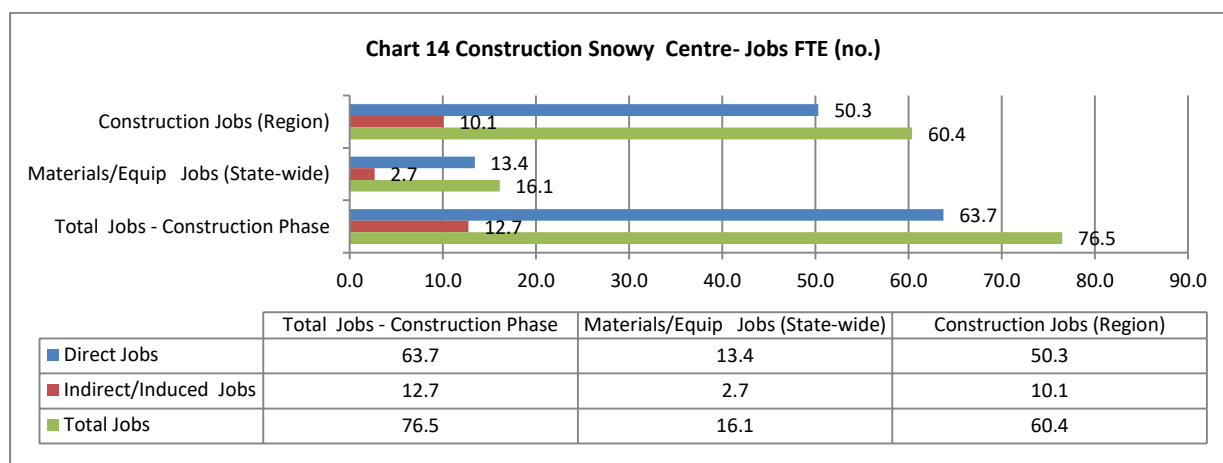
Component	Development Costs	Onsite Construction Costs
Land Cost	\$1,000,000	
Building	\$18,160,000	\$18,160,000
Shop/Café Fitout ⁹	\$2,000,000	\$2,000,000
Interpretation - Internal	\$5,360,000	
Interpretation External	\$2,300,000	
Vehicle Access & Earthworks	\$5,000,000	\$5,000,000
Professional Fees	\$4,225,000	
Total	\$38,045,000	\$25,160,000

Source: TRC Information, October 2019

4.1.2 Economic Impacts - Construction Phase

Centre Development

A total of 76.5 FTE jobs (63.7 direct jobs and 12.7 indirect/induced jobs) would be generated during the construction period. The direct jobs comprise 50.3 jobs in on-site construction and 10.1 jobs in materials/equipment supply.



Source: MCA modelling and estimates, December 2019. Note some differences due to rounding.

⁸ Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated, income tax and GST on spending, are both treated as leakages from the region.

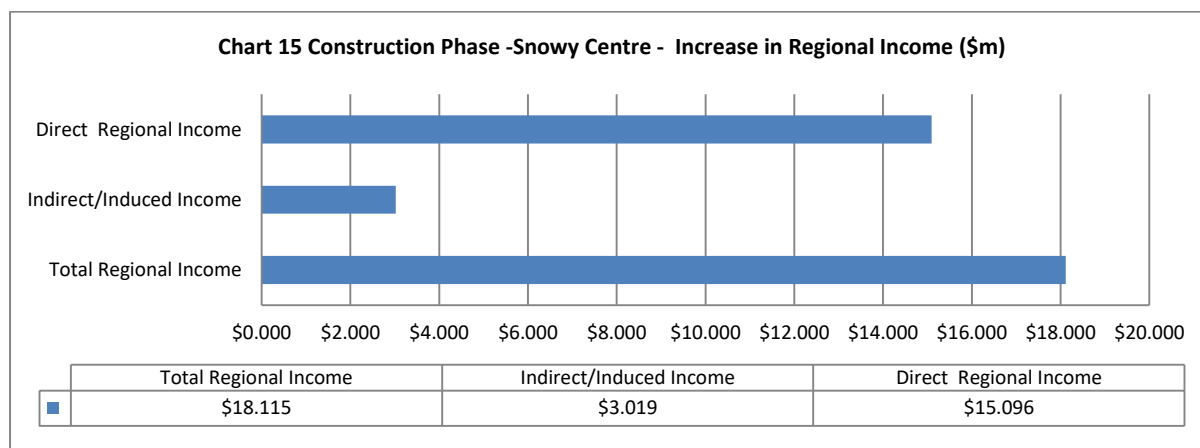
⁹ Café and shop fitout includes tables and chairs for the café and event use.

Table 16 Construction Phase – Snowy Alpine Heritage Centre - FTE Jobs Generated (no.)

Construction Phase FTE Jobs	Direct Jobs	Indirect/ Induced Jobs	Total Jobs
Construction Jobs (Region)	50.3	10.1	60.4
Materials Jobs (state-wide)	13.4	2.7	16.1
Total Jobs - Construction Phase	63.7	12.7	76.5

Source: MCA modelling and estimates, December 2019. Note some differences due to rounding.

The following chart shows the increase in regional income generated during the construction of the Centre.¹⁰ During construction a total of \$18.115 million in regional income would be generated (\$15.096 million direct income and \$3.019 million indirect/induced).



Source: MCA modelling and estimates, December 2019. Note some differences due to rounding.

4.2 Operations Phase (Base Case)

The operations phase economic impacts of the Centre are driven by the expenditure (outside the Centre) of visitors during their stay in the Snowy Monaro LGA. MCA’s regional impact model is used to estimate the employment and income impacts. The model allocates spending across relevant industry sectors and takes account of the significant shares of the gross spending by visitors/users, which leaks out of the region.¹¹ The economic impact analysis is for the Base Case.

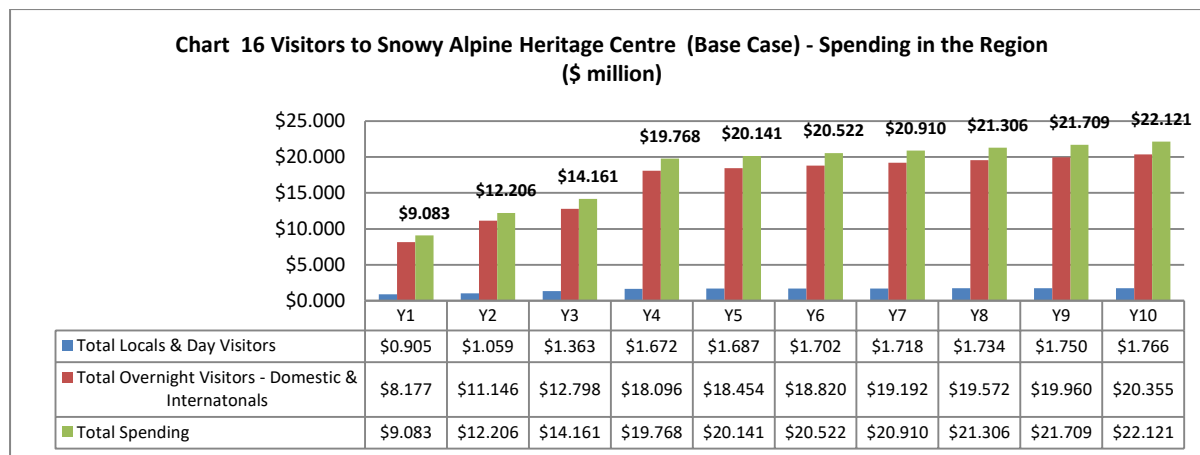
4.2.1 Employment Impacts

The charts below show the increase in regional jobs (annual) generated by each of the Centre visitor groups. These jobs are generated by the spending by Centre visitors (elsewhere in the LGA) during their visit to the Snowy region.¹² The chart below shows the spending levels over a 10 year period.

10 This assumes the construction workforce would come from the broader region.

11 The spending by Centre users is not the economic impact and does not represent the increase in regional income. There is a major leakage of this spending out of the region due to: the GST (10%); and a significant component of the value of services and products purchased by visitors comes from outside the region (eg. food ingredients, soft drinks, beer, consumer products bought etc.). The model takes account of these leakages and estimates employment impacts and the increase in regional income.

12 Spending in the Centre is captured in the financial analysis.

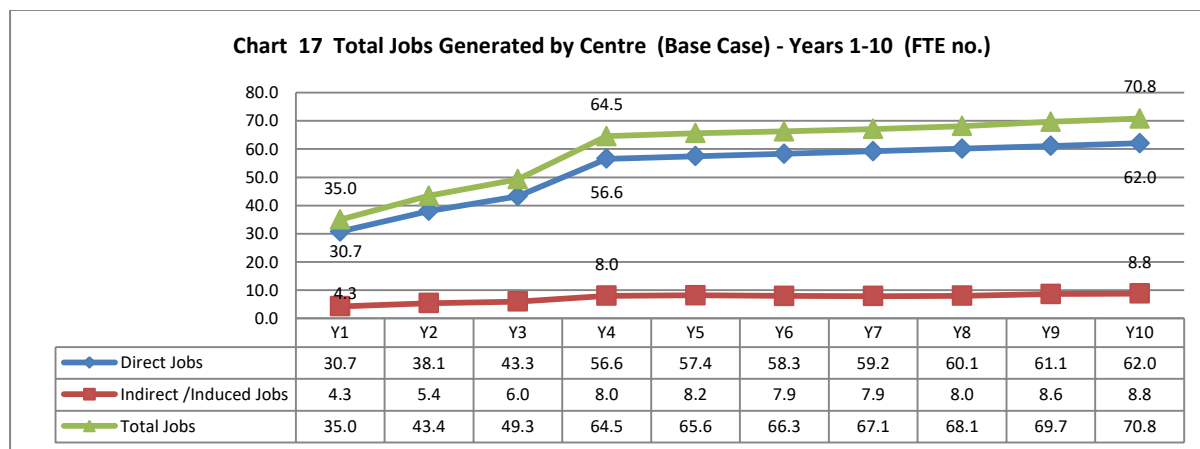


Source: MCA modelling and estimates, December 2019. May be some differences due to rounding.

