



# Australian Transport Museum

## Business Case

Regional Tourism Activation Fund Round 2



Regional  
Development  
*Australia*

NORTHERN INLAND NSW

# Key Proposal Details

Proposal Information	
Proposal name	Australian Transport Museum
Lead proponent (e.g. council)	Australian Transport Museum Limited
Lead proponent ABN	31 129 731 951
Proposal partners	
Lead Contact	
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Proposal Scope	
<b>Proposal summary for publication</b> Please provide 150 words or less	<p>The project will see construction and fitout of a regionally significant transport museum at Armidale Regional Airport, with a capital cost of \$6.1M.</p> <p>The museum will attract at least 18,000 visitors per year injecting \$2.9M annually of new expenditure and creating 22 new jobs in the Armidale economy.</p> <p>It will include a reference library, displays of 80-100 cars plus related exhibits of historical importance and interest and a tourist information centre. The cars currently located in Armidale cannot be viewed by the public and will be donated to the museum for display by the local owners. Aviation exhibits of historical interest will also be displayed.</p>
Proposal Location	
Proposal address	9 Cameron Drive, Armidale, NSW, 2350, Australia
Local government area	Armidale Regional
NSW electorate	Northern Tablelands
Federal electorate	New England
Supporting Information	
<b>Attachments</b> Please list out all supporting information provided	5.1 Rice Constructions Quotation 5.2 Letters of Support 5.3 Destination NSW Letter of Support

# Document Information

Document Summary Information	
Version	1.0
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Version	Amendment	Amendment Date	Amended by
1.0	Commence	23/8/22	Eric North, David Thompson

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# Executive Summary



Armidale Regional Council established the Australian Transport Museum Ltd (ATM) entity as a not-for-profit company in 2008 to establish a museum on a site in north Armidale owned by the Hardman family. After issues with land access, it was decided to move the site to the new Airside Business Park south of Armidale in 2016. This is a better site with improved access directly off the New England Highway and co-location with many other tourist attractions and amenities.

ATM is operated by a board which consists of several local businessmen with decades of experience in construction, project management, business management and accounting, and two Armidale Regional Council councillors including the Mayor.

Armidale Regional Council (ARC) have provided a 5,000m<sup>2</sup> block of land in the new Armidale Airside Business Park for the ATM to be located. The land will be given to ATM at a peppercorn rent rate. The museum will be 3,385m<sup>2</sup> in area costing \$6.1M.

Exhibits will include 80-100 vintage, veteran and classic vehicles and other transport related display including a history of aviation display relating to the air services to Armidale airport. There will be a library of over 1,000 books, 15,000 original sales brochures, an electronic library and signs, badges, models etc and a visitor information centre.

Most vehicles will be donated by a local collector (valued at \$3.8M), though the ATM also has vehicles to be placed on display.

Concept plans for the museum have been completed and Armidale Regional Council has approved a Development Application for the museum.

Based on passing traffic alone on the New England Highway, it is calculated that the museum will attract an additional 9,300 day visitors and an additional 8,700 overnight stays to the Armidale LGA. Visitors will spend an additional \$2.9M per annum in local businesses. This expenditure will directly and indirectly create another 22 jobs in the local economy (REMPAN 2022). This may be an under-estimate of annual visitation as it does not include other visitors to the region, to nearby tourist attractions or people passing through Armidale Regional Airport.

A video walk-through of the museum is available at: [www.dropbox.com/s/ocsohxxcfxnmez/Australian%20Transport%20Museum%20Video.mp4?dl=0](https://www.dropbox.com/s/ocsohxxcfxnmez/Australian%20Transport%20Museum%20Video.mp4?dl=0)



**80-100 vintage cars valued at \$3.8M will be donated to the museum**



**At least 18,000 new visitors to the museum**



**\$2.9 Million of new visitor expenditure annually**



**22 jobs will be created for Armidale**

# The Case for Change



The objectives of this project are to:

- Display vehicles and other transport related exhibits of historical significance which have been located in Armidale for decades but cannot be publicly displayed.
- To create a new highly accessible and visible tourist attraction in the Armidale Regional LGA.
- To diversify the tourist attractions in the LGA and the local economy which is heavily dependent on the education and training sector.

The outcome will be a state-of-the-art museum housing displays of 80-100 unique cars plus related exhibits of historical importance and interest and a reference library. The majority of the cars are currently located in Armidale and cannot be viewed by the public. These will be donated to the museum for display by the owner. Aviation exhibits of historical interest will also be displayed. The museum will also include a tourist information centre.



Vehicles to be Displayed Include:	
1909 Talbot touring car	1917 Harley Davidson Motor Cycle
1921 Isotta Frachini Touring car <b>Very rare car Phizackerley Body made in Sydney</b>	1922 Studebaker roadster
1926 Douglas 600cc Motor Cycle	1926 Riley Red Winger roadster
1927 Lancia Lambda touring car	1928 Ford model A touring car
1932 Vauxhall Coupe <b>Unique Australian body</b>	1935 Pontiac All Enclosed Coupe <b>Unique Australian body</b>
1939 Dodge Coupe <b>Unique Australian body</b>	1939 Packard Six Australian body
1942 Ford Jeep	1947 Dodge Fluid Drive Sedan <b>Australian Assembled body</b>
1949 Armstrong Siddeley Typhoon coupe	1950 Holden sedan
1950 Le Francis sports <b>Very rare British car</b>	1954 Austin Healey 100/4 sports car
1956 Austin A30 4 door sedan	1956 Vauxhall Velox sedan
1957 Ford Mainline utility	1958 Triumph TR2 sports car



1959 Toyota FJ25 Land Cruiser	1959 Oldsmobile 98 Coupe
1959 Vauxhall Cresta sedan	1960 Rover 3 litre sedan
1962 Lancia Fulvia convertible	1963 Aston Martin DB5 Coupe (James Bond Style)
1964 Holden EH Special	1964 Triumph TR4 sports car
1964 Ford Mustang coupe	1965 Ford Falcon XP sedan
1965 Daimler 2½ litre V8 sedan	1965 Sunbeam Tiger V8 sports car (Maxwell Smart type)
1968 Ford Falcon XT GT sedan	1968 Holden Monaro coupe
1968 Holden Brougham sedan	1970 Datsun Fairlady sports car
1970 Mazda RX7 sports coupe	1971 Volvo P1800 sports coupe (The Saint type)
1971 Ford Fairmont sedan GT specifications	1972 Fiat 132 sedan
1972 Chrysler Centura sedan	1972 Holden Torana GTS sports coupe
1974 Mercedes Benz 280S sedan	1977 Triumph 2500S sedan
1978 Holden HZ GTS sports sedan	1983 Toyota Land Cruiser 60 series
1984 Toyota Celica Coupe	
<b>Cars owned by the Museum for Display Include:</b>	
1959 Sunbeam Alpine Ser.1 sports car	1962 Sunbeam Harrington sports coupe <b>Rare car - less than 200 made</b>
1964 Sunbeam Alpine GT sports coupe	<b>1968 Sunbeam Alpine sports coupe</b>
1964 Toyota 700 two door sedan <b>Very rare</b>	1980 Mercedes 230 sedan



1970 Datsun 240Z and 1964 Aston Martin DB4

## 2.1 Rationale for Investment

The key problems addressed by this proposal are:

- Recent negative events in the Armidale Regional Economy.
- An over-reliance on the education/training sector of the economy resulting in a lack of economic diversity and exposure to economic shocks.
- Historical transport assets which are currently locked away from public view and represent a significant unrealised tourism opportunity.

The Armidale Regional LGA has been impacted by a number of recent events which combine to place it in a precarious situation, in particular drought, bushfire, a tornado in October 2021 and the impact of Covid-19 on the University of New England, a major local employer.

Unlike many regional LGAs in Australia, Armidale does not rely so heavily on agriculture as a key economic engine due to the presence of the University on New England, several private schools and a TAFE within the city. It is exceptional that this key sector of the economy should lose 6% of its workforce, leading to an overall reduction in jobs in the local economy of 2% due to the Covid pandemic.

To put this in perspective, it can be recalled that when BHP closed steelworks in Newcastle in 1997 (the city's biggest employer), this represented an approximate 5.5% loss of local jobs which attracted Federal Government support of at least \$30M (Stockholm Environment Institute 2021).

The loss of students from the University of New England (particularly overseas students) during the Covid Pandemic had the following negative impacts:

- The loss of 175 full-time direct jobs.
- A total loss of 235 jobs in the Armidale economy once flow-on effects are included.
- A \$47.16M reduction in economic output of which a \$34.06M reduction is a direct impact effect, the remainder being flow-on impacts.

These impacts are particularly important as the Education and Training sector represents the largest economic sector in the Armidale regional economy with 13% of economic output and 21% of total employment.

## 2.2 Strategic Alignment

The project aligns with the following **Destination Country and Outback NSW Management Plan** objectives and actions:

- Grow and sustain the visitor economy through developing assets, infrastructure, attractions and world-class experiences, which connect visitors to the place and its characters.
- Providing meaningful and immersive experiences for visitors to enjoy.
- Inclusive - providing interesting and relevant content for all target markets.
- Increase visitation and yield to Country and Outback NSW.
- Facilitate the development or enhancement of products, experiences and events.
- Motivating new people to visit the region as well as encouraging repeat visitation.

It aligns with other NSW Government strategies as follows:

### **Northern New England High Country Regional Economic Development Strategy**

"Tourism is another important industry in the Region. Accommodation and Food Services (which is a proxy for tourism) is the 4th largest employer. It is also independent of agricultural industries, helps raise the profile of the Region and plays a part in relocation decisions. There are opportunities to continue to grow the 'short-break' and day visitor markets from south-east Queensland and the Northern Rivers area of NSW, as well as the special interest and activity-based markets and the long-haul touring market."



### **Armidale Regional Airport Master Plan 2016**

"Two new museums are proposed, featuring vintage automobiles and historic aircraft and a highway service centre will further increase airport visitation while serving both air travellers and motorists travelling on the New England Highway".

"It is proposed that a Highway Service Centre be developed on Lot 3 of the Airport Master Plan shown on Page 8. Lot 3 is a large 2.2ha site which includes land identified for the construction of a 5,000sqm veteran and vintage car museum".

"Within the service centre precinct, space has been made available for the construction of a car museum which will be able to take advantage of the added security offered by the 24 hour operation of the service centre. The museum will also be able to take advantage of the restaurant, fuel, parking and toilet facilities provided within the service centre".

### **NSW Visitor Economy Industry Action Plan 2030**

Increase visitation, grow physical capacity, renew and revitalise a NSW destination, improve visitor experience, increase visitor spend, make NSW more competitive. Contributing to the NSW Government's strategic target of doubling overnight visitation by 2020. Improve the visitor experience through new facilities, diversified offerings through non-water recreation.

### **Restart NSW/Rebuilding NSW**

Providing a high-quality tourist destination for both visitors and the local community. Improving the amenity appeal/opportunities in the region. Diversifying the local economy further.

### **State Infrastructure Strategy**

Working with other community groups to provide new and upgraded heritage facilities.

### **Armidale Regional Council Community Strategic Plan 2017-2027**

"The community had several suggestions as to how innovation and growth could be encouraged; ideas such as a rail trail....".

"Other ideas for protection of the environment and encouraging climate friendly lifestyles. included promoting eco-tourism (such as the introduction of a 'Rail-Trail')".

