

Mt Keira Summit Park and Mt Keira Pass Upgrade - Cost & Benefits Estimates & Analysis															
Stage	Description	Estimated Cost	Status	Funding Sources			BENEFIT COST ANALYSIS								
				Source	Amount	Status	Design Life (yrs)	Total Depreciation	Maintenance & Operations (p.a.)	Whole of life Operational Costs	Total of Annual Costs	Total whole of life costs	Total Benefits	Net Present Value	Benefit Cost Ratio
Stage 1	Mt Keira Road stabilisation														
1a	Mt Keira Rd embankment and cliff stabilisation	\$1,892,300	Construction underway	WCC	\$1,512,300	Confirmed	50	\$567,690	0.20%	\$189,230	\$756,920	\$2,649,220			
1a	Stage 1b - Mt Keira Rd reconstruction	\$425,200	Construction underway	WCC	\$425,200	Confirmed	35	\$425,200	0.58%	\$85,646	\$510,846	\$936,046			
				Aust Govt	\$380,000	Confirmed									
	sub-total	\$2,317,500			\$2,317,500										
Stage 2 *	Mt Keira Summit Park Power & Water connections														
2a	Mt Keira Summit High Voltage Power Supply	\$1,990,540	Designs complete, final approvals being sought	WCC	\$250,000	Confirmed	25	\$1,990,540	3.00%	\$1,492,905	\$3,483,445	\$5,473,985			
2b	Mt Keira Summit potable water supply and storage	\$1,431,400	investigations started	WCC	\$150,000	Confirmed	50	\$1,431,400	1.00%	\$715,700	\$2,147,100	\$3,578,500			
2c	Telecommunications tower security fence upgrade	\$61,300	Under construction	WCC	\$61,300	Confirmed	15	\$61,300	1.00%	\$9,195	\$70,495	\$131,795			
	sub-total	\$3,483,240			\$461,300										
Stage 3 *	Mt Keira Summit Park Upgrade														
3a	Upgrade fire protection zone, demolition of former kiosk building (inc dispose asbestos), replace tourism directional signs	\$222,700	Not yet started				15	\$38,800	1.00%	\$33,405	\$72,205	\$294,905			
3b	Master planning of Summit Park	\$150,000	Not yet started	WCC	\$50,000	confirmed			0.00%	\$0	\$0	\$150,000			
	sub-total	\$372,700			\$50,000										
Stage 4 *	Summit Park Initial Facilities upgrade														
4a	Mini-kiosk facility to re-establish the Summit Park as a destination	\$170,600	Concept only		\$0		15	\$170,600	1.00%	\$25,590	\$196,190	\$366,790			
4b	Bicycle parking and drink station	\$56,900	Concept only		\$0		15	\$56,900	1.00%	\$8,535	\$65,435	\$122,335			
	sub-total	\$227,500			\$0		TOTAL	\$3,749,540		\$2,285,330		\$10,118,310	\$12,417,000	\$2,298,690	1.23
Stage 5 #	Mt Keira Summit Park Upgrade - new kiosk and dining facility														
	Design and construction of new Kiosk/restaurant facility based on final master plan	\$2,814,000	Pre-concept estimate based on estimates for similar facilities in the Wollongong		\$0		35	\$2,814,000	0.75%	\$738,675		\$2,814,000			
	Total Estimated Cost	\$9,214,940		Total Funding	\$2,828,800		TOTAL	\$6,563,540		\$3,024,005		\$12,932,310	\$23,041,000	\$10,108,690	1.78
	Requested funding under Resources for Regions #	\$3,572,140													

* The subject of this Expression of Interest

No funding requested or sought at this time. Development to be the subject of a Council led Expression of Interest process upon delivery of

Relationship between the Mt Keira Summit Park and Associated Infrastructure Project and Mining Activity in the Illawarra

This project will provide critical infrastructure required to support access to and use of Mt Keira Summit Park and the alternative road connection between Wollongong and the State road network via Picton Road. The project includes -

1. Major cliff and slope stabilisation works followed by road reconstruction to reopen Mt Keira Road
2. Replacement of failed high voltage power supply
3. Design and construction of an upgraded potable water supply and emergency fire fighting water supply and storage
4. Construction of a new security fence around the emergency Telecommunication Tower and improvements to the Asset Protection Zone