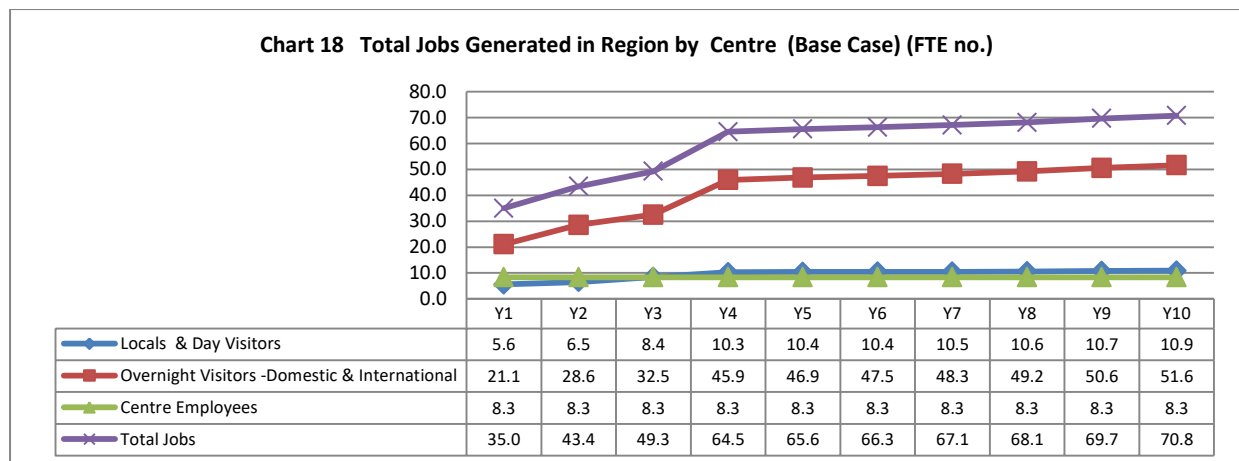
Jobs Generated

- The operation of the Centre has the potential to generate/support a total of 35.0 full time equivalent jobs in the region in year 1, increasing to 70.8 FTE jobs in Year 10.
- Of these total jobs in year 10 – overnight visitors would account for 51.6 jobs, with locals and day visitors accounting for 10.9 jobs.
- On a sector basis, the jobs (FTE-direct and indirect) generated by visitors are mainly concentrated in: accommodation; food and beverage; recreational services and other visitor services; and other retail.

The analysis shows the importance of overnight visitors to the Centre, as these users have a significant spend in the region.



Source: MCA modelling and estimates, December 2019. May be some differences due to rounding. Includes Centre employees (8).



Source: MCa modelling and estimates, December 2019. May be some differences due to rounding.

Table 17 Total Jobs Generated by Centre (Base Case) Years 1-10 (FTE no.)

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Locals & Day Visitors										
Direct Jobs	4.8	5.6	7.2	8.8	8.9	8.9	9.0	9.1	9.2	9.3
Indirect/Induced Jobs	0.8	0.9	1.2	1.5	1.5	1.5	1.5	1.5	1.6	1.6
Total Jobs	5.6	6.5	8.4	10.3	10.4	10.4	10.5	10.6	10.7	10.9
Overnight Visitors										
Direct Jobs	18.0	24.5	28.1	39.8	40.6	41.4	42.2	43.0	43.9	44.8
Indirect/Induced Jobs	3.1	4.1	4.4	6.1	6.3	6.1	6.1	6.2	6.7	6.8
Total Jobs	21.1	28.6	32.5	45.9	46.9	47.5	48.3	49.2	50.6	51.6
Centre Employees										
Direct Jobs	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Indirect/Induced Jobs	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Total Jobs	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3	8.3
Total All Users										
Direct Jobs	30.7	38.1	43.3	56.6	57.4	58.3	59.2	60.1	61.1	62.0
Indirect/Induced Jobs	4.3	5.4	6.0	8.0	8.2	7.9	7.9	8.0	8.6	8.8
Total Jobs	35.0	43.4	49.3	64.5	65.6	66.3	67.1	68.1	69.7	70.8

Source: MCa modelling and estimates, December 2019. May be some differences due to rounding.

Table 18 Jobs in Region Generated by Centre Visitors by Industry Sector (Base Case) - Years 1 -10 (no.)

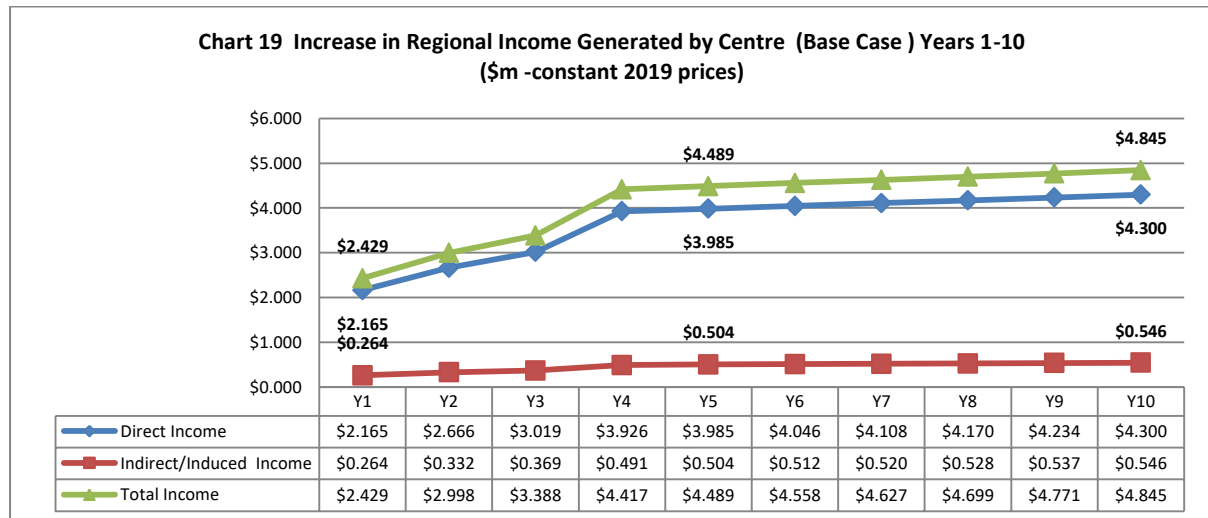
Total All Jobs	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Locals & Regional Visitors										
Accommodation	0	0	0	0	0	0	0	0	0	0
Food & Beverage	1.8	2.1	2.7	3.3	3.3	3.3	3.3	3.4	3.4	3.5
Recreation Services/Other Services	2.4	2.8	3.7	4.5	4.5	4.6	4.6	4.6	4.7	4.7
Other Retail	0.8	1.0	1.2	1.5	1.5	1.5	1.5	1.5	1.6	1.6
Health	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Transportation	0.3	0.4	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.7
Communication	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Education	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Miscellaneous Services	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Total	5.6	6.5	8.4	10.3	10.4	10.4	10.5	10.6	10.7	10.9
Overnight Visitors										
Accommodation	5.5	7.5	8.6	12.2	12.5	12.7	13.0	13.2	13.5	13.7
Food & Beverage	5.1	7.0	7.9	11.2	11.4	11.6	11.8	12.1	12.4	12.6
Recreation Services/Other Services	5.8	7.8	8.9	12.6	12.8	13.0	13.3	13.5	13.9	14.2
Other Retail	2.5	3.3	3.7	5.3	5.4	5.4	5.5	5.6	5.8	5.9
Health	0.2	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.5	0.5
Transportation	1.4	1.9	2.1	3.0	3.1	3.1	3.1	3.2	3.3	3.4
Communication	0.1	0.1	0.1	0.2	0.2	0.2	0.1	0.2	0.2	0.2
Education	0.1	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Miscellaneous Services	0.4	0.5	0.5	0.8	0.8	0.7	0.7	0.8	0.8	0.8
Total	21.1	28.6	32.5	45.9	46.9	47.5	48.3	49.2	50.6	51.6
Total Visitors										
Accommodation	5.5	7.5	8.6	12.2	12.5	12.7	13.0	13.2	13.5	13.7
Food & Beverage	6.9	9.0	10.6	14.5	14.8	15.0	15.2	15.4	15.8	16.1
Recreation Services/Other Services	8.2	10.7	12.6	17.1	17.4	17.6	17.9	18.2	18.6	18.9
Other Retail	3.3	4.3	5.0	6.8	6.9	7.0	7.0	7.2	7.4	7.5
Health	0.3	0.4	0.4	0.5	0.6	0.5	0.5	0.5	0.6	0.6
Transportation	1.8	2.3	2.6	3.6	3.7	3.7	3.7	3.8	4.0	4.0
Communication	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Education	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.4	0.4
Miscellaneous Services	0.5	0.6	0.7	0.9	1.0	0.9	0.9	0.9	1.0	1.0
Total	26.7	35.1	40.9	56.2	57.3	57.9	58.8	59.8	61.3	62.5

Source: MCa modelling and estimates, December 2019. May be some differences due to rounding. Note does not include Centre employees.

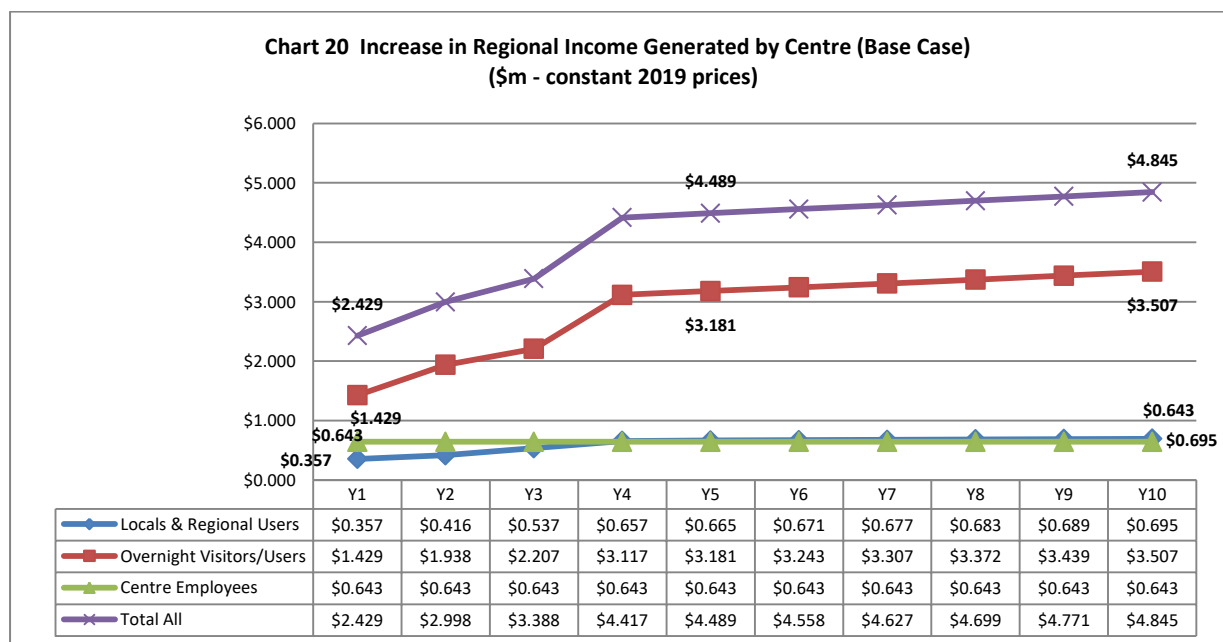
4.2.2 Regional Income Impacts

The increase in regional income generated annually by the visitors to the Centre through their spending and Centre employees totals \$2.428 million in year 1, increasing to \$4.845 million in year 10.¹³

The major boost to regional income comes from overnight visitors and employees of the Centre.