"Investigate development of a rail trail north of Armidale to attract visitors to the region".

"Tourism is seen as a key way of growing the local economy.....".

"Provide incentives for eco-tourism operators to establish programs which promote sustainable living and attract tourists to the region".

"Tourism is seen as a key way of boosting the vibrancy, attractiveness and economic sustainability of the Armidale town centre and also the other towns across the region".

### **Armidale Regional Council Delivery Plan 2018-2021**

"The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities".

### **NSW 2021 Plan. A Plan to Make NSW Number One**

Improve the performance of the NSW economy through development a new tourism asset. Drive regional economic growth through development of a core capability of the Northern Inland. Increase the competitiveness of doing business in NSW through development of a substantial NSW tourism asset.



## 2.3 Expected Outcomes

Using Destination NSW Travel to New England-North West data for March 2018 (i.e. pre-Covid) and RMS traffic data (light vehicles only), and assuming just 1% of passing traffic visit the museum it is estimated visitation to the museum to be at least 18,000 people per annum. This can easily be achieved given the high profile highway destination of the site, the high visibility of the large building and proposed signage.

The breakdown of this visitation is calculated to be as follows (Table 2.1)

Table 2.1 Visitor Breakdown

	Interstate	Other NSW	Local	International
Day visits	2,963	5,693	633	
Overnight visits	2,710	5,207	570	216
<b>Total</b>	<b>18,000</b>			

Using REMPLAN (2022) visitor expenditure data for day and overnight visitors, the 18,000 new visits would generate the following economic outcomes for the Armidale Regional LGA:

- \$2.9M of direct expenditure.
- \$2.0M of indirect expenditure.
- 16 direct FTE jobs due to the new expenditure.
- 6 indirect FTE jobs due to the new expenditure.

During construction of the \$6.1M ATM, the following economic impacts have been estimated (annually) over the 15 month construction period (REMPLAN 2022):

- 6 FTE direct jobs.
- 18 FTE indirect jobs.
- \$12.7M of economic output (direct plus indirect impacts).
- \$4.1M of value-added (direct plus indirect impacts).

This project will deliver many positive outcomes to the community. It will be included in a tourism hub based around the airport which includes the National Trust listed Saumarez Homestead, Fleet Warbirds and the Welders Dog Brewery. This will attract new visitors to the region with an increase in room nights and revenue to local business. It will also link with other regional attractions such as the New England Regional Art museum, McCrossins Mill Museum at Uralla, local historic museums, Waterfall Way attractions etc., which will create a greater economic impact.

The building will be a community asset which can be used for other events such as functions, conferences, concerts, car shows and more. Because of its location it could be used in a disaster for storage due to the location on the New England Highway, near the airport and the Rural Fire Service Airbase or even an evacuation centre for displaced residents.

Moreover, the ATM could become part of a 'Transport Museum Trail' along eastern Australia given the proximity of other museums such as the Powerhouse Motorcycle Museum in Tamworth, the Inverell Australian Transport Museum, the National Motor Racing Museum in Bathurst, the Tenterfield Motor Museum and many others.



*The museum will form part of a tourism hub around the airport*



*22 new long-term jobs from visitor expenditure*



*24 jobs created during museum construction*

## 2.4 Stakeholder and Community Support

Initial consultations for this project commenced in 2008 with Armidale Regional Council. ATM Limited was established by Armidale Regional Council in 2008 as a not-for-profit public company limited by guarantee with charity status. It has 3 classes of shareholders including the Hardman family, Armidale Regional Council and the members of the organisation.

The ATM Limited entity has been operational and well supported by Armidale community for 13 years. It is highly regarded and is a well-known Armidale Institution.

The ATM is fortunate to have a number of owners of vintage motor vehicles and related memorabilia. Collectively these total ~400 exhibits. For more than 15 years, discussions have been advanced and plans formulated for the construction of the Transport Museum. These exhibits are not able to be viewed by the local community or visitors to Armidale and represent a significant unrealised tourism opportunity.

The museum will engage with other community groups such as BackTrack and the Men's Shed to create a much needed social presence providing fellowship, training and employment outside of the museum members. It will provide a living educational asset on transport in the region for schools etc.

The museum will be staffed almost entirely by local volunteers providing a substantial new volunteering outlet for the local community with associated upskilling and well-being benefits. A paid manager will also be employed from 2024 onwards.

The economic impacts described in the previous section also provide social benefits for the region through the provision of new jobs which flow from additional visitation to the Armidale LGA. The museum will help fill a local tourism 'gap' in that there are a limited number of attractions to bring more visitors to Armidale. Most visitors are either passing through on their way along the New England Highway or visiting friends/family.

Since inception in 2008, ATM Ltd have been trying to establish a permanent museum for the vast array of local transport exhibits in the local area which are rarely seen by the public. Over that time they have held a number of functions/events including:

- A public event at the initially proposed northern site for the museum including a car show in 2011.
- A display and fundraising dinner at the Armidale Jockey Club in 2011.
- Vintage vehicle displays at the Armidale Airshow in 2015.
- A car show at the Armidale Showground and K-mart carparks in 2014 and 2016.
- Several private donors have also made substantial contributions to the ATM over the years of up to \$10,000.

Community engagement/consultation/collaboration will be high. This is evidenced by the attached letters of support from a variety of local and national entities. Moreover, the museum will be almost entirely staffed by volunteers providing important community engagement, cooperation and skills.

The nationally recognised and awarded youth support program BackTrack Youth Works will also be involved with museum construction and operation. This group supports disengaged, mainly Indigenous youth:

- <https://backtrack.org.au/>
- <https://futuregeninvest.com.au/2022/08/11/qa-with-backtrack/>

Similarly, the Armidale Men's Shed will be involved in assisting with display construction (e.g. display cabinets etc.).

Armidale Regional Council are also a shareholder in ATM Ltd and will have an input into the ongoing operations and maintenance of the museum.



# Analysis of the Proposal



## 3.1 Objectives and Indicators

Table 3.1 Proposal Objectives

Key Problem/Issue	Key Proposal Objective	Key Success Indicator
Important local heritage assets are not visible to the public	Assets placed on local display in a highly-visible state-of-the-art museum	Museum visitation
Loss of economic activity and employment in the Armidale LGA	Provide a new tourism asset which will boost the visitor spend and create new jobs	Museum visitation, visitor expenditure, job numbers
Diversify the Armidale LGA economy	Provide a new tourism asset which will boost the visitor spend and create new jobs	Increased economic activity within the Armidale LGA tourism sector



1921 Isotta Fraschini



## 3.2 The Base Case

The base case is the current situation, the absence of a purpose-built museum with local valuable transport heritage assets locked away from public view.

## 3.3 Other Options Considered

Other options were considered on a different site, however Armidale Regional Council requested the museum be sited on the present site as they envisaged the area to be tourist 'hub' along with other attractions in this area. The site chosen by ARC has maximum visibility to the busy New England Highway, where over 2 million vehicles a year pass the building.

Unless the building is substantial and impressive and houses a 'world class' collection, there would be little incentive for the passing traffic to stop and visit the museum, and even less incentive to return or recommended it to friends and neighbours.

The sheer number of vehicles and other items for display means that a smaller museum option was not feasible. The ATM Board did not want to create a situation where they would constantly have to be adding onto the structure to cater for the displays. The objective is to display them all in one location at the same time.

To summarise, the preferred option has the following important features:

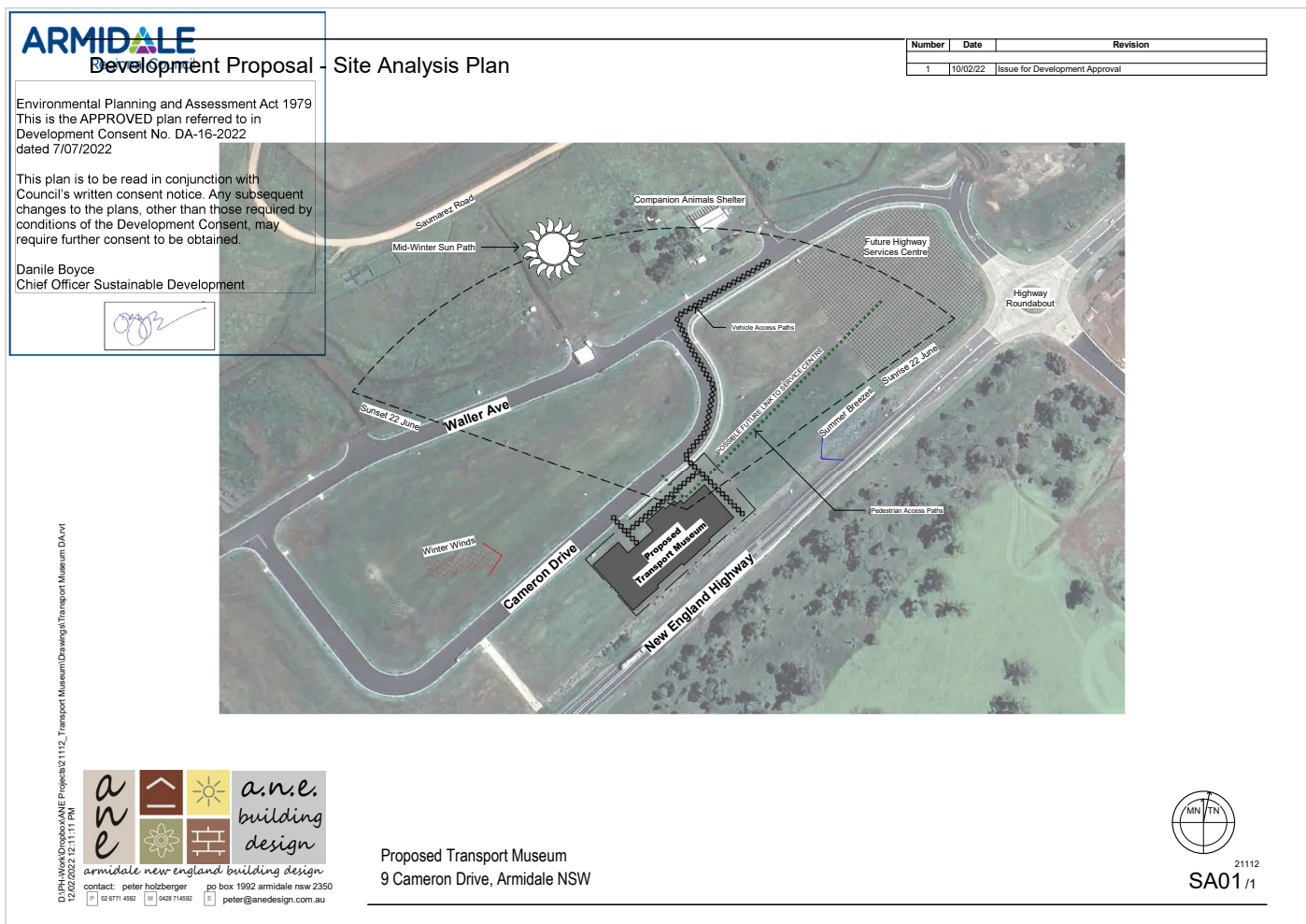
- Key location, next to the busy New England Highway with 2 million vehicles passing each year and at Airport.
- Highly visible as a representation, gateway and tourism attraction to Armidale.
- Just recently another company Aero Healthcare announced they will also be building a major facility in this sub-division.
- The number of vehicles, 60 alone ready to go on display, which are currently in Hardman's sheds.
- The collection of classic and vintage vehicles put together by the Hardman family is truly one of a kind and as such is a key part of the heritage and legacy of the Armidale community.
- This huge collection of wonderful vehicles requires a fittingly classic and suitable home for everyone to enjoy.
- This Business Park is all about quality and showcasing the opportunities Armidale represents. Its location on the southern entrance to Armidale is one of the first things passing drivers will see.