BACKGROUND

1. Mt Keira Road:

- Mt Keira Road is an alternative access to Wollongong from the state road network and provides direct access to Sydney Catchment lands and the Illawarra Escarpment State Recreation area, alternative access during emergency closures of the nearby Mt Ousley Road, alternative/emergency access to Mt Kembla during closures of Cordeaux Road, emergency access to the escarpment during bushfire event (the Mt Keira RFS facility is located on the lower sections of Mt Keira Rd)
- The former Main Road 186 {Mt Keira Road from Picton Road to the Princes Highway (Crown Street) West Wollongong} was reclassified between the Princes Highway and Harry Graham Drive (approximately 2 km west of the current road closure due to slope and cliff instability) as a local road in 1996 following the closure of the former Mt Keira Mine. The remaining section of MR186 between Harry Graham Drive to Picton Road was retained as a Main Road until 2011 due to continuing coal haulage to the O'Briens Drift from mines west of the escarpment.
- As a result of 1996 reclassification, the road became the sole responsibility of Wollongong Council following the complete of a pavement repair program funded by the then Roads & Traffic Authority.
- Mt Keira Road east of Clive Bissell Drive traverses challenging and unstable escarpment slopes and cliff lines and has been the subject of continuous movement and pavement deformation and isolated failures
- As a result, Council undertook major geotechnical investigations in 1998 that identified rock fall and landslide hazards on various sections of Mt Keira Road. Since 1998, Council has been monitoring the status of the road and undertaking planned repair and stabilisations works for many years as well as undertaking geotechnical investigations
- Following additional investigations and design, significant remediation works to address the highest risk sites were undertaken in 2000 and 2002.
- From 2002 to 2008 further works on Mt Keira Road were deferred following a series of significant cliff and slope failures along Harry Graham Drive in Kembla Heights. The Mt Keira Road site was monitored and, following completion of works on Harry Graham Drive, geotechnical reassessment were undertaken in 2008
- June 2010: Detailed designs for landslide remediation complete and in September 2010 Minor rock falls in Priority 3 rock fall hazard area occurred
- Between 2010 and 2012 budgets were allocated to remediate Priority 1 landslide hazard and to start Priority 2 hazard and between 2011 and 2013 approximately \$1.75 m was expended on designs and remediation works.
- During the remediation works, in November 2012 consultants were engaged to review the rock fall risk assessment report and to commence a scoping exercise for the design of the Priority 3 rock fall

hazard remediation. During this work a significant increase in the road camber due to movement of landslide hazard No 4 was noticed and assessed to be an unacceptable hazard.

- In December 2012, as a result of a risk assessment, a decision made to keep Mt Keira Pass closed following completion of the current remediation works due to the combination of rock fall and landslide hazards
- In March 2013 Council resolved that Mt Keira Road remain closed to general traffic until required remediation works are completed and the risk to the public is reduced to at least tolerable.

Completion of stabilisation and road works will allow:

- The re-opening of Mt Keira Road and provide immediate benefit to local residents and visitors as well as emergency services through reduced travel distances/time as direct access to bush fire risk areas
- Reconnection of a viable alternative route through the escarpment in the event of interruptions to the arterial road network

2. Mt Keira Power Supply:

- Mt Keira Summit Park including the tourist amenities and the kiosk site as well as the Mt Keira Telecommunications Tower (servicing the Ambulance, State Emergency services, Rural Fire Services, NSW Fire Brigades, NSW Telco Authority , Australian Customs, a range of telecommunication providers and Government telecommunications facilities) were/are powered by connection to a private power connection to the adjacent Mt Keira Mine from the Port Kembla Steel Works since the mid 1950's
- Mt Keira Mine is no longer operable and the private power supply is being discontinued by the previous operator, Illawarra Coal (formerly Australian Iron & Steel Co).
- Council has been working with the National Parks & Wildlife Service to identify a suitable replacement power supply taking into account the sensitive natural environmental and the land stability issues in the area and a number of alternative power supplies have been investigated and discarded as not being feasible including solar panels
- The provision of reticulated power is necessary for the continued operation of the telecom tower and use of the Mt Keira Summit Park
- In early 2013, the transformer servicing the Telecom tower failed and the tower is currently powered by a an on-site emergency generator
- As the Telecom tower provides critical operational and emergency services communications, it is critical that a permanent high voltage power supply is connected

3. Water Supply and storage at Mt Keira Summit

- The Mt Keira Summit is currently serviced for potable water for the kiosk site by tanker hauled water storage and non-potable water to the park amenities building by local sourced and trickle pumped water from a site west of the park
- Given the current closure of the kiosk building due to significant structural damage, there is currently no potable water supply on site which is significantly reducing the useability of the site as one of Wollongong's premier natural attractions and making the reconstruction of the kiosk building to current standards financially unviable
- The summit park is prone to isolation from the east and west during bushfire events and is currently only serviced by tanker based supply. Given the assets located within the Summit Park, including the amenities building and Telecom Tower servicing the emergency services, it is critical that there be on site storage of a minimum of 45,000 litres of water for automatic and manned firefighting efforts.
- Given the critical need to replace the high voltage power connection, it is cost effective to construct an intermediate storage tank and pump house at the bottom of Queen Elizabeth Dr (immediately

below the Summit Park) to allow pump assisted connection to the nearest available water main at Kembla Heights. The intermediate storage will hold sufficient volume for normal use within the summit park without stagnation issues with a low flow and high flow connection to a 48,000 litre storage tank within the Park as well the reticulation system for potable consumption

4. Mt Keira Summit Park as a tourist destination

Mt Keira Summit Park has operated as a popular tourist and recreation areas since the 1950's with walking tracks, viewing areas, picnic areas, hang glider launch area, wedding location and a successful kiosk.

The kiosk building has reached the end of its useful life and it is planned to replace the building with a contemporary facility to cater for weddings, functions and a food offering for tourists under the a Public Private Partnership arrangement. The lack of a permanent high voltage electrical connection and potable water supply to the site put the kiosk project beyond current market estimates for commercial rate of return for the site.