Source: MCA modelling and estimates, December 2019. May be some differences due to rounding.



Source: MCA modelling and estimates, December 2019. May be some differences due to rounding.

¹³ Regional income is the total net income generated from the activity and covers wages and salaries of employees and profits of businesses within the region. It includes income generated directly within the business and indirect income, which is generated in other regional businesses (wages and profits) from the multiplier impacts of employee spending on the region. In the modelling of income generated income tax and GST on spending, are both treated as leakages from the region.

4.3 Benefits Cost Analysis

The benefits and costs of are analysed for a 10 year period.

4.3.1 Centre Costs - 10 Years

The estimated construction cost of the Centre project is \$ 38,045,000. Annual asset maintenance costs are estimated are \$200,000 or \$2.000 million over 10 years. The total 10 year project cost is \$40.045 million (in \$2019 prices).

Table 19 Project Cost Components

Component	Project Development Costs	Onsite Construction Costs
Land Cost	\$1,000,000	
Building	\$18,160,000	\$18,160,000
Shop/Café Fitout	\$2,000,000	\$2,000,000
Interpretation – Internal	\$5,360,000	
Interpretation - External	\$2,300,000	
Vehicle Access & Earthworks	\$5,000,000	\$5,000,000
Professional Fees	\$4,225,000	
Total	\$38,045,000	\$25,160,000
Maintenance Costs (first 10 years)	\$2,000,000	
Total Costs	\$40,045,000	

Source: TRC Estimates December 2019.

4.3.2 Measuring Benefits -10 Years

The measured benefits of the Centre comprise: the value of the services used by visitors at the Centre; and the increase in regional income generated by their other spending in the region. These are measured over a 10 year period.

Direct Benefits

Direct benefits are the value to users of a facility and this is measured by user payments/fees. The services used by visitors are valued on the basis of payments made for those services (and cover admission, gallery, camp fire experience, demonstration s).¹⁴ Over 10 years these benefits total almost \$34 million in 2019 prices.

Table 20 Measuring Direct Benefits of Centre (Base Case)

Benefits	Total 10 Years (\$2019 prices)
Valuation of Services	
Admission Fees	\$23,467,049
Gallery Fees	\$4,331,592
Camp Fire Experience	\$2,745,737
Demonstrations	\$3,263,001
Total Payment for Services	\$33,807,379

Source: MCA modelling and estimates, December 2019.

Increase in Regional income

The increase in regional income generated by Centre visitors and their spending over a 10 year period totals \$41.221 million (in constant \$2019 prices).

Table 21 Increase in Regional Income Generated - 10 Year Period (constant prices \$2019)

Increase In Regional Income -10 Years	Locals & Day Visitors	Overnight Visitors	Centre Employees	Total Regional Income
Direct Income	\$5,196,600	\$25,223,021	\$6,200,000	\$36,619,621
Indirect/Induced Income	\$851,646	\$3,515,755	\$233,990	\$4,601,392
Total Regional Income	\$6,048,246	\$28,738,777	\$6,433,990	\$41,221,013

Source: MCA modelling and estimates, December 2019.

¹⁴ The valuation of benefits is based on the total revenue generated by visitor payments for these services over 10 year period. The revenue for products consumed (café and shop) are not included.

Total Benefits of Centre

Total benefits of the Centre for the 10 year period are \$76.208 million.

Table 22 Benefits of Centre – 10 Years Operations (Base Case)

	Benefits 10 Years (Constant Prices \$2019)
Total Benefits	
Value of Centre Services	\$33,807,379
Increase in Regional Income	\$41,221,013
Total Benefits	\$75,028,392

Source: MCA modelling and estimates, December 2019.

4.3.3 Benefit Cost Analysis

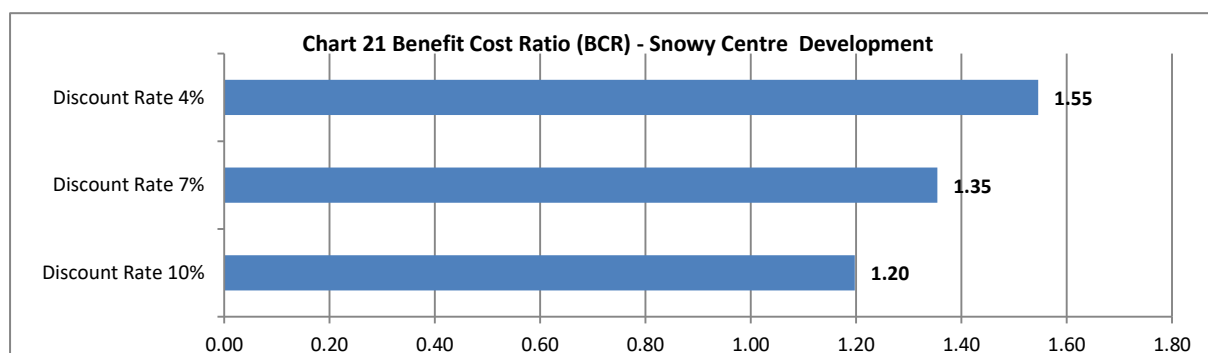
The following table and chart show the benefits and costs of the operations of the Centre over a 10 year period. The benefits are measured by the value of services used by visitors and the increase in regional income generated by visitors to the region over a 10 year period.¹⁵ The costs include construction costs, and asset maintenance costs. For the comparison, the present value of the benefits is calculated using 3 discount rates (4%, 7% and 10%).

Table 23 Benefits and Cost Analysis – Centre Development Base Case - 10 Years (Constant Prices \$2019)

Snowy Centre 10 Year Operations Period	Discount Rate 4%	Discount Rate 7%	Discount Rate 10%
Costs (10 Years)			
Development Costs (\$) (2019 prices)	\$38,045,000	\$38,045,000	\$38,045,000
Costs - Asset Maintenance (\$200,000 per year over first 10 years)	\$2,000,000	\$2,000,000	\$2,000,000
Total Costs	\$40,045,000	\$40,045,000	\$40,045,000
Benefits (10 Years)			
Direct Benefits – value of services used	\$33,807,379	\$33,807,379	\$33,807,379
Regional Benefits (increase in regional income generated)	\$41,221,013	\$41,221,013	\$41,221,013
Total Benefits (2019 Prices)	\$75,028,392	\$75,028,392	\$75,028,392
Total Benefits (\$) Present Value	\$61,903,709	\$54,231,918	\$47,960,082
Net Present Value (\$)	\$21,858,709	\$14,186,918	\$7,915,082
NPV/ Costs	0.55	0.35	0.20
Benefit Cost Ratio (BCR) <Total Benefits: Present Value/Total Capital Costs>	1.55	1.35	1.20

Source: MCA modelling and estimates, December 2019. Note: Direct benefits are the value to users of a facility. This is measured by user payments/fees. Regional benefits are the increase in regional income generated by visitor spending.

The chart below compares Benefit Cost Ratios (BCR) for the 3 discount rates for the ten year period of operations. For the Centre, using a 4 % discount rate the project yields a positive BCR of 1.55. The present value of total benefits (\$61.904 million over 10 years) generated by the investment exceeds the total costs of the project (\$40.045 million) over a 10 year period by a factor of 1.55 times. For a 7% discount rate the BCR is 1.35.



Source: MCA modelling and estimates, December 2019

¹⁵ The regional income is based on an assumption that the overnight visitors to the Centre visit are attracted to the region because of the Centre and stay an average of an extra night. Their spending while in the region (outside the Centre) generates an increase in regional income. The spending estimate is based on the TRA data for Snowy Monaro LGA for the average spending per night.

Appendix A: Modelling Assumptions - Visitors & Heritage Centre Revenue

This appendix shows the assumptions used in the modelling of visitors and spending.

A.1 Estimating Visitor Numbers

Table A.1 Visitor Assumptions

Visitors	Year 1			Year 2			Year 3			(Years 4-10)		
	Base Case	High Case	Low Case	Base Case	High Case	Low Case	Base Case	High Case	Low Case	Base Case	High Case	Low Case
<Likely to Visit %)												
Day Visitors - Domestic												
% visiting centre	2.5%	4%	1.5%	3%	5%	2%	4%	7.5%	2.5%	5%	10%	3%
Overnight Visitors - Domestic												
% visiting centre	6%	7.50%	5%	8%	10%	7.5%	9%	12%	8.5%	12.5%	15%	10%
International Visitors												
% visiting centre	20%	20%	20%	30%	30%	30%	35%	35%	35%	45%	45%	45%

Source: MCA Modelling October 2019

Table A.2 Annual Visits Years 1-10

Locals	Base Case	High Case	Low Case
Locals - Snowy Monaro LGA (Est. population)			
% visiting centre (mainly café visits)	10%	15%	7.5%
Number of visits (per year)	3	3	2

Source: MCA Modelling October 2019

The following are the base data used in estimating potential visitors to Centre and the café.

Table A.3 Base Numbers for Estimates – Local Market

Population	1	2	3	4	5	6	7	8	9	10
Potential Market	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Locals										
Locals - Snowy Monaro LGA (Est population)	20,733	20,900	21,100	21,145	21,205	21,265	21,325	21,350	21,425	21,500

Source: NSW Population Projections by LGA 2016, NSW Population Projections By

Table A.4 Base Numbers for Estimates – Visitors to Snowy Monaro LGA

Snowy Monaro Visitor Numbers	2018 Ave 4 years	1	2	3	4	5	6	7	8	9	10
						Growth 1%					
Day Visitors - Domestic	365,000	368,650	372,337	376,060	379,820	383,619	387,455	391,329	395,243	399,195	403,187
						Growth 2%					
Overnight Visitors - Domestic	658,000	671,160	684,583	698,275	712,240	726,485	741,015	755,835	770,952	786,371	802,098
						Growth 1%					
International Visitors	15,000	15,150	15,302	15,455	15,609	15,765	15,923	16,082	16,243	16,405	16,569
Total	1,038,000	1,054,960	1,072,221	1,089,789	1,107,670	1,125,869	1,144,393	1,163,247	1,182,437	1,201,971	1,221,855

Source: Local Government Area Profiles 2018, Snowy Monaro LGA, Tourism Research Australia

A.2 Revenue Assumptions

Table A.5 Alpine Heritage Centre – Users & Average Spend

Alpine Centre	Assumptions			
Entrance Fees	Adult (full rate)	Concession		
Entrance Fee	\$28	\$16	Average : \$22	
Mix of Visitors (%)	50%	50%		
Retail Shop	Locals	Domestic Day	Domestic Overnight	Internationals
Share of Visitors Buying (%)	10%	25%	35%	35%
Spend per Person (ave. \$)	\$20	\$20	\$20	\$20
Café	Locals	Domestic Day	Domestic Overnight	Internationals
Share Use Café (%)	60%	40%	40%	40%
Spend per person(ave. \$)	\$16	\$16	\$16	\$16
Experiences	Locals	Domestic Day	Domestic Overnight	Internationals
Camp Fire Nights				
Share of Visitors Buying (%)	10%	0	20%	20%
Spend per Person (\$)	\$15	\$15	\$15	\$15
Demonstrations				
Share of Visitors Buying (%)	10%	20%	20%	20%
Spend per Person (\$)	\$15	\$15	\$15	\$15

Source: MCA Modelling October 2019

A.3 Staffing Assumptions

Table A.6 Staffing Alpine Heritage Centre Operations

Snowy Centre - Staffing	Positions		Annual Salary	Total Salaries	Total Salaries
	Year 1 & 2	Year 3-10	\$	Year 1 & 2	Year 3-10
Base Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	2	\$95,000	\$95,000	\$190,000
Counter Staff	3	3	\$60,000	\$180,000	\$180,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	9		\$620,000	\$715,000
High Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	2	\$95,000	\$95,000	\$190,000
Counter Staff	3	4	\$60,000	\$180,000	\$240,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	10		\$620,000	\$775,000
Low Case					
Curator /Centre Manager	1	1	\$150,000	\$150,000	\$150,000
Marketing & Events Manager	1	1	\$95,000	\$95,000	\$95,000
Counter Staff	3	3	\$60,000	\$180,000	\$180,000
Shop Staff	2	2	\$60,000	\$120,000	\$120,000
Gardener/Caretaker (include O/T allowance)	1	1	\$75,000	\$75,000	\$75,000
Total	8	8		\$620,000	\$620,000

Source: MCA estimates, December 2019. Note in constant prices \$2019.