## 3.4 Information About the Proposal

The museum will be located at 9 Cameron Drive within the new Armidale Airside Business Park adjacent to the Armidale Regional Airport (Figure 3.1). Note that due to the newness of this precinct, Cameron Drive does not yet appear in Google Maps.

Figure 3.1 Site Location



The key quantifiable details of the museum are as follows:

- The museum will be 3,385m<sup>2</sup> in area on a 5,000m<sup>2</sup> site.
- Floor concrete slab.
- Walls Pre cast Concrete walls to 2 meters high (for security reasons).
- Colourbond Roof.
- Mezzanine floor capable of exhibiting motorbikes and other collectables (with a lift).
- Office and entrance area.
- Toilets.

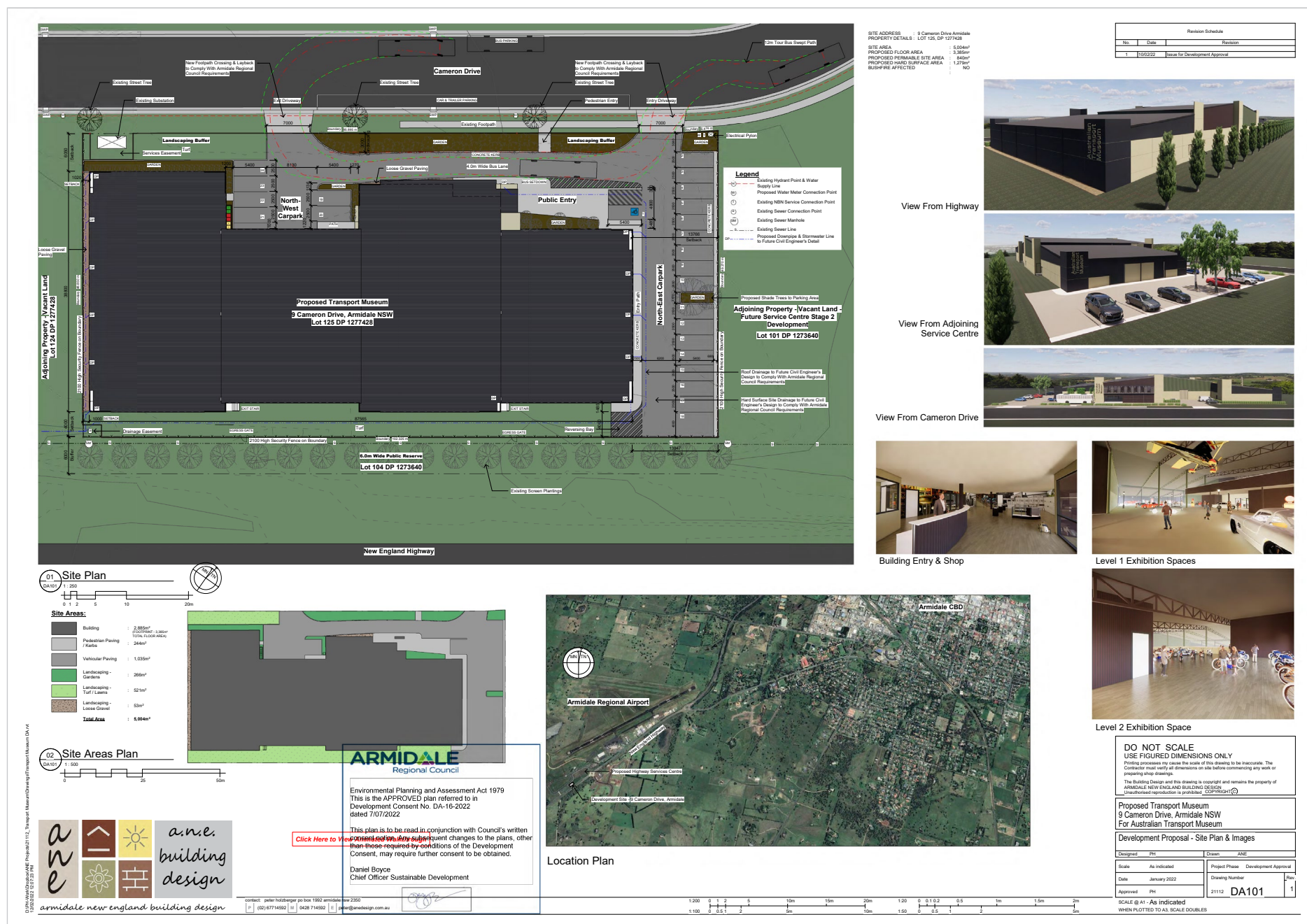
It will meet National Construction Code 2019 for accessibility, including compliance with the requirements of AS1428.1:2009 Design for Access and Mobility – General Requirements for Access – New Buildings.

Exhibits at the museum will include 80-100 vintage, veteran and classic vehicles as well as other transport related displays/collectibles including a history of aviation display relating to the air services to Armidale airport. There will also be a library of over 1,000 books, 15,000 original sales brochures, an electronic library and signs, badges, models etc.

Figure 3.2 provides concept diagrams of the proposal. A 3D walkthrough of the museum is available at <https://www.dropbox.com/s/ocsohxxcfxnmez/Australian%20Transport%20Museum%20Video.mp4?dl=0>



Figure 3.2 Museum Concept Plans



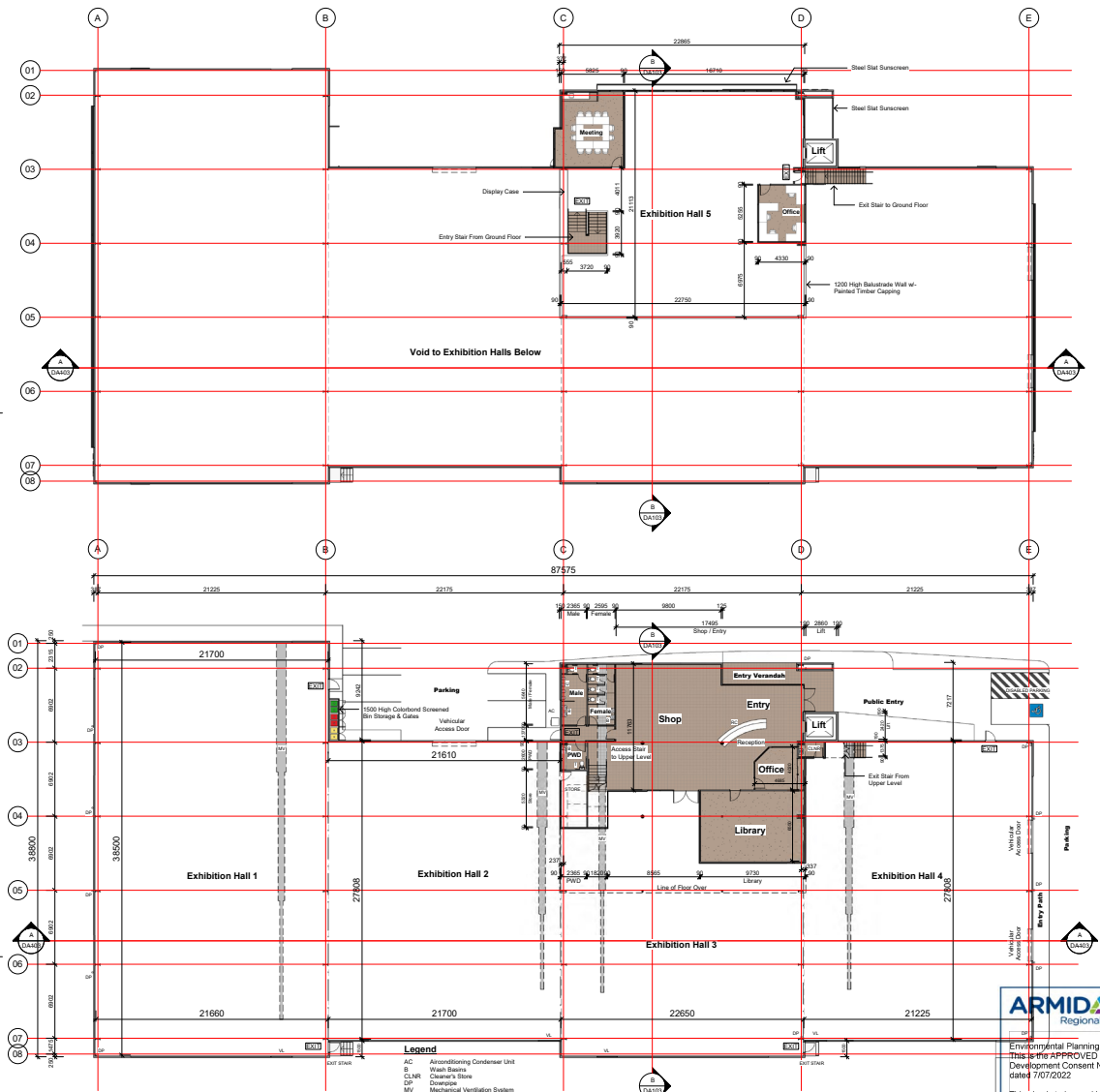
Revision Schedule		
No.	Date	Revision
1	10/02/22	Issue for Development Approval

**02 Level 2 Plan**  
DA102 1:200

**Floor Areas Level 2**  
Exhibition Hall 5 435 m<sup>2</sup>  
Meeting Room 30 m<sup>2</sup>  
Office 25 m<sup>2</sup>  
TOTAL AREA 500 m<sup>2</sup>

**01 Level 1 Plan**  
DA102 1:200

**Floor Areas Level 1**  
Exhibition Hall 1 850 m<sup>2</sup>  
Exhibition Hall 2 635 m<sup>2</sup>  
Exhibition Hall 3 485 m<sup>2</sup>  
Exhibition Hall 4 600 m<sup>2</sup>  
Shop 155 m<sup>2</sup>  
Office 20 m<sup>2</sup>  
Library 65 m<sup>2</sup>  
Amenities 45 m<sup>2</sup>  
Store 20 m<sup>2</sup>  
TOTAL AREA 2685 m<sup>2</sup>



- Legend**
- AC Air Conditioning Condenser Unit
  - B Wash Basins
  - CLAR Cleaner's Store
  - DP Downpipe
  - MEV Mechanical Ventilation System
  - PWD Access for People With a Disability
  - T Toilet Suite
  - U Bank of Urinals
  - VL Ventilation Louvres
  - VE Designated Fire Exit



Environmental Planning and Assessment Act 1979  
This is the APPROVED plan referred to in  
Development Consent No. DA-16-2022  
dated 7/07/2022

This plan is to be read in conjunction with Council's  
written consent notice. Any subsequent changes to  
the plans, other than those required by conditions of  
the Development Consent, may require further  
consent to be obtained.