Successful completion of the scope of works under this grant application will enable Council see market interest in the development of the kiosk site to provide destination based tourism and function facility that will also cater for day visitors to the summit.

a) MINING ACTIVITY

The condition and expense facing Council for the remediation of Mt Keira Road and the High Voltage power connection to Mt Keira Summit Park are a direct result of:

- Previous mining activities in the Illawarra area
- The decline in economic viability of several mines and hence closure
- The transfer of previously state and privately owned assets to Council as they no longer provide a state or commercial return (from mining)
- The stagnation of the Illawarra economy following the contraction of the mining and manufacturing sectors has resulted in a reduction in population and economic growth in the region. This lack of growth has significantly to limited Council's revenue growth and hence funding available for infrastructure works including other mining impacted assets such as Parkes St, Helensburgh; West Dapto Road, West Dapto and Cordeaux Road, Mt Kembla

The funding of the water supply to Mt Keira Summit Park provides an opportunity to support the regional tourism sector as well as enabling the protection of an at risk emergency services telecommunication facility that provides emergency services for mines across the Illawarra

b) INFRASTRUCTURE STRESS

The primary assets that are the subject of this application have been previously funded by either the State Government or local coal mining entities and have been ceded to Council as they no longer provide return from mining.

The expenses facing Council are a direct result of the lack of funding applied by the previous owners and the handing over of unfunded liabilities without opportunity to collect additional ongoing revenues to fund required works without requiring the de-funding of other existing programs.

ECONOMIC BENEFIT ANALYSIS FOR THE MT KEIRA SUMMIT PARK AND ROAD UPGRADE PROJECT

Four analysis scenarios have been undertaken to estimate the benefits of the project with respect to economic activity and job generation at a State level, rather than regional to reflect the goals of Restart NSW.

Scenario 1 - Total direct change of \$4.202 million of additional funding flowing into the Region for the completion of Stages 1 to 4 and a legacy of 1 additional on site FTE

Scenario 2 - Total direct change of \$0 million of additional funding flowing into the Region for the completion of Stages 1 to 4 with a legacy of 1 additional on-site FTE only at the completion of the project

Scenario 3 - Total direct change of \$7.016 million of additional funding for Stages 1 to 5 and a legacy of 4 permanent on-site FTEs jobs as the private sector becomes engaged in delivering additional on-site facilities and services

Scenario 4 - Total direct change of \$0 million of additional funding flowing into the Region for the completion of Stages 1 to 5 with a legacy of 4 additional on-site FTE only at the completion of the project

The economic outcomes from Scenario 1 where used in the Benefit Cost Analysis t for the project.

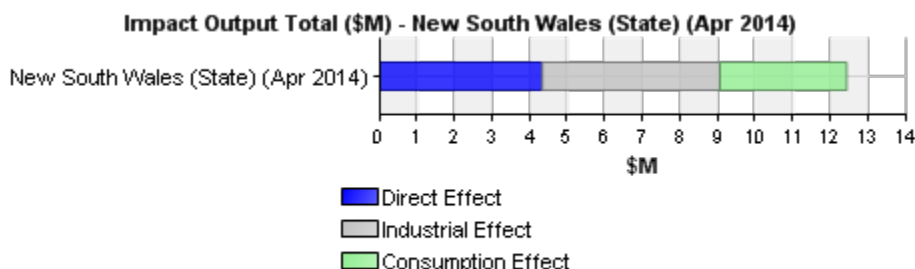
SCENARIO 1 – TOTAL DIRECT CHANGE = \$4.202m OF ADDITIONAL FUNDING FOR STAGES 1 TO 4 ONLY + 1 PERMANENT JOB

Impact Report for New South Wales (State)
Impact on Output

From a direct increase in output of \$4.312 million it is estimated that the demand for intermediate goods and services would rise by \$4.735 million. This represents a Type 1 Output multiplier of 2.098. These industrial effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$3.372 million.

Total output, including all direct, industrial and consumption effects is estimated to increase by up to \$12.419 million. This represents a Type 2 Output multiplier of 2.880.

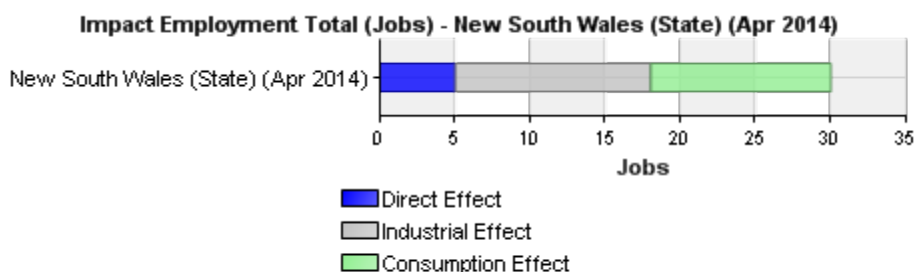


Impact on Employment

From a direct increase in output of \$4.312 million the corresponding creation of direct jobs is estimated at 5 jobs. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 13 jobs. This represents a Type 1 Employment multiplier of 3.600.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 12 jobs.

Total employment, including all direct, industrial and consumption effects is estimated to increase by up to 30 jobs. This represents a Type 2 Employment multiplier of 6.000.