Table A.7 Staffing Café Operations

Staffing	Positions			Annual Salary	Salaries		
	Year 1	Year 2	Year 3-10		Year 1	Year 2	Year 3-10
Café							
Positions							
Manager	1	1	1	80,000	\$80,000	\$80,000	\$80,000
Barista	1	1	1	60,000	\$60,000	\$60,000	\$60,000
Staff	2	2	2	45,000	\$90,000	\$90,000	\$90,000
Cooks	1.5	1.5	1.5	55,000	\$82,500	\$82,500	\$82,500
Total	5.5	5.5	5.5		\$312,500	\$312,500	\$312,500

Source: MCA Modelling October 2019

Appendix B: Financial Analysis

This appendix contains detailed financial modelling for the Centre and the Cafe.

B.1 Alpine Heritage Centre Operations

Table B.1 Revenue Estimates – Alpine Heritage Centre – Three Cases

Base Case Centre Revenue	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Base Case										
Admission Revenue	\$1,178,611	\$1,575,048	\$1,856,191	\$2,554,718	\$2,599,682	\$2,645,486	\$2,692,148	\$2,739,644	\$2,788,086	\$2,837,436
Exhibition Entry	\$220,637	\$292,768	\$343,946	\$470,965	\$479,158	\$487,505	\$496,007	\$504,650	\$513,481	\$522,476
Retail Revenue	\$361,618	\$483,890	\$565,649	\$780,021	\$793,962	\$808,168	\$822,642	\$837,369	\$852,405	\$867,726
Camp Fire Nights	\$139,229	\$187,476	\$214,256	\$297,678	\$303,257	\$308,946	\$314,745	\$320,642	\$326,677	\$332,830
Demonstrations	\$166,877	\$220,987	\$259,384	\$354,651	\$360,800	\$367,064	\$373,445	\$379,929	\$386,557	\$393,309
Space Hire Revenue	\$24,000	\$30,000	\$36,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Café Lease Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$2,135,973	\$2,835,169	\$3,320,426	\$4,571,032	\$4,649,859	\$4,730,168	\$4,826,986	\$4,910,233	\$4,995,206	\$5,081,777
High Case										
Centre Revenue										
Admission Revenue	\$1,533,380	\$2,051,818	\$2,618,455	\$3,376,115	\$3,433,125	\$3,491,174	\$3,550,283	\$3,610,411	\$3,671,724	\$3,734,157
Exhibition Entry	\$288,313	\$382,651	\$485,768	\$623,545	\$633,938	\$644,520	\$655,294	\$666,238	\$677,420	\$688,806
Retail Revenue	\$465,959	\$623,236	\$784,427	\$1,005,962	\$1,023,363	\$1,041,088	\$1,059,143	\$1,077,501	\$1,096,246	\$1,115,340
Camp Fire Nights	\$174,096	\$233,254	\$281,849	\$355,853	\$362,515	\$369,306	\$376,231	\$383,267	\$390,476	\$397,825
Demonstrations	\$218,334	\$289,104	\$366,462	\$469,799	\$477,600	\$485,543	\$493,630	\$501,840	\$510,234	\$518,781
Space Hire Revenue	\$36,000	\$48,000	\$60,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000
Café Lease Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$2,761,081	\$3,673,062	\$4,641,961	\$5,968,274	\$6,067,541	\$6,168,632	\$6,286,580	\$6,391,258	\$6,498,101	\$6,606,910
Low Case										
Admission Revenue	\$938,222	\$1,406,105	\$1,643,444	\$1,984,002	\$2,019,427	\$2,055,518	\$2,092,290	\$2,129,736	\$2,167,916	\$2,206,818
Exhibition Entry	\$173,758	\$258,853	\$302,036	\$363,963	\$370,413	\$376,984	\$383,679	\$390,491	\$397,445	\$404,529
Retail Revenue	\$289,985	\$435,043	\$506,675	\$611,053	\$622,104	\$633,365	\$644,840	\$656,523	\$668,443	\$680,590
Camp Fire Nights	\$114,429	\$172,505	\$199,035	\$239,502	\$244,000	\$248,585	\$253,259	\$258,017	\$262,879	\$267,836
Demonstrations	\$131,018	\$194,845	\$227,239	\$273,686	\$278,525	\$283,456	\$288,479	\$293,589	\$298,807	\$304,122
Space Hire Revenue	\$18,000	\$24,000	\$24,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Café Lease Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Total Revenue	\$1,710,411	\$2,536,352	\$2,947,429	\$3,567,206	\$3,629,469	\$3,692,908	\$3,772,548	\$3,838,356	\$3,905,490	\$3,973,895

Source: MCa Modelling & estimates, December 2019. Note in constant prices \$2019.

Table B.2 Operations Estimates – Alpine Heritage Centre – Base Case

Base Case (Fixed 2019/20 prices)	Year									
	1	2	3	4	5	6	7	8	9	10
Revenue										
Total Centre Revenue	\$2,135,973	\$2,835,169	\$3,320,426	\$4,571,032	\$4,649,859	\$4,730,168	\$4,826,986	\$4,910,233	\$4,995,206	\$5,081,777
Operational Expenses										
Employees										
Wage Costs	\$620,000	\$620,000	\$715,000	\$715,000	\$715,000	\$715,000	\$715,000	\$715,000	\$715,000	\$715,000
Workers Comp	\$6,820	\$6,820	\$7,865	\$7,865	\$7,865	\$7,865	\$7,865	\$7,865	\$7,865	\$7,865
Super Guarantee	\$58,900	\$58,900	\$67,925	\$67,925	\$67,925	\$67,925	\$67,925	\$67,925	\$67,925	\$67,925
Holiday Pay	\$47,692	\$47,692	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000
Long Service provision	\$11,006	\$11,006	\$12,692	\$12,692	\$12,692	\$12,692	\$12,692	\$12,692	\$12,692	\$12,692
Total On Costs	\$124,418	\$124,418	\$143,482	\$143,482	\$143,482	\$143,482	\$143,482	\$143,482	\$143,482	\$143,482
Training Cost	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Labour Costs	\$759,418	\$759,418	\$873,482	\$873,482	\$873,482	\$873,482	\$873,482	\$873,482	\$873,482	\$873,482
Goods Sold (Shop)										
Cost of Goods Sold	\$144,647	\$193,556	\$226,259	\$312,008	\$317,585	\$323,267	\$329,057	\$334,947	\$340,962	\$347,090
Packaging	\$3,616	\$4,839	\$5,656	\$7,800	\$7,940	\$8,082	\$8,226	\$8,374	\$8,524	\$8,677
Freight & Post	\$14,465	\$19,356	\$22,626	\$31,201	\$31,758	\$32,327	\$32,906	\$33,495	\$34,096	\$34,709
Total Cost of Goods	\$162,728	\$217,751	\$254,542	\$351,009	\$357,283	\$363,675	\$370,189	\$376,816	\$383,582	\$390,477
Other Costs										
Exhibition Development Costs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Maintenance expenses	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Insurance & Public liability	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Electricity	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Cleaning	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Waste Disposal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Other Costs	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000
Business Expenses										
Accounting & Book Keeping	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Legal & others professional services	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Bank & merchant fees	\$30,993	\$41,240	\$48,303	\$66,315	\$67,480	\$68,667	\$69,877	\$71,108	\$72,364	\$73,644
Marketing (advertising & promotion)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Communications- phones, website etc.	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Office supplies- print etc.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Rates & Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Business Expenses	\$298,993	\$309,240	\$316,303	\$334,315	\$335,480	\$336,667	\$337,877	\$339,108	\$340,364	\$341,644
Miscellaneous Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Operating Expenses	\$1,816,139	\$1,881,409	\$2,039,328	\$2,153,806	\$2,161,245	\$2,168,825	\$2,176,548	\$2,184,406	\$2,192,429	\$2,200,604
Net Result										
Centre - Net Result	\$319,834	\$953,760	\$1,281,098	\$2,417,225	\$2,488,614	\$2,561,343	\$2,650,438	\$2,725,827	\$2,802,777	\$2,881,174
GST										
GST (10%)	\$194,179	\$257,743	\$301,857	\$415,548	\$422,714	\$430,015	\$438,817	\$446,385	\$454,110	\$461,980
GST Paid (inputs)	\$97,429	\$103,363	\$107,350	\$117,757	\$118,433	\$119,122	\$119,824	\$120,539	\$121,268	\$122,011
Payable to ATO	\$96,750	\$154,380	\$194,507	\$297,792	\$304,281	\$310,893	\$318,993	\$325,846	\$332,842	\$339,969
Centre - Net Result (after GST Paid)	\$223,084	\$799,380	\$1,086,591	\$2,119,434	\$2,184,332	\$2,250,450	\$2,331,445	\$2,399,981	\$2,469,935	\$2,541,205

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Net result =EBDITA – earnings before depreciation, interest, taxation and amortisation.