Daniel Boyce  
Chief Officer Sustainable Development

*[Signature]*

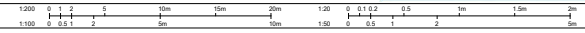
**DO NOT SCALE**  
USE FIGURED DIMENSIONS ONLY  
Printing processes may cause the scale of this drawing to be inaccurate. The  
Contractor must verify all dimensions on site before commencing any work or  
preparing shop drawings.  
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**Proposed Transport Museum**  
9 Cameron Drive, Armidale NSW  
For Australian Transport Museum

**Development Proposal - Floor Plans**

Designed	PH	Drawn	ANE
Scale	1:200	Project Phase	Development Approval
Date	January 2022	Drawing Number	
Approval	PH	21112	DA102

SCALE @ A1: 1:200  
WHEN PLOTTED TO A1 SCALE DOUBLES

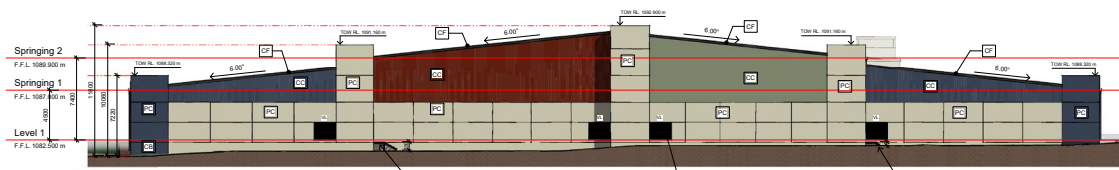


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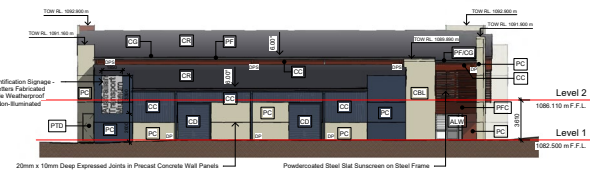


contact: peter hochberger (p.hochberger@ane.com.au) | 0428 714562  
peter@anedesign.com.au

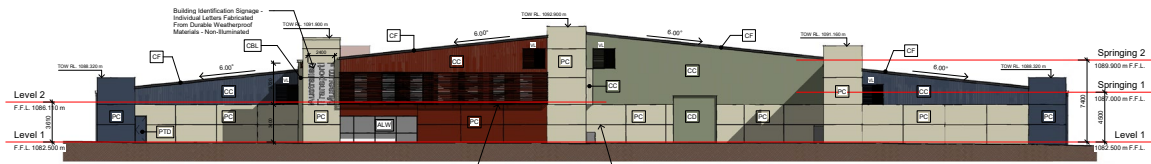
Revision Schedule		
No.	Date	Revision
1	10/02/22	Issue for Development Approval



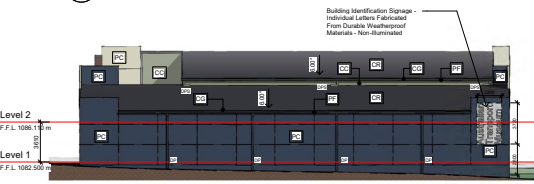
01 South-East (Highway) Elevation  
DA103 1:200



02 North-East Elevation  
DA103 1:200



03 North-West (Cameron Drive) Elevation  
DA103 1:200



04 South-West Elevation  
DA103 1:200



View From Highway



View From Cameron Drive

**Elevation Legend**

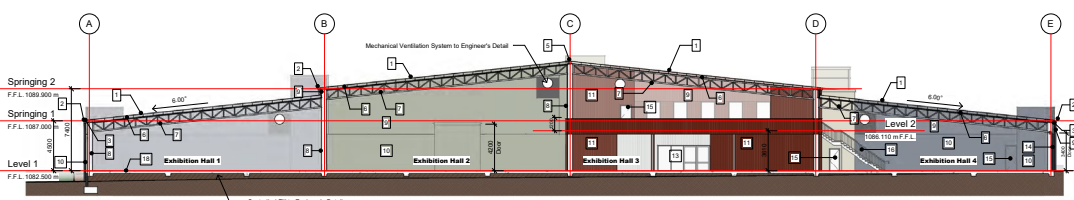
- ACM Anodized Aluminium Framed Shopfronts & Glazed Doors
- CB Concrete Block Sub-Floor Structure / Retaining Wall With Applied Texture Coat Finish
- CC Concrete Block Lift Structure With Applied Texture Coat Finish
- CD Corrugated Colorbond Wall Cladding
- CF Colorbond Finished Industrial Roller Door
- CG Colorbond Barge / Fascia
- CH Colorbond Gutters
- CI Colorbond Cornices
- CJ Corrugated Colorbond Roof Sheeting
- CK Precast Concrete Wall Panel With Applied Texture Coat Finish
- CL Painted Steel Fascia Putlin
- CM Fibre Cement Fascia Panel With Applied Texture Coat Finish
- CT Painted Timber Door & Steel Door Frame
- DN 150mmØ Colorbond Downpipe
- DS 150mmØ Colorbond Downpipe & Spreader
- VS Powdercoated Steel Ventilation Louvers

**External Colour Schedule**

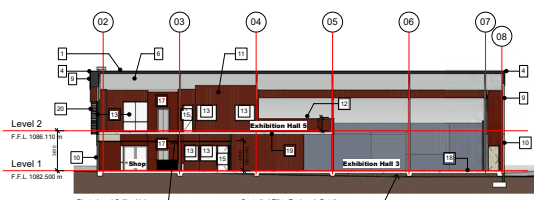
- Colorbond Monument: Roof Sheeting, Gutters, Painted Fascias & Barge, Painted Door Frames
- Colorbond Manor Hall: Wall Cladding, Downpipes, Sunscreen Slats, Applied Texture Paint Finish to Precast Concrete Panels & Fibre Cement Fascia Panels
- Colorbond Park Escarpment: Wall Cladding, Downpipes, Colorbond Finished Roller Doors
- Colorbond Deep Ocean: Wall Cladding, Downpipes, Colorbond Finished Roller Doors, Applied Texture Paint Finish to Precast Concrete Panels, Painted Timber Exit Doors
- Colorbond Evening Place: Applied Texture Paint Finish to Precast Concrete Panels, Painted Timber Exit Doors
- Dulux Powdercoat Black Rains: Dulux Black, Aluminium Shopfront Frames, Painted Steel Door Frames
- Dulux Powdercoat White Gloss: Aluminium Shopfront Doors

**Section Legend**

- 1 Colorbond Roof Sheeting Laid Over Reflective Foil Sarking Over Roof Structure
- 2 Colorbond Gutters
- 3 Painted Steel Fascia Putlin
- 4 Colorbond Barge Claddings
- 5 Colorbond Claddings & Flashings
- 6 Colorbond Soffit Linings to Underside of Putlins
- 7 Painted Structural Steel Roof Framing to Engineer's Detail
- 8 Colorbond Wall Cladding Laid Over Structural Steel Wall Framing to Engineer's Detail
- 9 Precast Concrete Wall Panels to Engineer's Detail
- 10 Colorbond Wall Cladding Internally on Timber Wall Frames
- 11 Painted Timber Cladding to Balustrade Wall
- 12 Anodized Aluminium Framed Shopfronts & Internal Windows
- 13 Colorbond Finish Roller Shutter Doors
- 14 Painted Timber Doors & Steel Door Frames
- 15 Painted Steel Slat & Balustrade
- 16 Stainless Steel Lift Doors
- 17 R/Concrete Floor Slab & Footings to Engineer's Details
- 18 Floor Structure to Engineer's Details
- 19 Powdercoated Steel Slat Sunscreen



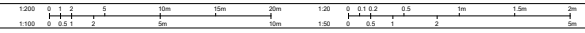
Section A  
DA103 1:200



Section B  
DA103 1:200



contact: peter hochberger (ph) box 1992 armidale nsw 2350  
t | (02) 67714562 m | 0428 714562 e | peter@anbuildingdesign.com.au



**ARMIDALE Regional Council**

Environmental Planning and Assessment Act 1979  
This is the APPROVED plan referred to in Development Consent No. DA-16-2022 dated 7/07/2022

This plan is to be read in conjunction with Council's written consent notes. Any subsequent changes to the plans, other than those required by conditions of the Development Consent, may require further consent to be obtained.

Daniel Boyce  
Chief Officer Sustainable Development

**DO NOT SCALE**  
USE FIGURED DIMENSIONS ONLY

Pricing processes may cause the scale of this drawing to be inaccurate. The Contractor must verify all dimensions on site before commencing any work or preparing shop drawings.

The Building Designer and this drawing is copyright and remains the property of ARMIDALE NEW ENGLAND BUILDING DESIGN. Unauthorised reproduction is prohibited. COPYRIGHT ©

**Proposed Transport Museum**  
9 Cameron Drive, Armidale NSW  
For Australian Transport Museum

**Development Proposal - Elevations & Sections**

Designed: PH	Drawn: ANE
Scale: As Indicated	Project Phase: Development Approval
Date: January 2022	Drawing Number: 21112
Approval: PH	DA103

SCALE @ A1 - As Indicated  
WHEN PLOTTED TO A1 SCALE DOUBLES

P:\04\2022\04\2022\04\2022\112\_TrafficMuseum\Drawings\Elevations\Museum DA.vr  
 1:200 2022 12 07 14:56

The project will have a dedicated project management team (the ATM Board) to ensure it is delivered on time and to budget.

The project is to be managed by a committee consisting of Mr. Andrew Murat and Mr Peter Ducat who have had over 40 years' experience in the construction, concreting and earthmoving fields, Hans Voskuyl, a qualified accountant and Mr Eric North as Secretary.

Project governance is summarised as follows:

- The project management team will interface with the contractors (likely Rice Constructions).
- Armidale Regional Council will be the certifying body - the Development Application is already approved.
- Interface with Government agencies will be via Mr Eric North as Secretary.

An experienced contractor (likely to be local Armidale firm Rice Constructions, with over 30 years' experience in the building construction and development industry -<https://www.ricegroup.com.au/>) will be engaged for construction and fitout. The Australian Transport Museum Board will hold regular (at least monthly) meetings with the contractor to ensure progress is on track.

### 3.4.1 Proposal Exclusions

None.

### 3.4.2 Related Projects

None.

## 3.5 Projected Costs

### 3.5.1 Projected Capital Costs

Table 3.2 Projected Capital Costs Inclusive of Contingency (\$'000s)

Stage	2022-23	2023-24	2024-25	Future Years	Total
Construction – Approvals	247.350				247.350
Construction – Site Works	460.071				460.071
Base cost estimate - Construction	2908.836	1578.093			4486.929
Contingency (10%)	425.442	185.658			611.100
Escalation (5%)	212.721	92.829			305.550
<b>Nominal cost</b>	<b>4254.420</b>	<b>1856.580</b>			<b>6111.000</b>

Table 3.2 cost estimates are based on the quotation from Rice Constructions Limited dated 4th February 2022.



### 3.5.2 Projected Ongoing Costs

A complete operational budget (Table 3.3 and 3.4) has been developed for the project which shows a positive net cash position in each year, rising to around \$82,000 at full visitation levels in 2026–27. This situation is largely generated by having only one full-time staff member (the manager) with volunteers providing most of the day-to-day operational input.