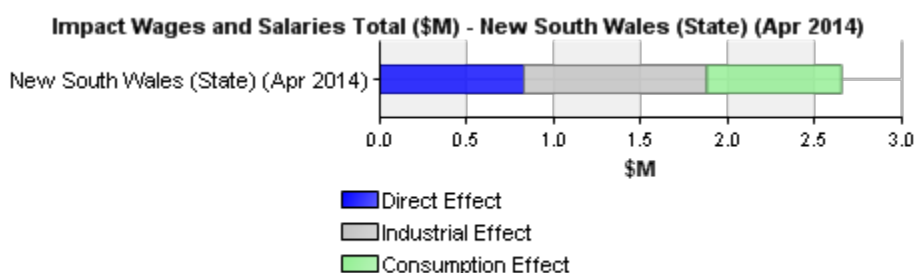


Impact on Wages and Salaries

From a direct increase in output of \$4.312 million it is estimated that direct wages and salaries would increase by \$0.827 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 13 jobs and a further increase in wages and salaries of \$1.051 million. This represents a Type 1 Wages and Salaries multiplier of 2.270.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.775 million.

Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$2.652 million. This represents a Type 2 Wages and Salaries multiplier of 3.207.



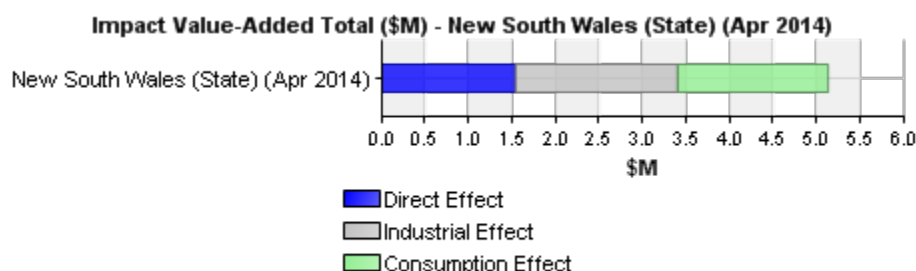
Impact on Value-Added

From a direct increase in output of \$4.312 million the corresponding increase in direct value-added is estimated at \$1.534 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$1.865 million. This represents a Type 1 Value-added multiplier of 2.216.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on

consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$1.729 million.

Total value-added, including all direct, industrial and consumption effects is estimated to increase by up to \$5.127 million. This represents a Type 2 Value-added multiplier of 3.343.



Impact Summary

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$4.312	\$4.735	\$3.372	\$12.419	2.098	2.880
Employment (Jobs)	5	13	12	30	3.600	6.000
Wages and Salaries (\$M)	\$0.827	\$1.051	\$0.775	\$2.652	2.270	3.207
Value-added (\$M)	\$1.534	\$1.865	\$1.729	\$5.127	2.216	3.343

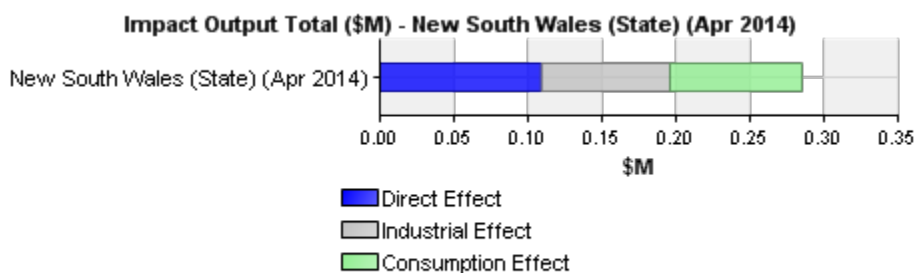
SCENARIO 2 – TOTAL DIRECT CHANGE OF \$0m OF ADDITIONAL FUNDING FOR STAGES 1 TO 4 ONLY + 1 PERMANENT JOB

Impact Report for New South Wales (State)
Impact on Output

From a direct increase in output of \$0.109 million it is estimated that the demand for intermediate goods and services would rise by \$0.087 million. This represents a Type 1 Output multiplier of 1.798. These industrial effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.089 million.

Total output, including all direct, industrial and consumption effects is estimated to increase by up to \$0.285 million. This represents a Type 2 Output multiplier of 2.617.

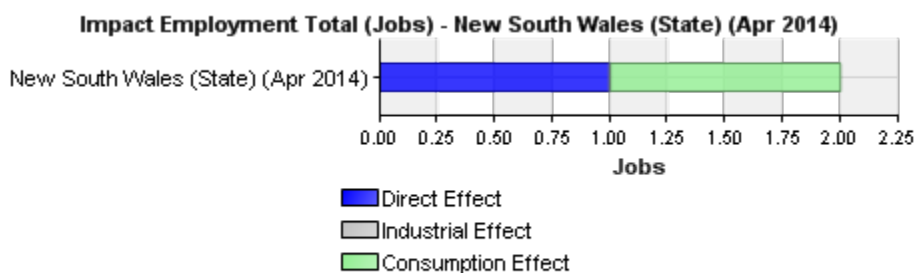


Impact on Employment

From a direct increase in output of \$0.109 million the corresponding creation of direct jobs is estimated at 1 job. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 0 jobs. This represents a Type 1 Employment multiplier of 1.000.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 1 job.

Total employment, including all direct, industrial and consumption effects is estimated to increase by up to 2 jobs. This represents a Type 2 Employment multiplier of 2.000.