Table B.3 Operations Estimates – Alpine Heritage Centre – High Case

High Case (Fixed 2019/20 prices)	1	2	3	4	5	6	7	8	9	10
Revenue										
Total Centre Revenue	\$2,761,081	\$3,673,062	\$4,641,961	\$5,968,274	\$6,067,541	\$6,168,632	\$6,286,580	\$6,391,258	\$6,498,101	\$6,606,910
Operational Expenses										
Employees										
Wage Costs	\$620,000	\$620,000	\$775,000	\$775,000	\$775,000	\$775,000	\$775,000	\$775,000	\$775,000	\$775,000
Workers Comp	\$6,820	\$6,820	\$8,525	\$8,525	\$8,525	\$8,525	\$8,525	\$8,525	\$8,525	\$8,525
Super Guarantee	\$58,900	\$58,900	\$73,625	\$73,625	\$73,625	\$73,625	\$73,625	\$73,625	\$73,625	\$73,625
Holiday Pay	\$47,692	\$47,692	\$59,615	\$59,615	\$59,615	\$59,615	\$59,615	\$59,615	\$59,615	\$59,615
Long Service provision	\$11,006	\$11,006	\$13,757	\$13,757	\$13,757	\$13,757	\$13,757	\$13,757	\$13,757	\$13,757
Total On Costs	\$124,418	\$124,418	\$155,523	\$155,523	\$155,523	\$155,523	\$155,523	\$155,523	\$155,523	\$155,523
Training Cost	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Labour Costs	\$759,418	\$759,418	\$945,523	\$945,523	\$945,523	\$945,523	\$945,523	\$945,523	\$945,523	\$945,523
Goods Sold (Shop)										
Cost of Goods Sold	\$186,383	\$249,294	\$313,771	\$402,385	\$409,345	\$416,435	\$423,657	\$431,000	\$438,498	\$446,136
Packaging	\$4,660	\$6,232	\$7,844	\$10,060	\$10,234	\$10,411	\$10,591	\$10,775	\$10,962	\$11,153
Freight & Post	\$18,638	\$24,929	\$31,377	\$40,238	\$40,935	\$41,644	\$42,366	\$43,100	\$43,850	\$44,614
Total Cost of Goods	\$209,681	\$280,456	\$352,992	\$452,683	\$460,514	\$468,490	\$476,614	\$484,875	\$493,311	\$501,903
Other Costs										
Exhibition Development Costs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Maintenance expenses	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Insurance & Public liability	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Electricity	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Cleaning	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Waste Disposal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Other Costs	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000
Business Expenses										
Accounting & Book Keeping	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Legal & others professional services	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Bank & merchant fees	\$39,992	\$53,285	\$67,373	\$86,456	\$87,922	\$89,415	\$90,936	\$92,483	\$94,061	\$98,584
Marketing (advertising & promotion)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Communications- phones, website etc.	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Office supplies- print etc.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Rates & Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Business Expenses	\$307,992	\$321,285	\$335,373	\$354,456	\$355,922	\$357,415	\$358,936	\$360,483	\$362,061	\$366,584
Miscellaneous Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Operating Expenses	\$1,872,092	\$1,956,159	\$2,228,888	\$2,347,661	\$2,356,958	\$2,366,428	\$2,376,073	\$2,385,881	\$2,395,895	\$2,406,095
Net Result										
Centre - Net Result	\$888,989	\$1,716,903	\$2,413,073	\$3,620,613	\$3,710,583	\$3,802,204	\$3,910,507	\$4,005,377	\$4,102,206	\$4,200,815
GST										
GST (10%)	\$251,007	\$333,915	\$421,996	\$542,570	\$551,595	\$560,785	\$571,507	\$581,023	\$590,736	\$600,628
GST Paid (inputs)	\$102,516	\$110,158	\$118,033	\$128,831	\$129,676	\$130,537	\$131,414	\$132,305	\$133,216	\$134,143
Payable to ATO	\$148,492	\$223,756	\$303,963	\$413,740	\$421,919	\$430,248	\$440,094	\$448,718	\$457,521	\$466,485
Centre - Net Result (after GST Paid)	\$740,497	\$1,493,146	\$2,109,110	\$3,206,873	\$3,288,664	\$3,371,956	\$3,470,413	\$3,556,659	\$3,644,685	\$3,734,330

Source: MCa Modelling & estimates, December 2019. Note in constant prices \$2019. Net result =EBDITA – earnings before depreciation, interest, taxation and amortisation.

Table B.4 Operations Estimates – Alpine Heritage Centre – Low Case

Low Case (Fixed 2019/20 prices)	Year									
	1	2	3	4	5	6	7	8	9	10
Revenue										
Total Centre Revenue	\$1,710,411	\$2,536,352	\$2,947,429	\$3,567,206	\$3,629,469	\$3,692,908	\$3,772,548	\$3,838,356	\$3,905,490	\$3,973,895
Operational Expenses										
Employees										
Wage Costs	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000	\$620,000
Workers Comp	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820	\$6,820
Super Guarantee	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900	\$58,900
Holiday Pay	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692	\$47,692
Long Service provision	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006	\$11,006
Total On Costs	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418	\$124,418
Training Cost	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Labour Costs	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418	\$759,418
Goods Sold (Shop)										
Cost of Goods Sold	\$115,994	\$174,017	\$202,670	\$244,421	\$248,842	\$253,346	\$257,936	\$262,609	\$267,377	\$272,236
Packaging	\$2,900	\$4,350	\$5,067	\$6,111	\$6,221	\$6,334	\$6,448	\$6,565	\$6,684	\$6,806
Freight & Post	\$11,599	\$17,402	\$20,267	\$24,442	\$24,884	\$25,335	\$25,794	\$26,261	\$26,738	\$27,224
Total Cost of Goods	\$130,493	\$195,769	\$228,004	\$274,974	\$279,947	\$285,014	\$290,178	\$295,435	\$300,799	\$306,266
Other Costs										
Exhibition Development Costs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Maintenance expenses	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Insurance & Public liability	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Electricity	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Cleaning	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Waste Disposal	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Other Costs	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000	\$565,000
Business Expenses										
Accounting & Book Keeping	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Legal & others professional services	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Bank & merchant fees	\$24,843	\$36,968	\$43,038	\$51,814	\$52,735	\$53,673	\$54,629	\$55,603	\$56,596	\$57,608
Marketing (advertising & promotion)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Communications- phones, website etc.	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Office supplies- print etc.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Rates & Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Business Expenses	\$292,843	\$304,968	\$311,038	\$319,814	\$320,735	\$321,673	\$322,629	\$323,603	\$324,596	\$325,608
Miscellaneous Costs	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Operating Costs	\$1,777,755	\$1,855,156	\$1,893,460	\$1,949,206	\$1,955,100	\$1,961,106	\$1,967,226	\$1,973,456	\$1,979,813	\$1,986,291
Net Result										
Centre - Net Result	-\$67,343	\$681,196	\$1,053,969	\$1,618,000	\$1,674,369	\$1,731,802	\$1,805,322	\$1,864,900	\$1,925,676	\$1,987,604
GST										
GST (10%)	\$155,492	\$230,577	\$267,948	\$324,291	\$329,952	\$335,719	\$342,959	\$348,941	\$355,045	\$361,263
GST Paid (inputs)	\$93,940	\$100,976	\$104,458	\$109,526	\$110,062	\$110,608	\$111,164	\$111,731	\$112,309	\$112,898
Payable to ATO	\$61,552	\$129,601	\$163,490	\$214,765	\$219,890	\$225,111	\$231,795	\$237,211	\$242,736	\$248,366
Centre - Net Result (after GST Paid)	-\$128,895	\$551,595	\$890,479	\$1,403,235	\$1,454,479	\$1,506,691	\$1,573,528	\$1,627,689	\$1,682,941	\$1,739,238

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Net result =EBDITA – earnings before depreciation, interest, taxation and amortisation.

B.2 Café Operations

Table B.5 Revenue Estimates Cafe - Cases

Café Revenue	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Base Case	\$489,620	\$619,194	\$715,376	\$945,785	\$959,134	\$972,727	\$986,570	\$1,000,499	\$1,014,926	\$1,029,618
High Case	\$666,201	\$845,140	\$1,038,322	\$1,286,034	\$1,303,021	\$1,320,311	\$1,337,909	\$1,355,569	\$1,373,908	\$1,392,574
Low Case	\$359,813	\$509,798	\$579,289	\$691,961	\$702,401	\$713,035	\$723,866	\$734,815	\$746,090	\$757,575

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019.

Table B.6 Operation Results Case – Base Case

Cafe	Year									
Base Case	1	2	3	4	5	6	7	8	9	10
Total Café Revenue	\$489,620	\$619,194	\$715,376	\$945,785	\$959,134	\$972,727	\$986,570	\$1,000,499	\$1,014,926	\$1,029,618
Operational Expenses										
Labour										
Wage Costs	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500
Workers Comp	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438
Super Guarantee	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688
Holiday Pay	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038
Long Service provision	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547
Total On Costs	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711
Training Cost	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Labour Costs	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711
Cost of Goods Sold										
Cost of Goods Sold	\$130,686	\$165,508	\$190,313	\$251,335	\$255,340	\$259,418	\$263,571	\$267,750	\$272,078	\$276,485
Cost of Catering	\$21,600	\$27,000	\$32,400	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200
Supplies (paper cups, plates, bags etc.)	\$3,267	\$4,138	\$4,758	\$6,283	\$6,384	\$6,485	\$6,589	\$6,694	\$6,802	\$6,912
Total Cost of Goods	\$155,553	\$196,646	\$227,471	\$300,819	\$304,924	\$309,104	\$313,360	\$317,643	\$322,080	\$326,598
Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Costs										
Equipment	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Maintenance expenses	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Food Registration Fees/licence (Council)	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Insurance & Public liability	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Electricity	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Waste Disposal	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Water	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Gas	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Cleaning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bank & merchant fees	\$7,716	\$9,103	\$10,467	\$13,823	\$14,044	\$14,268	\$14,496	\$14,726	\$14,964	\$15,207
Miscellaneous Costs	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Other Costs	\$60,416	\$61,803	\$63,167	\$66,523	\$66,744	\$66,968	\$67,196	\$67,426	\$67,664	\$67,907
Total Operating Costs	\$637,680	\$680,160	\$712,349	\$809,053	\$813,378	\$817,782	\$837,267	\$841,780	\$846,455	\$851,215
Cafe - Net Result	-\$148,060	-\$60,966	\$3,027	\$136,732	\$145,756	\$154,945	\$149,302	\$158,718	\$168,471	\$178,403
GST										
GST (10%)	\$44,511	\$56,290	\$65,034	\$85,980	\$87,194	\$88,430	\$89,688	\$90,954	\$92,266	\$93,602
GST Paid (inputs)	\$19,770	\$23,632	\$26,558	\$33,531	\$33,924	\$34,325	\$34,732	\$35,143	\$35,568	\$36,000
Payable to ATO	\$24,741	\$32,659	\$38,476	\$52,449	\$53,270	\$54,105	\$54,956	\$55,812	\$56,698	\$57,601
Cafe - Net Result (after GST Paid)	-\$172,801	-\$93,624	-\$35,449	\$84,282	\$92,486	\$100,840	\$94,347	\$102,907	\$111,773	\$120,802

Source: MCA Modelling & estimates, December 2019. Note in constant prices \$2019. Net result = EBDITA – earnings before depreciation, interest, taxation and amortisation.