Table 3.3 Projected Operational Budget

Operating Budget				
Revenues	2023-24	2024-25	2025-26	2026-27
Visitor admission <sup>1</sup> (av. \$10.80/person)	38,880	116,640	174,960	194,400
Sponsorship and membership fees	12,500	12,500	12,500	12,500
Shop profit <sup>2</sup>	4,500	13,500	20,250	22,500
<b>Total Income</b>	<b>\$55,880</b>	<b>\$142,640</b>	<b>\$207,710</b>	<b>\$229,400</b>
<b>Operating costs</b>				
Manager salary + on-costs		85,000	90,000	95,000
Council fees and rent <sup>3</sup>	11,000	11,275	11,557	11,846
Building and public liability insurance <sup>3</sup>	6,000	6,150	6,304	6,461
Repairs and maintenance <sup>3</sup>		5,000	5,125	5,253
Net electricity after solar <sup>3</sup>	1,000	1,025	1,051	1,077
Phone, postage, internet, web hosting <sup>3</sup>	1,000	5,000	5,125	5,253
Bank fees <sup>3</sup>	1,000	1,025	1,051	1,077
Security <sup>3</sup>	3,000	3,075	3,152	3,231
Lift maintenance <sup>3</sup>	1,000	5,000	5,125	5,253
Advertising <sup>3</sup>	5,000	10,000	12,000	12,000
Cleaning and gardening <sup>3</sup>	1,000	1,025	1,051	1,077
<b>Total Costs</b>	<b>\$30,000</b>	<b>\$133,575</b>	<b>\$141,539</b>	<b>\$147,528</b>
<b>Net profit/loss</b>	<b>\$25,880</b>	<b>\$9,065</b>	<b>\$66,171</b>	<b>\$81,872</b>

Notes:

1. Based on visits starting at 3,600 pa, then 10,800, 16,200 and topping out at 18,000 pa
2. Shop profits increase in line with rising visitation
3. Increases at 2.5% pa

Table 3.4 Projected Ongoing Costs (\$000s)

Year	2022-23	2023-24	2024-25	Future Years	Steady State / Last Year	Total
Manager salary and on-costs		85	90	95	100	370
Council fees and rent	11	11.275	11.557	11.846	11.846	57.524
Building and public liability insurance	6	6.150	6.304	6.461	6.461	31.376
Repairs and maintenance		5	5.125	5.253	5.253	20.631
Advertising	5	10	12	12	12	51
Lift maintenance	1	5	5.125	5.253	5.253	21.631
Remaining costs	7	11.15	11.428	11.715	11.715	53.008
<b>Total</b>	<b>30.00</b>	<b>133.575</b>	<b>141.539</b>	<b>147.528</b>	<b>152.528</b>	<b>605.17</b>



1959 Oldsmobile 98 Coupe



## 3.6 Financial Appraisal

Table 3.5 shows the budget impact from the ATM perspective with the capital costs included along with operational costs in the cash-flow budget.



Table 3.5 Financial Appraisal (\$000s)

Operating Budget				
Revenues	2023-24	2024-25	2025-26	2026-27
NSW Government Funding	4214.420	1,796.580		
Hardman family contribution	15.000	85.000		
Visitor admission <sup>1</sup> (av. \$10.80/person)	38.880	116.640	174.960	194.400
Sponsorship and membership fees	12.500	12.500	12.500	12.500
Shop profit <sup>2</sup>	4.500	13.500	20.250	22.500
<b>Total Income</b>	<b>\$4285.300</b>	<b>\$2,024.220</b>	<b>\$207.710</b>	<b>\$229.400</b>
<b>Capital Expenditure</b>	<b>4254.420</b>	<b>1856.580</b>		
<b>Operating Costs</b>				
Manager salary and on-costs		85.000	90.000	95.000
Council fees and rent <sup>3</sup>	11.000	11.275	11.557	11.846
Building and public liability insurance <sup>3</sup>	6.000	6.150	6.304	6.461
Repairs and maintenance <sup>3</sup>		5.000	5.125	5.253
Net electricity after solar <sup>3</sup>	1.000	1.025	1.051	1.077
Phone, postage, internet, web hosting <sup>3</sup>	1.000	5.000	5.125	5.253
Bank fees <sup>3</sup>	1.000	1.025	1.051	1.077
Security <sup>3</sup>	3.000	3.075	3.152	3.231
Lift maintenance <sup>3</sup>	1.000	5.000	5.125	5.253
Advertising <sup>3</sup>	5.000	10.000	12.000	12.000
Cleaning and gardening <sup>3</sup>	1.000	1.025	1.051	1.077
<b>Total Costs</b>	<b>\$4284.420</b>	<b>\$1990.155</b>	<b>\$141.539</b>	<b>\$147.528</b>
<b>Net profit/loss</b>	<b>\$25.880</b>	<b>\$9.065</b>	<b>\$66.171</b>	<b>\$81.872</b>

Notes:

1. Based on visits starting at 3,600 pa, then 10,800, 16,200 and topping out at 18,000 pa
2. Shop profits increase in line with rising visitation
3. Increases at 2.5% pa

## 3.7 Proposed Funding Arrangements

Table 3.6 Proposed Capital Funding Contributions (\$000s)

Stage	2022-23	2023-24	2024-25	Remaining Years	Total
Proposal capital costs	4254.420	1856.580			6111.000
NSW Government (subject of this request)	4214.420	1796.580			6011.000
Council contributions					
Industry contributions					
Community contributions (Hardman family)	15.000	85.000			100.000
Other government contributions					
Other funding sources (please detail)					
<b>Sub-total</b>	<b>4219.420</b>	<b>1891.580</b>			<b>6111.000</b>

## 3.8 Financial Health and Support

The Hardman Family have committed to providing \$100,000 in cash toward the museum capital costs and approximately \$3.8M in value of veteran, vintage and classic vehicles for display in the museum.



1909 Talbot



# Implementation Case



## 4.1 Program and Milestones

Table 4.1 Key Events and Milestones

Event	Start	Finish
Finalise detailed design	Nov-22	Jan-23
Preparation of tender / quotation Documents	Dec-22	Jan-23
Secure quotes/tenders, award contract	Jan-23	Feb-23
Approvals and documentation, preliminaries	Jul-22	Feb-23
Construction	Feb-23	Apr-24
Opening/launch	Apr-24	Apr-24



1965 Sunbeam Tiger V8 and 1962 Lancia Fulvia Convertible

## 4.2 Governance

The project will have a dedicated project management team (the ATM Board) to ensure it is delivered on time and to budget.

The project is to be managed by a committee consisting of Mr. Andrew Murat and Mr Peter Ducat who have had over 40 years' experience in the construction, concreting and earthmoving fields, Hans Voskuyl, a qualified accountant and Mr Eric North as Secretary.

Project governance is summarised as follows:

- The project management team will interface with the contractors (likely Rice Constructions).
- Armidale Regional Council will be the certifying body - the Development Application process is underway.
- Interface with Government agencies will be via Mr Eric North as Secretary.

An experienced contractor (likely to be local Armidale firm Rice Constructions, with over 30 years' experience in the building construction and development industry -<https://www.ricegroup.com.au/>) will be engaged for the construction and fitout. The Australian Transport Museum Board will hold regular (at least monthly) meetings with the contractor to ensure progress is on track.

Rice Construction Group Pty Ltd has been consistently successful in completing a significant and diverse range of commercial, industrial, residential and civil projects. This has been achieved by collectively utilising the knowledge and resources of available personnel, project managers, and professional consultants. They are committed to using the full benefits and scope, of up-to-date technology, and are constantly improving their knowledge and service standards.

Because the project will be managed by a not-for-profit entity there will be no need for a formal tender process to engage a contractor. However, the Board will consider various potential contractors. Procurement of building materials will be arranged by the successful contract.

The Australian Transport Museum Board consists of:

- Michael Poulter (Chair), retired Armidale businessman
- Eric North (Secretary) retired Businessman, transport historian
- Sam Coupland, Armidale Regional Council Mayor
- Paul Pakeham, Armidale Regional Council councillor
- Peter Ducat retired Armidale businessman, former Mayor of Armidale
- Ron Thorp, retired businessman
- Lyndon Hardman, Director of Hardman Automotive Armidale and donator of most of the cars for display
- Chris Mitchell, owner of Comfort Inn City Centre Motel Armidale
- Don Hewitt, retired engineer
- Hans Voskuyl (Treasurer) not a Director- retired Corporate Accountant



## 4.3 Key Risks

A complete risk plan is provided in Table 4.2.

Table 4.2 Key Proposal Risks and Mitigation Options

Item	Risk(s)	Likelihood	Consequence	Rating	Mitigation Strategy	Residual Risk	Responsibility
<b>Logistics</b>							
Site availability	Site can't be secured by ATM Ltd, sold to another party	Low	Very high	Medium	Armidale Regional Council (ARC) have already documented gifting of the site to ATM Ltd and approved the DA.	Low	ATM/ARC
<b>Financial</b>							
Funding	Secure external funding capital works	Moderate	Very high	High	Ensure funding submissions meet required guidelines and highlight the importance of the project to the community. Do not commit to the construction phase until access to the funding is secured	Medium	ATM
	Co-funding not available	Low	High	Medium	Hardman family have guaranteed funds in writing	Low	ATM/ Hardman family
Costs	Tenders higher than estimated costs	Low	High	Medium	Detailed costings developed in business case from quote(s). Reconsider project scope and/or seek approval for budget variation	Low	ATM
	Variations during construction	Moderate	High	High	Ensure appropriate contracts in place to tenderer must account for variations	Low	ATM
	Lack of financial reporting/monitoring	Low	Low	Low	Monthly reports prepared by ATM, follow funding body reporting mechanisms	Low	ATM

Item	Risk(s)	Likelihood	Consequence	Rating	Mitigation Strategy	Residual Risk	Responsibility
<b>Regulatory</b>							
Regulations	Approvals not forthcoming	Low	High	Medium	Ensure early engagement with council planners before commencing construction to gauge likelihood of securing approvals and any issues which will modify plans. DA already approved.	Medium	ATM/ARC
Planning approvals	Delay in approvals	Moderate	Moderate	Medium	Ensure external contractor supplies appropriate documentation. Ensure preliminary meetings with appropriate Council staff to reduce unnecessary delays. Obtaining all necessary approvals, permits, designs, specifications and environmental/heritage assessments before commencing	Low	ATM/ARC/ contractor
Grant documentation	Approval and acquittal documentation not completed	Low	Low	Low	Ensure appropriate financial records kept, expenditure meets guidelines and all documents completed and checked prior to return	Low	ATM
<b>Procurement</b>							
Detailed design and tender documentation	Delayed	Low	Moderate	Low	Detailed design work will have been completed before going to tender. ATM Board members experienced in developing tender documents. External architect providing pro-bono support (a.n.e. Building Design)	Low	ATM/a.n.e.
Successful tenderer	Delay in response or engagement	Moderate	High	High	Ensure documentation is accurate. Ensure queries responded to/information supplied in a timely manner.	Low	ATM/a.n.e.
Poor response to tender	Delayed	Low	High	Medium	Develop clear precise tender documentation, ensure sufficient reach in advertising, sufficient time to respond, target specific firms for feedback, re-write and re-advertise if needed	Low	ATM/a.n.e.