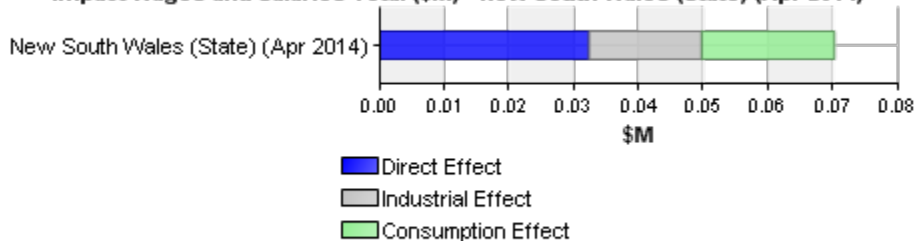
Impact on Wages and Salaries

From a direct increase in output of \$0.109 million it is estimated that direct wages and salaries would increase by \$0.032 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 0 jobs and a further increase in wages and salaries of \$0.017 million. This represents a Type 1 Wages and Salaries multiplier of 1.541.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.020 million.

Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$0.070 million. This represents a Type 2 Wages and Salaries multiplier of 2.176.

Impact Wages and Salaries Total (\$M) - New South Wales (State) (Apr 2014)



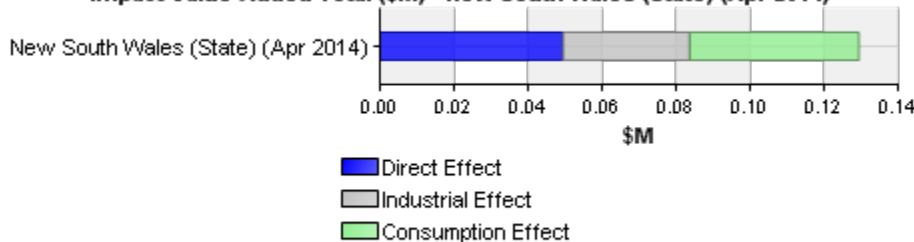
Impact on Value-Added

From a direct increase in output of \$0.109 million the corresponding increase in direct value-added is estimated at \$0.049 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$0.034 million. This represents a Type 1 Value-added multiplier of 1.692.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$0.046 million.

Total value-added, including all direct, industrial and consumption effects is estimated to increase by up to \$0.129 million. This represents a Type 2 Value-added multiplier of 2.617.

Impact Value-Added Total (\$M) - New South Wales (State) (Apr 2014)



Impact Summary

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$0.109	\$0.087	\$0.089	\$0.285	1.798	2.617
Employment (Jobs)	1	0	1	2	1.000	2.000
Wages and Salaries (\$M)	\$0.032	\$0.017	\$0.020	\$0.070	1.541	2.176
Value-added (\$M)	\$0.049	\$0.034	\$0.046	\$0.129	1.692	2.617

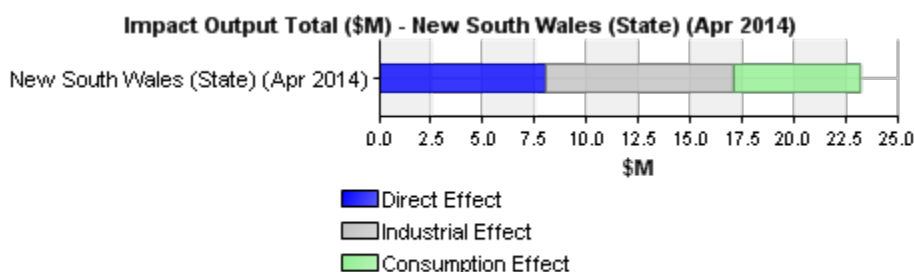
SCENARIO 3 – TOTAL DIRECT CHANGE = \$7.016m OF ADDITIONAL FUNDING FOR STAGES 1 TO 5 AND 4 PERMANENT FTE’S

Impact Report for New South Wales (State)
Impact on Output

From a direct increase in output of \$7.998 million it is estimated that the demand for intermediate goods and services would rise by \$9.075 million. This represents a Type 1 Output multiplier of 2.135. These industrial effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$6.111 million.

Total output, including all direct, industrial and consumption effects is estimated to increase by up to \$23.183 million. This represents a Type 2 Output multiplier of 2.899.

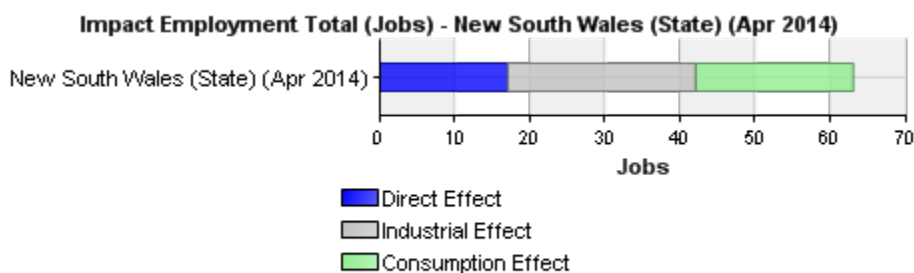


Impact on Employment

From a direct increase in output of \$7.998 million the corresponding creation of direct jobs is estimated at 17 jobs. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 25 jobs. This represents a Type 1 Employment multiplier of 2.471.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 21 jobs.

Total employment, including all direct, industrial and consumption effects is estimated to increase by up to 63 jobs. This represents a Type 2 Employment multiplier of 3.706.