Table B.7 Operation Results Café – High Case

Cafe	Year									
High Case	1	2	3	4	5	6	7	8	9	10
Total Café Revenue	\$666,201	\$845,140	\$1,038,322	\$1,286,034	\$1,303,021	\$1,320,311	\$1,337,909	\$1,355,569	\$1,373,908	\$1,392,574
Operational Expenses										
Labour										
Wage Costs	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500
Workers Comp	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438
Super Guarantee	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688
Holiday Pay	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038
Long Service provision	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547
Total On Costs	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711
Training Cost	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Labour Costs	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711
Cost of Goods Sold										
Cost of Goods Sold	\$175,560	\$221,142	\$270,997	\$337,210	\$342,306	\$347,493	\$352,773	\$358,071	\$363,572	\$369,172
Cost of Goods-Catering	\$32,400	\$43,200	\$54,000	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800
Supplies (paper cups, plates, bags etc.)	\$4,389	\$5,529	\$6,775	\$8,430	\$8,558	\$8,687	\$8,819	\$8,952	\$9,089	\$9,229
Total Cost of Goods	\$212,349	\$269,870	\$331,771	\$410,440	\$415,664	\$420,981	\$426,392	\$431,822	\$437,462	\$443,201
Rent	\$212,349	\$269,870	\$331,771	\$410,440	\$415,664	\$420,981	\$426,392	\$431,822	\$437,462	\$443,201
Other Costs										
Equipment	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Maintenance expenses	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Food Registration										
Fees/licence (Council)	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Insurance & Public liability	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Electricity	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Waste Disposal	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Water	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Gas	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Cleaning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bank & merchant fees	\$10,184	\$12,163	\$14,905	\$18,547	\$18,827	\$19,112	\$19,402	\$19,694	\$19,996	\$20,304
Miscellaneous Costs	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Other Costs	\$62,884	\$64,863	\$67,605	\$71,247	\$71,527	\$71,812	\$72,102	\$72,394	\$72,696	\$73,004
Total Operating Costs	\$696,944	\$756,444	\$821,087	\$923,398	\$928,902	\$934,504	\$955,205	\$960,927	\$966,869	\$972,917
Cafe - Net Result	-\$30,743	\$88,696	\$217,235	\$362,636	\$374,120	\$385,807	\$382,704	\$394,642	\$407,039	\$419,657
GST										
GST (10%)	7	\$76,831	\$94,393	\$116,912	\$118,456	\$120,028	\$121,628	\$123,234	\$124,901	\$126,598
GST Paid (inputs)	\$25,158	\$30,567	\$36,443	\$43,926	\$44,426	\$44,936	\$45,454	\$45,974	\$46,514	\$47,064
Payable to ATO	\$35,406	\$46,264	\$57,950	\$72,986	\$74,030	\$75,093	\$76,174	\$77,259	\$78,386	\$79,533
Cafe - Net Result (after GST Paid)	-\$66,149	\$42,431	\$159,285	\$289,650	\$300,090	\$310,715	\$306,530	\$317,382	\$328,653	\$340,124

Source: MCa Modelling & estimates, December 2019. Note in constant prices \$2019. Net result =EBDITA – earnings before depreciation, interest, taxation and amortisation.

Table B.8 Operation Results Café – Low Case

Cafe	Year									
Low Case	1	2	3	4	5	6	7	8	9	10
Total Café Revenue	\$359,813	\$509,798	\$579,289	\$691,961	\$702,401	\$713,035	\$723,866	\$734,815	\$746,090	\$757,575
Operational Expenses										
Labour										
Wage Costs	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500	\$312,500
Workers Comp	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438	\$3,438
Super Guarantee	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688	\$29,688
Holiday Pay	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038	\$24,038
Long Service provision	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547	\$5,547
Total On Costs	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711	\$62,711
Training Cost	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Labour Costs	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711	\$376,711
Cost of Goods Sold										
Cost of Goods Sold	\$95,794	\$136,739	\$157,587	\$187,338	\$190,470	\$193,660	\$196,910	\$200,195	\$203,577	\$207,022
Cost of Goods Catering	\$16,200	\$21,600	\$21,600	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Supplies (paper cups, plates, bags etc.)	\$2,395	\$3,418	\$3,940	\$4,683	\$4,762	\$4,842	\$4,923	\$5,005	\$5,089	\$5,176
Total Cost of Goods	\$114,389	\$161,758	\$183,126	\$219,022	\$222,232	\$225,502	\$228,833	\$232,199	\$235,666	\$239,198
Rent	\$45,000	\$45,000	\$45,000	\$65,000	\$65,000	\$65,000	\$80,000	\$80,000	\$80,000	\$80,000
Other Costs										
Equipment	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Maintenance expenses	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Food Registration Fees/licence (Council)	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Insurance & Public liability	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Electricity	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Waste Disposal	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Water	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Gas	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Cleaning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bank & merchant fees	\$5,797	\$7,521	\$8,667	\$10,304	\$10,476	\$10,651	\$10,830	\$11,011	\$11,197	\$11,386
Miscellaneous Costs	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Other Costs	\$58,497	\$60,221	\$61,367	\$63,004	\$63,176	\$63,351	\$63,530	\$63,711	\$63,897	\$64,086
Total Operating Costs	\$594,596	\$643,689	\$666,205	\$723,736	\$727,119	\$730,564	\$749,073	\$752,621	\$756,274	\$759,995
Cafe - Net Result	-\$234,783	-\$133,891	-\$86,915	-\$31,775	-\$24,718	-\$17,529	-\$25,207	-\$17,806	-\$10,184	-\$2,420
GST										
GST (10%)	\$32,710	\$46,345	\$52,663	\$62,906	\$63,855	\$64,821	\$65,806	\$66,801	\$67,826	\$68,870
GST Paid (inputs)	\$15,853	\$20,316	\$22,363	\$25,775	\$26,083	\$26,396	\$26,715	\$27,037	\$27,369	\$27,708
Payable to ATO	\$16,857	\$26,029	\$30,300	\$37,131	\$37,772	\$38,426	\$39,091	\$39,764	\$40,457	\$41,163
Cafe - Net Result (after GST Paid)	-\$251,640	-\$159,920	-\$117,215	-\$68,905	-\$62,490	-\$55,955	-\$64,299	-\$57,570	-\$50,641	-\$43,583

Source: MCa Modelling & estimates, December 2019. Note in constant prices \$2019. Net result = EBDITA – earnings before depreciation, interest, taxation and amortisation.

Visitors & Purchases

Table B.9 Visitors & Purchasers of Services

Visitors Number	Year									
	1	2	3	4	5	6	7	8	9	10
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Admission Charges										
Base Case										
Locals	1,057	1,066	1,076	1,078	1,081	1,085	1,088	1,089	1,093	1,097
Day Visitors - Domestic	9,216	11,170	15,042	18,991	19,181	19,373	19,566	19,762	19,960	20,159
Overnight Visitors - Domestic	40,270	54,767	62,845	89,030	90,811	92,627	94,479	96,369	98,296	100,262
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	53,573	71,593	84,372	116,124	118,167	120,249	122,370	124,529	126,731	128,974
High Case										
Locals	1,586	1,599	1,614	1,618	1,622	1,627	1,631	1,633	1,639	1,645
Day Visitors - Domestic	14,746	18,617	28,204	37,982	38,362	38,745	39,133	39,524	39,920	40,319
Overnight Visitors - Domestic	50,337	68,458	83,793	106,836	108,973	111,152	113,375	115,643	117,956	120,315
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	69,699	93,264	119,021	153,460	156,051	158,690	161,376	164,110	166,897	169,734
Low Case										
Locals	529	533	538	539	541	542	544	544	546	548
Day Visitors - Domestic	5,530	7,447	9,401	11,395	11,509	11,624	11,740	11,857	11,976	12,096
Overnight Visitors - Domestic	33,558	51,344	59,353	71,224	72,649	74,101	75,584	77,095	78,637	80,210
Overnight visitors international	3,030	4,590	5,409	7,024	7,094	7,165	7,237	7,309	7,382	7,456
Total	42,646	63,914	74,702	90,182	91,792	93,433	95,104	96,806	98,542	100,310
Café										
Base Case										
Locals	6,220	6,270	6,330	6,344	6,362	6,380	6,398	6,405	6,428	6,450
Day Visitors - Domestic	3,687	4,468	6,017	7,596	7,672	7,749	7,827	7,905	7,984	8,064
Overnight Visitors - Domestic	16,108	21,907	25,138	35,612	36,324	37,051	37,792	38,548	39,319	40,105
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	27,226	34,481	39,648	52,362	53,196	54,045	54,911	55,781	56,683	57,601
High Case										
Locals	9,330	9,405	9,495	9,515	9,542	9,569	9,596	9,608	9,641	9,675
Day Visitors - Domestic	5,898	7,447	11,282	15,193	15,345	15,498	15,653	15,810	15,968	16,127
Overnight Visitors - Domestic	20,135	27,383	33,517	42,734	43,589	44,461	45,350	46,257	47,182	48,126
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	36,575	46,071	56,458	70,252	71,314	72,394	73,494	74,598	75,744	76,911
Low Case										
Locals	3,110	3,135	3,165	3,172	3,181	3,190	3,199	3,203	3,214	3,225
Day Visitors - Domestic	2,212	2,979	3,761	4,558	4,603	4,649	4,696	4,743	4,790	4,838
Overnight Visitors - Domestic	13,423	20,537	23,741	28,490	29,059	29,641	30,233	30,838	31,455	32,084
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	19,957	28,487	32,831	39,029	39,681	40,346	41,023	41,707	42,412	43,130

Source: MCA Modelling & estimates, October 2019. Note in constant prices \$2019.