Item	Risk(s)	Likelihood	Consequence	Rating	Mitigation Strategy	Residual Risk	Responsibility
<b>Pre-Construction</b>							
Approvals and consultation with landholders/ community	As above and below	Moderate	High	High	Extensive consultation must be conducted and any issues resolved during approvals process. DA already approved	Medium	ATM/ARC
<b>Construction</b>							
Project management	Appropriateness of Project Manager and team to deliver	Low	Low	Low	ATM Board experience in project management, experienced contractor selected	Low	ATM/ contractor
	Staff coverage	Moderate	Moderate	Medium	Regular meetings of project team with contractor to ensure continuity, appropriate documentation kept to allow temporary team replacement at short notice	Low	ATM/ contractor
Communication	Poor community consultation	Low	Moderate	Low	Should not be an issue considering the site and lack of neighbours and the minimal changes to the site	Very Low	ATM/ contractor
Safety	WHS incidents	Moderate	Moderate	Medium	WHS inductions for all workers and contractors, all site workers to hold valid White Cards and applicable licences, contractors to hold valid accreditations and insurances.	Low	Contractors
Flooding of the construction site.	Delays	Low	Low	Low	Not an issue due to site location	Low	ATM/ contractor
Timeframe	Delays	High	High	High	Regular onsite meetings with successful contractor to ensure potential delays identified and addressed ASAP	Low	ATM/ contractor



Item	Risk(s)	Likelihood	Consequence	Rating	Mitigation Strategy	Residual Risk	Responsibility
Design changes	Site characteristics require design amendments	Moderate	High	Medium	Most likely to relate to internal fitout rather than major structural changes as few will be required	Low	ATM/ contractor
	Changes to design by Councils/community/landholders/NSW Govt post-start	Moderate	High	Medium	As above	Low	ATM/ contractor
Construction materials	Unable to be sourced	Low	High	Low	Unlikely as materials commonplace. Select tenderer with proven ability to source materials. Regular onsite meetings with successful contractor to ensure potential materials issues are identified ASAP.	Low	Contractors
Community cooperation/opposition	Unable to secure support or opposition to the project from community in general or adjacent landholders	Low	High	Low	Should not be an issue considering the site and lack of neighbours and the minimal changes to the site	Low	ATM/ARC
<b>Operations Phase</b>							
Visitation	Estimated visitation levels not met	Moderate	High	High	ATM and Armidale Tourism/ARC to develop a detailed marketing and communication plan, ensure it is implemented.	Medium	ATM/ARC
Maintenance	Maintenance not conducted to standards	Low	Low	Low	Business case has factored in budgetary requirements for maintenance, ATM volunteers can contribute, on-going maintenance requirements likely to be low	Low	ATM
Maintenance	Lack of funding for maintenance	Low	High	High	As above. Also secure grants and sponsorship to support maintenance	Medium	ATM
Environment	Environmental damage	Low	Low	Very Low	Minimal scope for environmental impacts, contractors will employ any necessary protection measures	Very Low	ATM/ contractor



## 4.4 Legislative, Regulatory Issues and Approvals

A Development Application for this project was approved by Armidale Regional Council on 6th July 2022.

Otherwise only the normal requirements for the construction certificate are needed, there are no outstanding requirements or environmental requirements, no issues with visitors to the site.

The Development Application stipulates several key regulatory compliance conditions which are summarised as follows:

- EP&A Reg 2021: Compliance with Building Code of Australia.
- EP&A Reg 2021: Erection of signs.
- The development must be carried out in accordance with the following approved plans and supporting documentation (stamped by Council), except where the conditions of this consent expressly require otherwise.
- Construction works approved by this consent must not commence until:
  - a) a Construction Certificate has been issued.
  - b) the NSW Planning Portal has been advised.
- All Engineering works to be designed by a competent person and carried out in accordance with Council's Engineering Code suite, unless otherwise indicated in this consent, to ensure that these works are of a sustainable and safe standard.
- Essential Energy safety issues to be adhered to as per the DA.
- A parking designation and dedication request and supporting plan is to be submitted to Council for adoption from the Local Traffic Advisory Committee and approval from Council.
- A Stormwater Management System Plan is to be designed, demonstrating the manner in which all roof as well as surface water from paved and impervious areas is to be collected, controlled and directed to a legal point of discharge.
- An all-weather, nuisance-free surface for pedestrians and vehicles is to be provided throughout the site, including parking areas and driveways.
- The preparation of an Erosion and Sediment Control Plan (ESCP) and accompanying specifications for the construction phase of the works, shall be submitted to and approved by the relevant certifying authority before the release of a Construction Certificate for the development.
- Full details of all proposed external lighting for the development, which is to be prepared by a suitably qualified consultant, is to be submitted to the satisfaction of the Certifying Authority before the release of a Construction Certificate.
- Landscaping requirements.
- The submission of a detailed Construction Management Plan for the approval of the relevant Certifying Authority, before the release of a Construction Certificate for the development, to ensure that work is undertaken safely and to minimise nuisance to the surrounding area during all construction/work on site.
- Approval from Council under the Plumbing and Drainage Act 2011 and Regulations 2012 and the Plumbing Code of Australia (NCC 2016) to carry out plumbing and drainage work.
- Approval is to be obtained from Council as the roads authority pursuant to s138 of the Roads Act 1993 for all construction work required on Council road reserves, specifically installation of these two property vehicular accesses (driveway cross-over), and any footpath paving and/or stormwater disposal to kerb work.



- While demolition or building work is being carried out, all such works must cease immediately if a relic or Aboriginal object is unexpectedly discovered.
- The relevant Occupation Certificate must be obtained before the approved use commences, in accordance with the Environmental Planning and Assessment Act 1979 and to ensure the health and safety of the building's occupants.
- A Fire Safety Certificate covering each of the essential fire and other safety measures installed in the building must be provided to the Certifying Authority before the issue of an Occupation Certificate for any part of the building, to ensure the safety of the occupants in the case of an emergency.
- The property number is to be provided in a visible place on or near the entrance for the convenience of visitors, emergency services and postal services.
- Provision of twenty four (24) off-street parking spaces to serve the development (as shown on the approved plans and in accordance with Council's Development Control Plan 2012, Chapter 2.9) is to be completed before the issue of an Occupation Certificate, to ensure these facilities are available before the use commences.
- Access/facilities for people with disabilities is to be provided in accordance with the Building Code of Australia before the issue of an Occupation Certificate for the development and maintained thereafter.

## 4.5 Proposed Management Activities

### 4.5.1 Risk Management

The ATM board will engage a local contractor of high reputation and a proven ability to deliver a project on time and on budget. The contractor must abide by all NSW Health and Safety Rules and requirements. The contractor will ensure safety on the site and ensure it is fenced off when required.

The building designers have incorporated all safety and practical considerations to avoid any potential risks to builders, staff and guests. Disabled guests are well catered for in their visit and drive through drop off will be available.

The ATM Board who will oversee the project includes people with extensive experience in the construction industry and who are able to identify any problems that may arise and draw them to the contractor attention for rectification. Our accountant is well versed in the procedures needed for reporting to the grant authority and will keep accurate, up to date accounts. The committee will make regular inspections of the site and will meet with the contractor as often as is deemed necessary a minimum of once a month.

This it is a high profile and widely supported project, so there will be a lot of people/organisations monitoring progress e.g. Armidale Regional Council, who is a major supporter, having gifted the site to the ATM Limited. Also, the Transport Museum group itself - classic car enthusiasts who have a culture of doing things properly.

During construction we will be using the same professional and inclusive process used in both finalising the design and getting the DA approved.

During project planning, a number of risk reducing activities were undertaken as follows:

- A Virtual Reality walk through developed, which helped fine tune project design.
- Plans were sent around many people with skills in the building area to check plus those who will be helping set up vehicle displays.
- Many meetings, both face to face and by video conference to discuss and change the design put forward for DA approval.

- One such change was where room was made for a drive through drop-off and pick up for buses, to cater for elderly and disabled people. We want everyone possible to experience this wonderful collection of vehicles.
- The DA involved Armidale Regional Council and as it was over \$5m in value, it had to be sent to the independent Northern Regional Planning Panel for approval.
- There were no major problems in DA approval, testament to the job being done properly and professionally in the first place.
- Regular and normal building/construction checks will be conducted by Armidale Regional Council building inspectors.

## 4.5.2 Asset Management and Operations

Who will be responsible for the maintenance, operation and ownership of any new assets created by the proposal?

The Australian Transport Museum Ltd will be responsible for the maintenance, operation and ownership of the museum and all its assets and compliance with all health and safety considerations. The Museum will be owned by the company and in the unlikely event that the museum needs to close, the building will revert to Armidale Regional Council and exhibits returned to their owners. Property owned by the museum must be donated to a similar institution.

A operational phase cash-flow budget has been developed (attached) which includes an allowance for on-going maintenance and repairs. The budget shows an annual operating profit of around \$82,000 once full visitation levels are reached and after allowing for all operating costs including the employment of a full-time museum manager starting in Year 2 of operations.





# Attachments



## 5.1 Capital Cost Quotation



### 2.0 TENDER PROPOSAL

Rice Construction Group Pty Ltd is pleased to be able to submit this quotation/estimate for the construction of the proposed Armidale Transport Museum.

We would like to thank you for the opportunity to submit our quotation and if there is any further information you require then please do not hesitate to contact the undersigned.

### 2.1 TRADE PRICE BREAK DOWN

Trade	Cost ex GST
Preliminaries	\$483,060.00
Site Preparation	\$58,200.00
Concreter and external works	\$2,083,560.00
Carpenter and cladding	\$186,240.00
Main Structure, roofing and cladding	\$1,513,200.00
Plasterer	\$87,300.00
Tiler	\$29,100.00
Partitions	\$110,580.00
Carpet and Vinyl	\$58,200.00
Plumbing & Drainage	\$261,900.00
Electrical and Dry fire	\$465,600.00
Mechanical AC, ventilation and smoke exhaust	\$232,800.00
Painter	\$104,760.00
Lift	\$145,500.00
Subtotal	\$5,820,000.00
GST	\$582,000.00
<b>Total Lump Sum Price</b>	<b>\$6,402,000.00</b>

Note this price includes GST which has been removed from the budgets above. Also, 5% was added for consultants fees, approvals and documentation.

## 5.2 Letters of Support



# The Hon Barnaby Joyce MP

Federal Member for New England

Our ref: NE44397

26 August 2022

### To Whom It May Concern

It is with great pleasure that I provide this letter of support for an application by the Australian Transport Museum Limited, PO Box 1626, Armidale, NSW, 2350, for assistance under the NSW Regional Tourism Activation Fund.

I am aware the Australian Transport Museum Limited, a not-for-profit organisation, has been developing its plans over a number of years to establish suitable premises in the Armidale Regional Airport Business Park precinct to display its collection of historic vehicles, providing important educational opportunities on Australia's rich transport history and a new tourism attraction in the Armidale region.

The funds for this project will be used to assist with the construction of the Museum's building which will include a display area, transport research library, foyer, shop, function area, office and amenities with the aim of creating a world class transport museum. I have been advised the Development Application has been approved by Armidale Regional Council and is now 'shovel ready'.