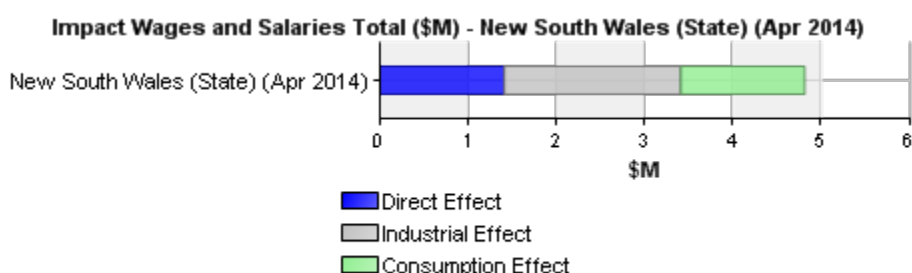


Impact on Wages and Salaries

From a direct increase in output of \$7.998 million it is estimated that direct wages and salaries would increase by \$1.405 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 25 jobs and a further increase in wages and salaries of \$1.997 million. This represents a Type 1 Wages and Salaries multiplier of 2.422.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$1.404 million.

Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$4.806 million. This represents a Type 2 Wages and Salaries multiplier of 3.420.

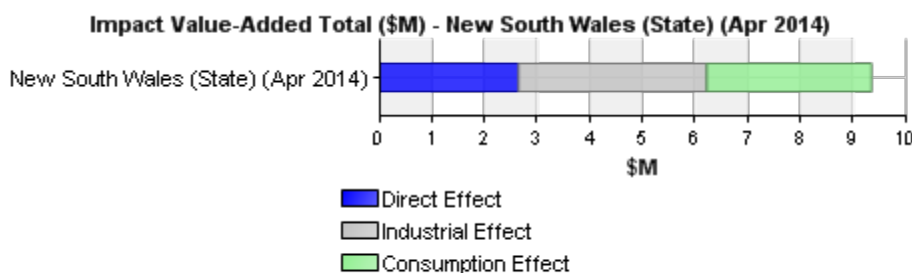


Impact on Value-Added

From a direct increase in output of \$7.998 million the corresponding increase in direct value-added is estimated at \$2.630 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$3.581 million. This represents a Type 1 Value-added multiplier of 2.362.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$3.133 million.

Total value-added, including all direct, industrial and consumption effects is estimated to increase by up to \$9.344 million. This represents a Type 2 Value-added multiplier of 3.553.



Impact Summary

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$7.998	\$9.075	\$6.111	\$23.183	2.135	2.899
Employment (Jobs)	17	25	21	63	2.471	3.706
Wages and Salaries (\$M)	\$1.405	\$1.997	\$1.404	\$4.806	2.422	3.420
Value-added (\$M)	\$2.630	\$3.581	\$3.133	\$9.344	2.362	3.553

SCENARIO 4 – TOTAL DIRECT CHANGE OF \$0m OF ADDITIONAL FUNDING FOR STAGES 1 TO 5 AND 8.5 FTE'S

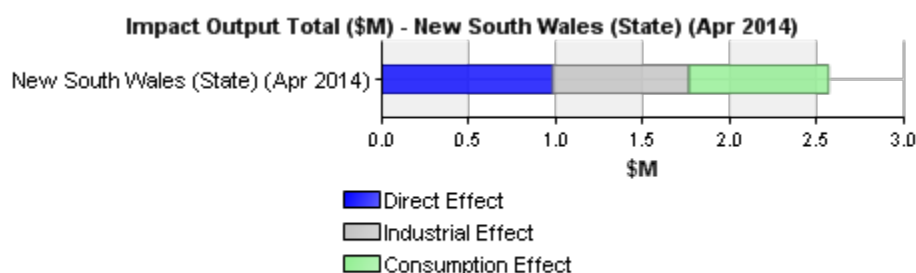
Impact Report for New South Wales (State)

Impact on Output

From a direct increase in output of \$0.981 million it is estimated that the demand for intermediate goods and services would rise by \$0.782 million. This represents a Type 1 Output multiplier of 1.798. These industrial effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.803 million.

Total output, including all direct, industrial and consumption effects is estimated to increase by up to \$2.566 million. This represents a Type 2 Output multiplier of 2.617.



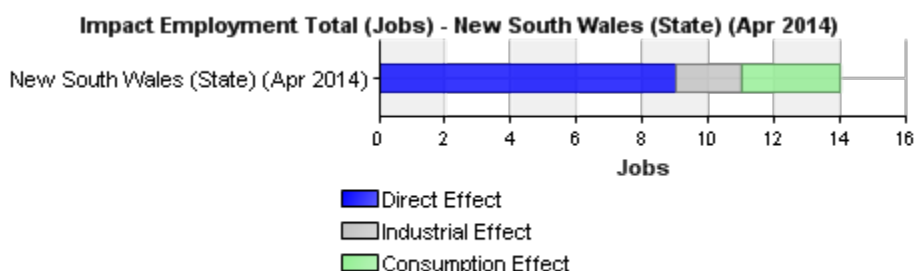
Impact on Employment

From a direct increase in output of \$0.981 million the corresponding creation of direct jobs is estimated at 9 jobs. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs. This represents a Type 1 Employment multiplier of 1.222.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on

consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 3 jobs.

Total employment, including all direct, industrial and consumption effects is estimated to increase by up to 14 jobs. This represents a Type 2 Employment multiplier of 1.556.