	Year									
Visitors	1	2	3	4	5	6	7	8	9	10
Exhibitions										
Base Case										
Locals	1,057	1,066	1,076	1,078	1,081	1,085	1,088	1,089	1,093	1,097
Day Visitors - Domestic	3,687	4,468	6,017	7,596	7,672	7,749	7,827	7,905	7,984	8,064
Overnight Visitors - Domestic	16,108	21,907	25,138	35,612	36,324	37,051	37,792	38,548	39,319	40,105
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	22,064	29,277	34,395	47,096	47,916	48,750	49,601	50,465	51,348	52,248
High Case										
Locals	1,586	1,599	1,614	1,618	1,622	1,627	1,631	1,633	1,639	1,645
Day Visitors - Domestic	5,898	7,447	11,282	15,193	15,345	15,498	15,653	15,810	15,968	16,127
Overnight Visitors - Domestic	20,135	27,383	33,517	42,734	43,589	44,461	45,350	46,257	47,182	48,126
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	28,831	38,265	48,577	62,354	63,394	64,452	65,529	66,624	67,742	68,881
Low Case										
Locals	529	533	538	539	541	542	544	544	546	548
Day Visitors - Domestic	2,212	2,979	3,761	4,558	4,603	4,649	4,696	4,743	4,790	4,838
Overnight Visitors - Domestic	13,423	20,537	23,741	28,490	29,059	29,641	30,233	30,838	31,455	32,084
Overnight visitors international	1,212	1,836	2,164	2,810	2,838	2,866	2,895	2,924	2,953	2,982
Total	17,376	25,885	30,204	36,396	37,041	37,698	38,368	39,049	39,744	40,453
Shop										
Base Case										
Locals	622	627	633	634	636	638	640	641	643	645
Day Visitors - Domestic	2,304	2,793	3,761	4,748	4,795	4,843	4,892	4,941	4,990	5,040
Overnight Visitors - Domestic	14,094	19,168	21,996	31,161	31,784	32,419	33,068	33,729	34,404	35,092
Overnight visitors international	1,061	1,607	1,893	2,458	2,483	2,508	2,533	2,558	2,584	2,610
Total	18,081	24,195	28,282	39,001	39,698	40,408	41,132	41,868	42,620	43,386
High Case										
Locals	933	941	950	952	954	957	960	961	964	968
Day Visitors - Domestic	3,687	4,654	7,051	9,496	9,590	9,686	9,783	9,881	9,980	10,080
Overnight Visitors - Domestic	17,618	23,960	29,328	37,393	38,140	38,903	39,681	40,475	41,284	42,110
Overnight visitors international	1,061	1,607	1,893	2,458	2,483	2,508	2,533	2,558	2,584	2,610
Total	23,298	31,162	39,221	50,298	51,168	52,054	52,957	53,875	54,812	55,767
Low Case										
Locals	311	314	317	317	318	319	320	320	321	323
Day Visitors - Domestic	1,382	1,862	2,350	2,849	2,877	2,906	2,935	2,964	2,994	3,024
Overnight Visitors - Domestic	11,745	17,970	20,774	24,928	25,427	25,936	26,454	26,983	27,523	28,073
Overnight visitors international	1,061	1,607	1,893	2,458	2,483	2,508	2,533	2,558	2,584	2,610
Total	14,499	21,752	25,334	30,553	31,105	31,668	32,242	32,826	33,422	34,030

Source: MCA Modelling & estimates, October 2019. Note in constant prices \$2019.

	Year									
Visitors	1	2	3	4	5	6	7	8	9	10
Campfire nights										
Base Case										
Locals	622	627	633	634	636	638	640	641	643	645
Day Visitors - Domestic	-	-	-	-	-	-	-	-	-	-
Overnight Visitors - Domestic	8,054	10,953	12,569	17,806	18,162	18,525	18,896	19,274	19,659	20,052
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	9,282	12,498	14,284	19,845	20,217	20,596	20,983	21,376	21,778	22,189
High Case										
Locals	933	941	950	952	954	957	960	961	964	968
Day Visitors - Domestic	-	-	-	-	-	-	-	-	-	-
Overnight Visitors - Domestic	10,067	13,692	16,759	21,367	21,795	22,230	22,675	23,129	23,591	24,063
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	11,606	15,550	18,790	23,724	24,168	24,620	25,082	25,551	26,032	26,522
Low Case										
Locals	311	314	317	317	318	319	320	320	321	323
Day Visitors - Domestic	-	-	-	-	-	-	-	-	-	-
Overnight Visitors - Domestic	6,712	10,269	11,871	14,245	14,530	14,820	15,117	15,419	15,727	16,042
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	7,629	11,500	13,269	15,967	16,267	16,572	16,884	17,201	17,525	17,856
Demonstrations										
Base Case										
Locals	622	627	633	634	636	638	640	641	643	645
Day Visitors - Domestic	1,843	2,234	3,008	3,798	3,836	3,875	3,913	3,952	3,992	4,032
Overnight Visitors - Domestic	8,054	10,953	12,569	17,806	18,162	18,525	18,896	19,274	19,659	20,052
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	11,125	14,732	17,292	23,643	24,053	24,471	24,896	25,329	25,770	26,221
High Case										
Locals	933	941	950	952	954	957	960	961	964	968
Day Visitors - Domestic	2,949	3,723	5,641	7,596	7,672	7,749	7,827	7,905	7,984	8,064
Overnight Visitors - Domestic	10,067	13,692	16,759	21,367	21,795	22,230	22,675	23,129	23,591	24,063
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	14,556	19,274	24,431	31,320	31,840	32,370	32,909	33,456	34,016	34,585
Low Case										
Locals	311	314	317	317	318	319	320	320	321	323
Day Visitors - Domestic	1,106	1,489	1,880	2,279	2,302	2,325	2,348	2,371	2,395	2,419
Overnight Visitors - Domestic	6,712	10,269	11,871	14,245	14,530	14,820	15,117	15,419	15,727	16,042
Overnight visitors international	606	918	1,082	1,405	1,419	1,433	1,447	1,462	1,476	1,491
Total	8,735	12,990	15,149	18,246	18,568	18,897	19,232	19,573	19,920	20,275

Source: MCA Modelling & estimates, October 2019. Note in constant prices \$2019.

Table B.10 Visitor Spending by Visitor Type (constant prices \$2019)

Visitors - Spending	Year									
	1	2	3	4	5	6	7	8	9	10
Admission Charges										
Base Case										
Locals	\$23,262	\$23,450	\$23,674	\$23,725	\$23,792	\$23,859	\$23,927	\$23,955	\$24,039	\$24,123
Day Visitors - Domestic	\$202,758	\$245,742	\$330,933	\$417,803	\$421,981	\$426,200	\$430,462	\$434,767	\$439,115	\$443,506
Overnight Visitors - Domestic	\$885,931	\$1,204,866	\$1,382,584	\$1,958,661	\$1,997,834	\$2,037,791	\$2,078,547	\$2,120,118	\$2,162,520	\$2,205,770
Overnight visitors international	\$66,660	\$100,990	\$119,000	\$154,530	\$156,075	\$157,636	\$159,212	\$160,804	\$162,412	\$164,036
Total	\$1,178,611	\$1,575,048	\$1,856,191	\$2,554,718	\$2,599,682	\$2,645,486	\$2,692,148	\$2,739,644	\$2,788,086	\$2,837,436
High Case										
Locals	\$34,894	\$35,175	\$35,511	\$35,587	\$35,688	\$35,789	\$35,890	\$35,932	\$36,058	\$36,185
Day Visitors - Domestic	\$324,412	\$409,570	\$620,499	\$835,605	\$843,961	\$852,401	\$860,925	\$869,534	\$878,229	\$887,012
Overnight Visitors - Domestic	\$1,107,414	\$1,506,083	\$1,843,446	\$2,350,393	\$2,397,401	\$2,445,349	\$2,494,256	\$2,544,141	\$2,595,024	\$2,646,924
Overnight visitors international	\$66,660	\$100,990	\$119,000	\$154,530	\$156,075	\$157,636	\$159,212	\$160,804	\$162,412	\$164,036
Total	\$1,533,380	\$2,051,818	\$2,618,455	\$3,376,115	\$3,433,125	\$3,491,174	\$3,550,283	\$3,610,411	\$3,671,724	\$3,734,157
Low Case										
Locals	\$11,631	\$11,725	\$11,837	\$11,862	\$11,896	\$11,930	\$11,963	\$11,977	\$12,019	\$12,062
Day Visitors - Domestic	\$121,655	\$163,828	\$206,833	\$250,682	\$253,188	\$255,720	\$258,277	\$260,860	\$263,469	\$266,103
Overnight Visitors - Domestic	\$738,276	\$1,129,562	\$1,305,774	\$1,566,929	\$1,598,267	\$1,630,233	\$1,662,837	\$1,696,094	\$1,730,016	\$1,764,616
Overnight visitors international	\$66,660	\$100,990	\$119,000	\$154,530	\$156,075	\$157,636	\$159,212	\$160,804	\$162,412	\$164,036
Total	\$938,222	\$1,406,105	\$1,643,444	\$1,984,002	\$2,019,427	\$2,055,518	\$2,092,290	\$2,129,736	\$2,167,916	\$2,206,818
Café	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Base Case										
Locals	\$99,518	\$100,320	\$101,280	\$101,496	\$101,784	\$102,072	\$102,360	\$102,480	\$102,840	\$103,200
Day Visitors - Domestic	\$58,984	\$71,489	\$96,271	\$121,543	\$122,758	\$123,986	\$125,225	\$126,478	\$127,742	\$129,020
Overnight Visitors - Domestic	\$257,725	\$350,507	\$402,206	\$569,792	\$581,188	\$592,812	\$604,668	\$616,761	\$629,097	\$641,679
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total	\$435,620	\$551,694	\$634,376	\$837,785	\$851,134	\$864,727	\$878,570	\$892,499	\$906,926	\$921,618
High Case										
Locals	\$149,278	\$150,480	\$151,920	\$152,244	\$152,676	\$153,108	\$153,540	\$153,720	\$154,260	\$154,800
Day Visitors - Domestic	\$94,374	\$119,148	\$180,509	\$243,085	\$245,516	\$247,971	\$250,451	\$252,955	\$255,485	\$258,040
Overnight Visitors - Domestic	\$322,157	\$438,133	\$536,275	\$683,751	\$697,426	\$711,374	\$725,602	\$740,114	\$754,916	\$770,014
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total	\$585,201	\$737,140	\$903,322	\$1,124,034	\$1,141,021	\$1,158,311	\$1,175,909	\$1,193,569	\$1,211,908	\$1,230,574
Low Case										
Locals	\$49,759	\$50,160	\$50,640	\$50,748	\$50,892	\$51,036	\$51,180	\$51,240	\$51,420	\$51,600
Day Visitors - Domestic	\$35,390	\$47,659	\$60,170	\$72,926	\$73,655	\$74,391	\$75,135	\$75,887	\$76,645	\$77,412
Overnight Visitors - Domestic	\$214,771	\$328,600	\$379,862	\$455,834	\$464,951	\$474,250	\$483,735	\$493,409	\$503,277	\$513,343
Overnight visitors international	\$19,392	\$29,379	\$34,618	\$44,954	\$45,404	\$45,858	\$46,316	\$46,779	\$47,247	\$47,720
Total	\$319,313	\$455,798	\$525,289	\$624,461	\$634,901	\$645,535	\$656,366	\$667,315	\$678,590	\$690,075

Source: MCa Modelling & estimates, October 2019. Note in constant prices \$2019.