Armidale has been greatly impacted by the recent drought, bushfires and COVID-19, as well as the reduction of numerous staff positions at the University of New England, and the Museum will play an important role in addressing the great need for more diverse attractions in the local community, which is anticipated to attract some 18-20,000 visitors each year, generating substantial income for the city.

I have no doubt that with appropriate assistance the Museum's Board will successfully undertake this important regional project and commend the members of the Australian Transport Museum Limited upon their commitment to this project which will bring important and much needed economic, educational, social, tourism and other benefits to the Armidale community for many years to come.

I trust my comments will be of assistance and certainly wish the Museum every success with its funding application and this excellent initiative.

Yours sincerely

The Hon Barnaby Joyce MP  
Federal Member for New England  
Shadow Minister for Veterans' Affairs

bj.lt.tam





**Adam Marshall** MP  
MEMBER FOR NORTHERN TABLELANDS

Mr Eric North  
Secretary  
Armidale Transport Museum Ltd.  
**By email: [e.d.north@outlook.com](mailto:e.d.north@outlook.com)**

### **Letter of Support – NSW Regional Tourism Activation Fund**

To Whom It May Concern

I appreciate the opportunity to lend my support to the Armidale Transport Museum's application for funding under the NSW Regional Tourism Activation Fund to construct a purpose-built museum for the display of historic transport items.

The Armidale Transport Museum team have worked extremely hard to design a museum that will address Armidale's need for more diverse tourism attractions. Armidale's economy and tourism industry was badly impacted by the drought, bushfires and pandemic and a Transport Museum will support efforts to revitalise and grow Armidale's tourist appeal.

Once completed, it is envisioned that the Museum will see 18,000 – 20,000 visitors per annum, all of whom will contribute to the accommodation and hospitality industry while visiting. With the support of Armidale Regional Council, the Armidale Transport Museum project is shovel ready.

This is an exciting project and I commend the Armidale Transport Museum for their foresight and desire to develop this important asset. I would be pleased to reiterate the value of this project if required and can be contacted as per the details in this letter.

Once again, thank you for the opportunity to lend my support to an application that will work to enhance tourism in the Armidale region.

Yours sincerely

**HON. ADAM MARSHALL MP**  
Member for Northern Tablelands

01 SEP 2022



21 January 2022

Your ref:

Our ref: AO/2022/00423

Mr Eric North  
Australian Transport Museum  
Via email to: [e.d.north@outlook.com](mailto:e.d.north@outlook.com)

Dear Mr North,

**Letter of Support – Armidale Transport Museum**

On behalf of Armidale Regional Council, I am delighted to offer my support to the Australian Transport Museum in their grant application to the Building Better Regions Fund, Round 6. This opportunity will enable the construction of the Museum which will display restored vintage vehicles that are currently stored in a number of locations throughout the Armidale region.

The museum will be capable of showcasing approximately up to 100 car exhibits at any one time. The facility will be a welcome addition to the attractions of Armidale and the region and will undoubtedly enhance tourism, motor vehicle education, especially for young people and also visitors to the region from across Australia. It will also provide protection for a significant number of classic vehicles. From what I understand, there are around 400 vintage vehicles which could be placed in rotation to the Museum.

Council is very pleased to continue its long-term support and I wish you every success with your Building Better Regions grant application.

Please contact me by email to [scoupland@armidale.nsw.gov.au](mailto:scoupland@armidale.nsw.gov.au) or my office on (02) 6770 3832 if you would like to discuss.

Yours sincerely,



Cr Sam Coupland  
**Mayor**

21 January 2022

Your ref:

Our ref: AO/2022/00422

Mr Eric North  
Australian Transport Museum  
Via email: [e.d.north@outlook.com](mailto:e.d.north@outlook.com)

Dear Mr North,

**Letter of support – Australian Transport Museum Ltd**

It is with great pleasure that I am able to confirm the Armidale Regional Council (ARC) support for construction of the Australian Transport Museum to be constructed in Armidale at the Airside Business Park. Council resolutions in May 2017 and again restated in January 2021 signifies the strong support of ARC for such a facility.

The ARC resolution of May 2017 agreed to lease an area of 5000 square metres of land within the proposed airport industrial precinct, now known as Airside Business Park. That resolution included that a lease agreement be prepared to provide a peppercorn lease fee of \$365 per annum with the lease having a term of ten years with an option of a further ten years.

The significance of the ARC decision and support can be evidenced by the current market value for the land either to be sold as a freehold lot or its commercial lease value. The assigned block would attract circa \$550,000 ex GST if it were sold to the market or attract a commercial lease value of \$55,000 per annum; either way the ARC commitment is generous.

Armidale and the broader region is on the cusp of a significant period of sustained growth and tourism is seen as one of the pillars that will sustain that growth.

A major tourist attraction capable of showcasing approximately 80 to 100 car exhibits at any one time will be a welcome addition to the attractions of Armidale and the region and will no doubt enhance tourism, motor vehicle education and also visitations to the region from across Australia. It will also provide protection for a significant number of classic vehicles. I understand that there are around 400 vintage vehicles which could be placed on rotation in the facility.

ARC is pleased to continue its long-term support and wishes you every success with your forthcoming grant application.



Please contact me on (02) 6770 3822 or by email at [jroncon@armidale.nsw.gov.au](mailto:jroncon@armidale.nsw.gov.au) if I can be of further assistance.

Yours sincerely



Mr James Roncon  
**General Manager**



To whom it may concern,

I believe that having the Armidale/New England Car Museum in Armidale would be a massive benefit to the local community and economy.

As a motel operator in the area it would be of great pleasure to be able to give my guests the opportunity to spend another day in town exploring the car museum. I believe this would in return give tourists the opportunity to stay in town for longer than they would have and therefore spend more funds in the local economy in the form of accommodation, food and more leisure activities.

We are looking forward to when the Car Museum opens and are hoping to become sponsors of the museum, as we can see a direct benefit to not only our locally owned and operated business but to the community as whole.

Kind Regards,

Phill Mitchell

Managing Director

Comfort Inn City Centre Armidale,  
146 Dangar St, NSW, 2350  
02 6772 2351

# Hardman Automotive

ABN 59 103 439 881

101 Marsh Street (P.O Box 254)

Armidale, NSW 2350

Telephone (02) 6772 8411

Facsimile (02) 6772 1512

Email: [sales@hardmans.com.au](mailto:sales@hardmans.com.au)

To Whom It May Concern

Hardmans of Armidale have a long history in the automotive industry in Armidale.

It is with great pleasure that we write to confirm that we support the establishment of the Australian Transport Museum to be built here in Armidale.

We are prepared to sponsor the museum as we feel it would be a valuable asset for the Armidale community.

Sincerely



Philip Hardman  
Dealer Principal



**Subject:** FW: Backtrack Armidale  
**From:** <ewebeautproducts@bigpond.com>  
**Date:** 17/11/2020, 9:30 pm  
**To:** "Eric North" <ericnorth44@gmail.com>

---

**From:** Steve Bramley <steve@backtrack.org.au>  
**Sent:** Tuesday, 17 November 2020 3:55 PM  
**To:** ewebeautproducts@bigpond.com  
**Subject:** Backtrack Armidale

Thanks for your time and effort explaining the plans for the Australian Transport Museum. We would be proud to be associated with this project not only in the initial stages and during construction, but also aid in the ongoing maintenance and operation of the museum. We see it as a massive boost for not only Armidale but the wider area and believe it truly could become a unique stop over point and a needed boost for local tourism operators. We believe the skills our young people currently have, and the skills we are teaching ongoing lends itself to being a part of this wonderful project in many ways. I look forward to seeing the plans progress and how Backtrack as a whole could contribute

Many Thanks



**Steve Bramley | Operations Manager – BT Works**

Our Mission is simple "To help as many young people having a hard time as possible"  
**P:** 0436433238  
**E:** [steve@backtrack.org.au](mailto:steve@backtrack.org.au)  
**W:** <http://www.backtrack.org.au>  
PO Box 4436, Armidale NSW 2350

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# The Classic and Specialist Car Club of Northern NSW Inc.

President  
PO Box 564  
Armidale NSW 2350

21 November 2020

To Whom it May Concern.

## **Support for Establishment on Transport Museum**

The Classic and Specialist Car Club on Northern NSW Inc. is dedicated to the restoration, preservation and use of all rare and unusual cars from veteran to modern. To this end we are in support of the establishment of a museum in Armidale that aims to provide a history of motoring in northern NSW, in particular the Armidale district.

Our club often hosts car clubs from around the state and with a museum in Armidale this would attract more of clubs to the area. It would also provide a tourist attraction that can both educate and entertain visitors. The local population and school groups would also benefit from the educational and heritage benefits of such a facility.

Interest in our motoring heritage is expanding. With a permanent display in Armidale this can only foster and enhance that interest.

Yours Sincerely

Graham Earl  
President  
The Classic and Specialist Car Club of Northern NSW Inc.

**Subject:** Fwd: Support for the Armidale Transport Museum  
**From:** L Poulter <poulter1@bigpond.net.au>  
**Date:** 27/11/2020, 10:54 pm  
**To:** Eric Margaret North <ericnorth44@gmail.com>

Sent from my iPad

Begin forwarded message:

**From:** Judy Grieve <judycobben@gmail.com>  
**Date:** 27 November 2020 at 11:22:31 am AEDT  
**To:** Mick Poulter <poulter1@bigpond.net.au>  
**Subject: Support for the Armidale Transport Museum**

To whom it may concern:

The Armidale and District Historical Society Inc. offers full support to the Armidale Transport Museum Committee to secure funding for the Museum which they have been endeavouring to set up for a number of years. They have been collecting exhibits, have a site which is in an ideal position near the Highway and the airport and have reached this point of being in a position to apply for funding to establish the Museum. They are to be congratulated for the perseverance to achieve their goal, which, with adequate funds will become a reality. The proposed Museum will be a significant attribute to Armidale and a long-term local and tourist attraction.

Yours faithfully,

Judith W. Grieve OAM,

Armidale and District Historical Society Inc. President



# Kellys Transport Pty Ltd

134 Bundarra Rd  
Armidale, NSW 2350  
02 6772 4513

Monday, 30 August 2021

Hello Eric,

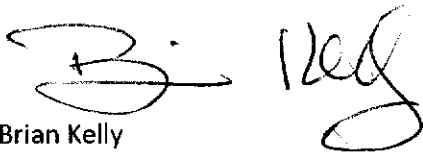
I wish to show my support and the support of my brothers at Kellys Transport for the Armidale Transport Museum.

We all know how much effort has been involved by lifelong members, with the likes of Lyndon and Des Hardman with their donation of land. Peter Ducat, who supported the Transport Museum when he was mayor and as chairman as well as being a great foundation member. There are many others who believe this would be a great asset to our great city.

The fight to establish the Transport Museum has continued for over 20 years. It is a real disappointment to many great people who know how many valuable cars there are available to display planted in sheds, garages and houses in the district.

I was a Councilor at Armidale Council from 2000 to 2013 and have always been a supporter of the project. Ive seen it go around the block a couple of times and it has worn most people down over the last 20 years. The opportunity to receive a grant to make the museum a reality would be a godsend.

Regards,

A handwritten signature in black ink, appearing to read 'Brian Kelly', written over a horizontal line.