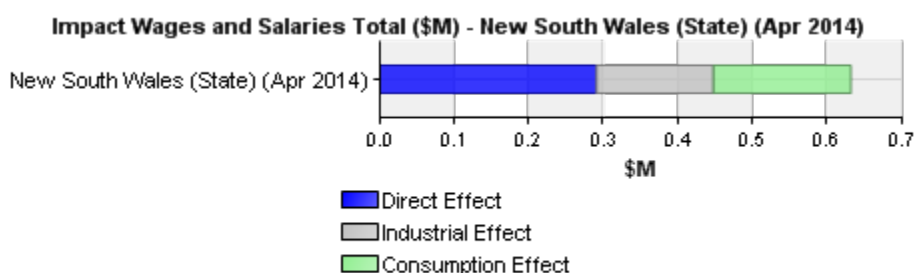


Impact on Wages and Salaries

From a direct increase in output of \$0.981 million it is estimated that direct wages and salaries would increase by \$0.290 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs and a further increase in wages and salaries of \$0.157 million. This represents a Type 1 Wages and Salaries multiplier of 1.541.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.184 million.

Total wages and salaries, including all direct, industrial and consumption effects is estimated to increase by up to \$0.632 million. This represents a Type 2 Wages and Salaries multiplier of 2.176.

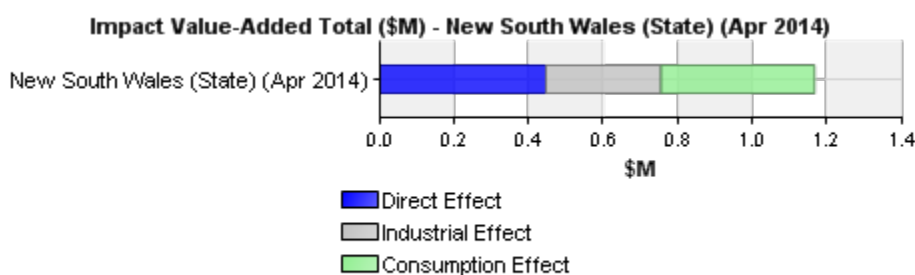


Impact on Value-Added

From a direct increase in output of \$0.981 million the corresponding increase in direct value-added is estimated at \$0.445 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$0.308 million. This represents a Type 1 Value-added multiplier of 1.692.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$0.412 million.

Total value-added, including all direct, industrial and consumption effects is estimated to increase by up to \$1.165 million. This represents a Type 2 Value-added multiplier of 2.617.



Impact Summary

Impact Summary	Direct Effect	Industrial Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$0.981	\$0.782	\$0.803	\$2.566	1.798	2.617
Employment (Jobs)	9	2	3	14	1.222	1.556
Wages and Salaries (\$M)	\$0.290	\$0.157	\$0.184	\$0.632	1.541	2.176
Value-added (\$M)	\$0.445	\$0.308	\$0.412	\$1.165	1.692	2.617

BLOG: Rally to revive Mt Keira Lookout

By PAUL TRACEY

March 22, 2013, 1:30 p.m.



We have been watching with interest over the past few weeks as the Facebook page to save Mt Keira Lookout has grown and it is particularly pleasing to see the number of contributors who have indicated a willingness to help at the Mt Keira Summit Park. We are the first to admit that we could use a helping hand. The Mt Keira Summit Park is managed as a natural area annexe of the Wollongong Botanic Garden. We are responsible for the daily maintenance including mowing, cleaning the car parks, toilets and bbqs, safety checks and garden maintenance. We also have an existing licence with the National Parks and Wildlife Service to clear the vegetation along the Northern Lookout to a depth of 10 metres from the lookout fence. We know that we need to do more and are planning to do so. In January 2013 we commenced a traineeship program where Council has engaged three trainees from a refugee background to work under the supervision of one of our Horticulturists to maintain the Botanic Garden annexes (we also manage Puckey's Estate at North Wollongong, and the Korrongulla Wetland at Primbee). This team will work primarily at Mt Keira in 2013 to gradually remove and replace the garden beds surrounding the lookout. The aim is to present the site as a botanic collection recognising some of the spectacular flowering plants endemic to our escarpment including the waratah and flannel flower. We will be communicating with NPWS on how we can manage the trees growing out the northern lookout view line beyond the current 10 metre zone we are currently licensed to manage. And we intend on inviting the community to support us going forward. For a long time now the team at the Botanic Garden has received fantastic support from a number of volunteer groups - bushcare groups have been restoring Puckeys, **The Friends of the Botanic Garden are an active presence in the Botanic Garden, and Rotary has been working at Mt Keira. Simply put - we need the support of volunteers if we are to have any chance of developing the site into a worthy botanic collection, whilst staying on top of the day to day maintenance tasks. Paul Tracey is curator of Wollongong Botanic Garden.** A community rally will be held at the lookout on Saturday from 2pm (enter from Mt Ousley Rd). Organisers are hoping for a large turnout of people keen to volunteer to help restore the lookout.

Volunteers needed to revive Mt Keira park

By EMMA SPILLETT



March 25, 2013, 8:15 a.m.