	Year									
Visitors -Spending	1	2	3	4	5	6	7	8	9	10
Exhibitions										
Base Case										
Locals	\$10,574	\$10,659	\$10,761	\$10,784	\$10,815	\$10,845	\$10,876	\$10,889	\$10,927	\$10,965
Day Visitors - Domestic	\$36,865	\$44,680	\$60,170	\$75,964	\$76,724	\$77,491	\$78,266	\$79,049	\$79,839	\$80,637
Overnight Visitors - Domestic	\$161,078	\$219,067	\$251,379	\$356,120	\$363,243	\$370,507	\$377,918	\$385,476	\$393,185	\$401,049
Overnight visitors international	\$12,120	\$18,362	\$21,636	\$28,096	\$28,377	\$28,661	\$28,948	\$29,237	\$29,530	\$29,825
Total	\$220,637	\$292,768	\$343,946	\$470,965	\$479,158	\$487,505	\$496,007	\$504,650	\$513,481	\$522,476
High Case										
Locals	\$15,861	\$15,989	\$16,142	\$16,176	\$16,222	\$16,268	\$16,314	\$16,333	\$16,390	\$16,448
Day Visitors - Domestic	\$58,984	\$74,467	\$112,818	\$151,928	\$153,447	\$154,982	\$156,532	\$158,097	\$159,678	\$161,275
Overnight Visitors - Domestic	\$201,348	\$273,833	\$335,172	\$427,344	\$435,891	\$444,609	\$453,501	\$462,571	\$471,823	\$481,259
Overnight visitors international	\$12,120	\$18,362	\$21,636	\$28,096	\$28,377	\$28,661	\$28,948	\$29,237	\$29,530	\$29,825
Total	\$288,313	\$382,651	\$485,768	\$623,545	\$633,938	\$644,520	\$655,294	\$666,238	\$677,420	\$688,806
Low Case										
Locals	\$5,287	\$5,330	\$5,381	\$5,392	\$5,407	\$5,423	\$5,438	\$5,444	\$5,463	\$5,483
Day Visitors - Domestic	\$22,119	\$29,787	\$37,606	\$45,578	\$46,034	\$46,495	\$46,960	\$47,429	\$47,903	\$48,382
Overnight Visitors - Domestic	\$134,232	\$205,375	\$237,413	\$284,896	\$290,594	\$296,406	\$302,334	\$308,381	\$314,548	\$320,839
Overnight visitors international	\$12,120	\$18,362	\$21,636	\$28,096	\$28,377	\$28,661	\$28,948	\$29,237	\$29,530	\$29,825
Total	\$173,758	\$258,853	\$302,036	\$363,963	\$370,413	\$376,984	\$383,679	\$390,491	\$397,445	\$404,529
Shop										
Base Case										
Locals	\$12,440	\$12,540	\$12,660	\$12,687	\$12,723	\$12,759	\$12,795	\$12,810	\$12,855	\$12,900
Day Visitors - Domestic	\$46,081	\$55,850	\$75,212	\$94,955	\$95,905	\$96,864	\$97,832	\$98,811	\$99,799	\$100,797
Overnight Visitors - Domestic	\$281,887	\$383,367	\$439,913	\$623,210	\$635,675	\$648,388	\$661,356	\$674,583	\$688,075	\$701,836
Overnight visitors international	\$21,210	\$32,133	\$37,864	\$49,169	\$49,660	\$50,157	\$50,658	\$51,165	\$51,677	\$52,193
Total	\$361,618	\$483,890	\$565,649	\$780,021	\$793,962	\$808,168	\$822,642	\$837,369	\$852,405	\$867,726
High Case										
Locals	\$18,660	\$18,810	\$18,990	\$19,031	\$19,085	\$19,139	\$19,193	\$19,215	\$19,283	\$19,350
Day Visitors - Domestic	\$73,730	\$93,084	\$141,022	\$189,910	\$191,809	\$193,727	\$195,665	\$197,621	\$199,598	\$201,594
Overnight Visitors - Domestic	\$352,359	\$479,208	\$586,551	\$747,852	\$762,809	\$778,066	\$793,627	\$809,499	\$825,689	\$842,203
Overnight visitors international	\$21,210	\$32,133	\$37,864	\$49,169	\$49,660	\$50,157	\$50,658	\$51,165	\$51,677	\$52,193
Total	\$465,959	\$623,236	\$784,427	\$1,005,962	\$1,023,363	\$1,041,088	\$1,059,143	\$1,077,501	\$1,096,246	\$1,115,340
Low Case										
Locals	\$6,220	\$6,270	\$6,330	\$6,344	\$6,362	\$6,380	\$6,398	\$6,405	\$6,428	\$6,450
Day Visitors - Domestic	\$27,649	\$37,234	\$47,007	\$56,973	\$57,543	\$58,118	\$58,699	\$59,286	\$59,879	\$60,478
Overnight Visitors - Domestic	\$234,906	\$359,406	\$415,474	\$498,568	\$508,540	\$518,710	\$529,085	\$539,666	\$550,460	\$561,469
Overnight visitors international	\$21,210	\$32,133	\$37,864	\$49,169	\$49,660	\$50,157	\$50,658	\$51,165	\$51,677	\$52,193
Total	\$289,985	\$435,043	\$506,675	\$611,053	\$622,104	\$633,365	\$644,840	\$656,523	\$668,443	\$680,590

Source: MCa Modelling & estimates, October 2019. Note in constant prices \$2019.

	Year									
Visitors – Spending	1	2	3	4	5	6	7	8	9	10
Campfire nights										
Base Case										
Locals	\$9,330	\$9,405	\$9,495	\$9,515	\$9,542	\$9,569	\$9,596	\$9,608	\$9,641	\$9,675
Day Visitors - Domestic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overnight Visitors - Domestic	\$120,809	\$164,300	\$188,534	\$267,090	\$272,432	\$277,881	\$283,438	\$289,107	\$294,889	\$300,787
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$139,229	\$187,476	\$214,256	\$297,678	\$303,257	\$308,946	\$314,745	\$320,642	\$326,677	\$332,830
High Case										
Locals	\$13,995	\$14,108	\$14,243	\$14,273	\$14,313	\$14,354	\$14,394	\$14,411	\$14,462	\$14,513
Day Visitors - Domestic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overnight Visitors - Domestic	\$151,011	\$205,375	\$251,379	\$320,508	\$326,918	\$333,457	\$340,126	\$346,928	\$353,867	\$360,944
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$174,096	\$233,254	\$281,849	\$355,853	\$362,515	\$369,306	\$376,231	\$383,267	\$390,476	\$397,825
Low Case										
Locals	\$4,665	\$4,703	\$4,748	\$4,758	\$4,771	\$4,785	\$4,798	\$4,804	\$4,821	\$4,838
Day Visitors - Domestic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overnight Visitors - Domestic	\$100,674	\$154,031	\$178,060	\$213,672	\$217,946	\$222,304	\$226,751	\$231,286	\$235,911	\$240,629
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$114,429	\$172,505	\$199,035	\$239,502	\$244,000	\$248,585	\$253,259	\$258,017	\$262,879	\$267,836
Demonstrations	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Base Case										
Locals	\$9,330	\$9,405	\$9,495	\$9,515	\$9,542	\$9,569	\$9,596	\$9,608	\$9,641	\$9,675
Day Visitors - Domestic	\$27,649	\$33,510	\$45,127	\$56,973	\$57,543	\$58,118	\$58,699	\$59,286	\$59,879	\$60,478
Overnight Visitors - Domestic	\$120,809	\$164,300	\$188,534	\$267,090	\$272,432	\$277,881	\$283,438	\$289,107	\$294,889	\$300,787
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$166,877	\$220,987	\$259,384	\$354,651	\$360,800	\$367,064	\$373,445	\$379,929	\$386,557	\$393,309
High Case										
Locals	\$13,995	\$14,108	\$14,243	\$14,273	\$14,313	\$14,354	\$14,394	\$14,411	\$14,462	\$14,513
Day Visitors - Domestic	\$44,238	\$55,850	\$84,613	\$113,946	\$115,086	\$116,236	\$117,399	\$118,573	\$119,759	\$120,956
Overnight Visitors - Domestic	\$151,011	\$205,375	\$251,379	\$320,508	\$326,918	\$333,457	\$340,126	\$346,928	\$353,867	\$360,944
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$218,334	\$289,104	\$366,462	\$469,799	\$477,600	\$485,543	\$493,630	\$501,840	\$510,234	\$518,781
Low Case										
Locals	\$4,665	\$4,703	\$4,748	\$4,758	\$4,771	\$4,785	\$4,798	\$4,804	\$4,821	\$4,838
Day Visitors - Domestic	\$16,589	\$22,340	\$28,204	\$34,184	\$34,526	\$34,871	\$35,220	\$35,572	\$35,928	\$36,287
Overnight Visitors - Domestic	\$100,674	\$154,031	\$178,060	\$213,672	\$217,946	\$222,304	\$226,751	\$231,286	\$235,911	\$240,629
Overnight visitors international	\$9,090	\$13,771	\$16,227	\$21,072	\$21,283	\$21,496	\$21,711	\$21,928	\$22,147	\$22,369
Total	\$131,018	\$194,845	\$227,239	\$273,686	\$278,525	\$283,456	\$288,479	\$293,589	\$298,807	\$304,122

Source: MCa Modelling & estimates, October 2019. Note in constant prices \$2019.

Appendix C: Function Space Operations

This appendix provides estimates of revenue from functions space in the Centre. Revenue for space hire will accrue to the Centre and catering will be provided by the café. These estimates are designed to be indicative only.

Table C.1 Modelling Assumptions – Functions Operations

Functions Operations	\$ Per Person	Average Event Size	Revenue Per Event \$
Functions Space	Space Hire Charge		Centre
Base Case	\$20.00	60	\$1,200.00
Low Case	\$20.00	60	\$1,200.00
High Case	\$20.00	60	\$1,200.00
Catering by Cafe	Catering Charge (ave.)		Cafe
Base	\$45.00	60	\$2,700.00
Low	\$45.00	60	\$2,700.00
High	\$45.00	60	\$2,700.00
Catering Costs	Catering Costs		
Base	\$18.00	60	\$1,080.00
Low	\$18.00	60	\$1,080.00
High	\$18.00	60	\$1,080.00
Catering costs = 40% of revenue			

Source: MCA modelling, December 2019

Table C.2 Annual Estimates Functions Revenue – Years 1-10

Functions Operations	Year									
Cases	1	2	3	4	5	6	7	8	9	10
Base Case										
Events (no.)	20	25	30	40	40	40	40	40	40	40
Space Hire Revenue (Centre)	\$24,000	\$30,000	\$36,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Catering Revenue	\$54,000	\$67,500	\$81,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Catering Food Cost	\$21,600	\$27,000	\$32,400	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200	\$43,200
Net Revenue Catering	\$32,400	\$40,500	\$48,600	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800
High Case										
Events (no.)	30	40	50	60	60	60	60	60	60	60
Space Hire Revenue (Centre)	\$36,000	\$48,000	\$60,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000
Catering Revenue	\$81,000	\$108,000	\$135,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000
Catering Food Cost	\$32,400	\$43,200	\$54,000	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800	\$64,800
Net Revenue Catering	\$48,600	\$64,800	\$81,000	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200
Low Case										
Events (no.)	15	20	20	25	25	25	25	25	25	25
Space Hire Revenue (Centre)	\$18,000	\$24,000	\$24,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Catering Revenue	\$40,500	\$54,000	\$54,000	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500	\$67,500
Catering Food Cost	\$16,200	\$21,600	\$21,600	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
Net Revenue Catering	\$24,300	\$32,400	\$32,400	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500
Net Revenue Catering	\$48,600	\$64,800	\$81,000	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200	\$97,200

Source: MCA modelling, December 2019

APPENDIX G: THYLACINE INTERPRETIVE THEMES REPORT



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