Brian Kelly  
Managing Director  
Kellys Transport Pty Ltd

5 Catherine Street  
Armidale 2350

13 November 2020

Chairman  
Australian Transport Museum  
Armidale Airport Business Park  
c/- [ewebeautproducts@bigpond.com](mailto:ewebeautproducts@bigpond.com)

Dear Sir

Saumarez Homestead and The National Trust of Australia (NSW) wish to confirm and declare their strong and continuing interest in the tourism hub coming together along the new Saumarez Road in the airport business park and in the vicinity of The Croft.

Clearly, an ever closer association between the transport museum, including not only automobiles but also elements on aviation and other technologies, and such a significant heritage property as Saumarez Homestead will facilitate the networking, cooperation and packaging of natural and cultural attractions needed to boost regional tourism.

Saumarez Homestead is keen to work in any practicable manner with you to enhance the appeal of this concentration of attractions for locals and visitors. This, in turn, will build the network of associated attractions such as NERAM, Museum of Antiquities, Natural History Museum, Boiler House Discovery Space, the region's wealth of national parks, waterfalls, gorges and other landforms. The more we cooperate and package these attractions the longer visitors will stay and thus boost local and regional economies. You may recall that Saumarez Homestead has been funded by Infrastructure NSW to be a key driver for regional tourism in this manner. After many system delays this Sustainable Saumarez Homestead Tourism Project (SSHTP) is now firmly under way and is scheduled for completion by June 2021.

It is in everyone's best interest to ensure greater public access to these attractions in the most cooperative manner we can achieve. The perception is quite widespread that Armidale groups are not renowned for networking, cooperating and packaging attractions together. In the last few months there are clear indications this is beginning to turn around. We now have a superb opportunity with this tourism hub in the business park, built especially around the transport museum, to lead the way into a new era for the benefit of all.

Saumarez Homestead and the National Trust of Australia (NSW) anticipate many benefits for Armidale and New England from a close association with the Australian Transport Museum.

Yours faithfully

Dr John Atchison OAM  
Chair  
Saumarez Homestead Advisory Committee  
National Trust of Australia (NSW)



24 September 2021

The Secretary  
Australian Transport Museum Limited  
44 Ash Tree Drive  
**ARMIDALE NSW 2350**

The NSW Rural Fire Service New England Zone is pleased to support the grant application from the Australian Transport Museum Ltd for your new building in Armidale at the Armidale Airport.

The new building funded by the grant will bring money back into our District which was badly impacted by the fire activity of 2019/20 in addition to providing a tourist facility to encourage visitors and may provide local employment opportunities for our local communities.

Yours sincerely

Inspector Liz Ferris AFSM JP  
**A/DISTRICT MANAGER**

**Postal address**  
NSW Rural Fire Service  
New England Zone  
PO Box 195  
Armidale NSW 2350

**Street address**  
NSW Rural Fire Service  
New England Zone  
10 Mann St  
Armidale NSW 2350

**T** (02) 6771 2400  
**F** (02) 6771 3380  
Email: [newenglandteam@rfs.nsw.gov.au](mailto:newenglandteam@rfs.nsw.gov.au)  
[www.rfs.nsw.gov.au](http://www.rfs.nsw.gov.au)





## Department of Primary Industries

4<sup>th</sup> October 2021

To Armidale Car Museum

### **RE Armidale Car Museum Grant Application**

The Rural Recovery Support Service (RRSS) is managed by the NSW Department of Primary Industries (DPI) and funded by Resilience NSW, to provide support to rural landholders, primary producers and communities that have been impacted by the recent bushfires. As a Recovery Officer, my role is to provide bespoke and holistic client-centric services to individuals and communities impacted by disaster by facilitating strategic capacity building activities such as case management, networking, community engagement and development, and supporting community driven disaster recovery, resilience and preparedness activities.

It is without hesitation I provide my support for your application to progress the establishment of the Armidale Car Museum. Following the Black Summer Bushfire many of the natural assets which are the cornerstone of local tourism were destroyed and this has had a significant long-term impact on tourism in the Armidale Region. A destination and drop-in based tourism attraction such as the Car Museum will be a key asset to underpin the tourism potential of Armidale into the future. When nature tourism is impacted by droughts, floods and bushfires an asset such as the Car Museum will be a critical drawcard to maintain ongoing tourist traffic into the Armidale Region.

The Car Museum is an authentic example of a project that can bring real and sustained economic development to a community impacted by the Black Summer Bushfires. The location on the highway makes it an ideal drop-in attraction and the ability to regularly change the display makes it an attractive return destination for the car enthusiast. Having a new and diversified attraction such as this will lead to a multiplying impact on the local community with these tourists extending their stay in Armidale and spending more money while they are here.

Please do not hesitate to contact me if I can provide and further insights into the value of this project.

Sincerely

Greg Mills

Recovery Officer, Rural Recovery Support Service – Mid Coast  
NSW Department of Primary Industries – Armidale/Ebor  
Strategy & Engagement  
E| [Greg.mills@dpi.nsw.gov.au](mailto:Greg.mills@dpi.nsw.gov.au)  
M| 0417 476 884





18 January 2022

Mr Eric North  
Australian Transport Museum  
PO Box 1626  
ARMIDALE NSW 2350

VIA EMAIL: [ericnorth44@gmail.com](mailto:ericnorth44@gmail.com)

Dear Mr North

Thank you for contacting the NRMA highlighting plans for the Australian Transport Museum, Armidale.

As the largest mutual in Australia with more than 2.7 million Members, the NRMA works with government, industry and community to advocate for continued improvements to Australia's mobility, travel and tourism industries.

Having supported Members for more than 100 years, the NRMA continues to advocate for sustainable initiatives that improve livability and economic conditions, particularly in the regions.

The Australian Transport Museum's vision to educate and publicly showcase Australia's motoring and machinery history is an endeavour that will support Armidale and the broader Northern Tablelands region.

The NRMA recognises the importance of this initiative, as well as the social and economic benefits associated with significant places of interest. It is in this regard I am pleased to provide the NRMA's support for the Australian Transport Museum's application.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Giltinan'. The signature is fluid and cursive, with a large loop at the end.

**Robert Giltinan**  
Director of Policy & Public Affairs

# Rydges Armidale

4<sup>th</sup>October 2021

31 Marsh St, Armidale NSW 2350

To whom it may concern,

It is my pleasure to write a letter of support of the application for Grant funding by The Australia Transport Museum.

We strongly endorse the objective of increasing tourism and spending in the region with all the direct and indirect benefits this brings to the local economy. By attracting a vast array of tourists to our region we are opening up many opportunities not only for locals but visitors as well.

In Conclusion, I fully support the efforts of the Australian Transport Museum as they seek external funding to support a program designed to assist the local economy to recover and thrive. Any grant funding received will have a direct targeted impact on the local economy.

Warm regards,

Monty Maguire

Hotel General Manager

*Monty Maguire*

## 5.3 Destination NSW Letter of Support



5 September 2022

Mr Eric North  
Secretary  
Australian Transport Museum Limited  
PO Box 1626  
Armidale NSW 2350

Dear Mr North

**LETTER OF SUPPORT – ‘Australian Transport Museum’** from the NSW Regional Tourism Activation Fund, Round 2.

On behalf of Destination Country and Outback NSW (DNCO), I write in support of the Australian Transport Museum’s applications for funds from the Regional Tourism Activation Fund to construct the Australian Transport Museum in Armidale. The museum will be a high impact tourism infrastructure which has the capacity to increase the regional, interstate, and international appeal of regional NSW and boost the visitor economy through increased visitation and job creation.

Destination Country and Outback NSW (DNCO) is one of seven Destination Networks established by the NSW Government to assist build the capability of the industry, and to strengthen the visitor economy in the Country and Outback region of NSW. DNCO includes 25 Local Government Areas (LGAs) and the Unincorporated Far West region of NSW.

Because the New England North-West Tourism Region has shown a significant growth in Domestic overnight travel with Visitor Nights up +20.38% and Domestic Visitor Expenditure (+43.5%) for the period YE 2016-2020<sup>1</sup>, upgrading existing infrastructure at high impact tourism destinations and visitor experiences, to attract people with disabilities and/or accessibility requirements, is crucial to continue to meet visitors’ expectations and to further boost visitation in the Armidale local government area. The Australian Transport Museum anticipates that it will attract 18-20,000 visitors per year, many of whom they expect to stay a night, or an extra night in the town.

### **Strategic Alignment to Local, Regional and State Plans**

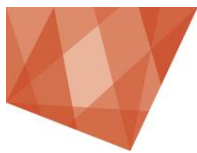
The project is strategically aligned to the following important plans:

#### **1. Local: Armidale’s Operational Plan and Budget 2021-2022**

The project assists in the delivery of Armidale’s Operational Plan and Budget 2021-2022’s key principle activities which is to *‘attract visitors to stay in the Armidale Region longer, enhance the economic and cultural offerings and attractions of the region, and encourage people to stop and visit the region’s centres as they commute between other destinations.’* (p. 18)

#### **2. Regional: Destination Country + Outback Draft Destination Management Plan 2022 – 2030**

We have drafted a Destination Management Plan (DMP) for the Region, with the core ambition being to:



*'Facilitate the development and enhancement of world-class visitor experiences and events that create meaningful connections between the place, its communities and businesses with visitors to the region.'*

The project assists in the delivery of DNCO's DMP ambition, and provides an ideal platform to grow the visitor economy in the Armidale region and

A priority focus area of the DNCO DMP, outlined on page 39, states the importance of DNCO's role to *'Collaborate with local Councils to shape priorities and attract investment for major infrastructure projects and improvements that enhance connectivity and accessibility, deliver shared benefits to communities and the visitor economy and enable greater linkages between the LGAs.'*

The project dovetails with a key Game-changer project within DNCO draft Destination Management Plan: Collaborate to revitalise visitor services across the region (p. 3)

### **3. State: 2030 Visitor Economy Industry Action Plan (VES)**

In January 2021, the NSW Government released the 2030 Visitor Economy Strategy (VES). This plan supports the Commonwealth Government's ambition to develop Australia's visitor economy industry to a top tier sector. The VES outlines a whole-of government approach in partnership with industry to achieve an ambitious economic target, and its 5 Guiding Principles are designed to ensure continued growth within the visitor economy.

A number of these Guiding Principles dovetail with the projects in the Armidale Shire, and these include:

- **Put the Visitor First**  
*A greater understanding of potential visitors by segment will deliver high performance marketing solutions and improve the visitor experience*
- **Lead with our strengths**  
*Identify potential new markets, highlight emerging trends and focus to develop and promote accessible tourism products, experiences, events and visitor precincts*
- **Move fast, be responsive and agile, while taking a longer-term view**  
*Build agility into the way we operate so we can take advantage of opportunities as they emerge and adapt to change and prepare for future industry disruption, innovation and global trends*
- **Collaborate with industry**  
*We will foster greater engagement and cooperation with the industry to deliver the vision and take a whole-of-government approach to growing the NSW visitor economy.*

The projects have our full support in delivering on the DNCO DMP's ambition and by bringing significant economic benefits for the region, both of which will contribute to meeting the State Government targets outlined in the 2030 Visitor Economy Strategy.

Please contact me if further information is required.

Kind Regards

Lucy White  
General Manager





Regional  
Development  
*Australia*

NORTHERN INLAND NSW

[www.rdani.org.au](http://www.rdani.org.au)

Developed by RDA - Northern Inland  
for Australian Transport Museum  
September 2022