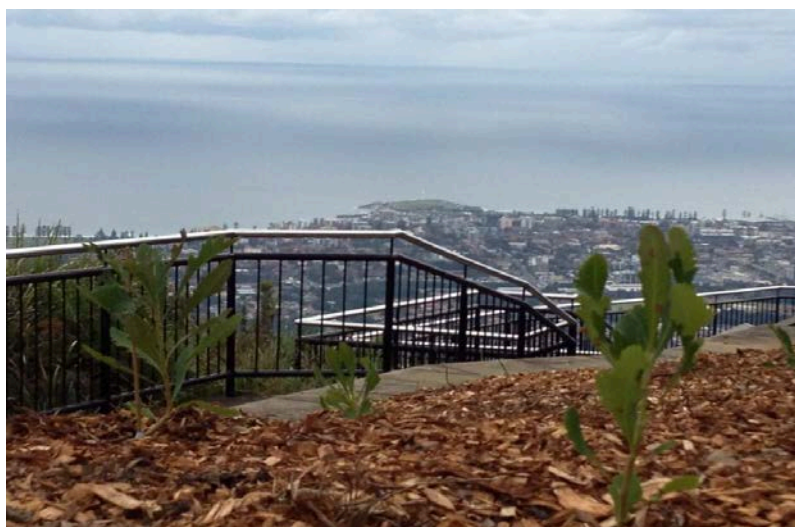
A community rally at Mt Keira lookout on Saturday. Picture: ROBERT PEET

Wanted: green thumbs keen to give Mt Keira Summit Park a much-needed make-over. The Mt Keira Lookout action Group has officially put out the call for volunteers, willing to get their hands dirty, for a working bee on April 7. Dozens of people gathered at a community meeting at the lookout on Saturday, where several speakers discussed the shabby state of the once-popular tourist attraction. Despite regular maintenance work by Rotary volunteers and Wollongong Botanic Gardens staff, who manage the site, the lookout is overgrown and in desperate need of some TLC. Botanic Gardens curator Paul Tracey said the summit park had been challenged in the past 18 months by vandalism, particularly repeated removal of the site's binoculars, and difficulties managing daily upkeep. **The Wollongong Council has since employed three horticultural trainees, who have been regularly working at the summit park, but Mr Tracey said community help was critical.**

He was hopeful the support garnered via Facebook will turn into actual helping hands next month. "Along with Rotary, my team will be here [on April 7] and we just want to do a whole heap of work," he said. "Things like removing deadwood, clearing the ring tracks, painting, just a whole heap of tasks, even for those who don't think they're particularly handy."

Illawarra Scouts representative John Lammers said the mountain's scout camp had also suffered from neglect and the closure of the road to the site. He told Saturday's rally that the camp had lost several wedding bookings, due to lack of access, and thousands of tourist dollars. "We should be making use of every facility and unfortunately, with the way things have gone with the road, it's just put a lot of us where we don't want to be," he said.

"There is no access, other than what we currently have and unfortunately, people living south of Wollongong find it difficult to find; they see the barricades up and it's sufficient for them to say 'I'm not going down there'." "It is essential that we get the road open so we can offer facilities like the scout camps and the lookout; it's a whole gamut of things that the public are really missing out and it should be resurrected." Action group member Leigh Stewart also called for the urgent repair of the road, along with the re-construction of the former cafe and reconnection of water.



Fresh plants in the area cleared during the last working bee. Next bee on Sunday June 2nd 12pm.

Caz Briggs, Cary Buecher, Marilyn Thomas and 125 others like this.

[View 4 more comments](#)

Susan Russell You are doing an outstanding job, setting a good example for others

[May 22, 2013 at 12:02am](#) ·

Paul Tracey *Telopea speciosissima* - better known as the NSW Waratah - these will be the sole species planted in this garden giving this part of the lookout significant 'wow' factor. Fingers crossed though - Waratahs are difficult to grow at the best of times, but well worth giving a go. [May 22, 2013 at 4:52am](#) · [2](#)

Save Mt Keira Lookout - A Local, National and International Icon Please note that the Working Bee on June 2nd has been cancelled. There will be a 'Community Working Bee' at the lookout organised by the Botanical Gardens in conjunction with the Rotary Clubs, so please watch out for that.

[May 22, 2013 at 5:28am](#)

BrianDaphne De Jong The work looks great hope the plants do well!

[May 22, 2013 at 3:05pm](#)

Caz Briggs [WHAT A VEIW](#)

[August 6, 2013 at 5:38am](#)

Mount Keira adventure playground plan includes cable car

By KATE WALSH

June 17, 2014, 7:53 p.m.



A gondola, like this one which is at Kuranda, north Queensland, has been suggested for Mount Keira look-out.

A gondola connecting the Wollongong escarpment to the beach is the centrepiece of a grand plan to transform Mount Keira into an adventure playground. The proposal, put forward by Destination Wollongong, aims to revitalise the under-utilised mountain and encourage people to visit the region by capitalising on growing interest in adventure tourism. Stretching from the summit to Stuart Park, the cable car would give tourists panoramic views and provide transportation to the other proposed attractions on the mountain peak. Estimates put the cost of an eight-person gondola linking the summit to Stuart Park at \$15 million. Included in the Mount Keira Adventure Playground overview are a zip line, rock climbing, bungee jumping, native bird sanctuary, tree top adventure park, eco lodge, mountain bike trails, cafe and function centre.

Facebook page

Save Mt Keira Lookout – A Local, National & International Icon



About- Mt Keira Lookout is closed for business - it needs massive investment – it's time we took things to a new level and move forward for the benefit of the region

Description- In the 1950's the Illawarra community came together to develop a regional icon that we have all been so proud of for many years. It has now gone in to disrepair overgrown and unloved. The cafe has gone beyond repair and is in need of bulldozing. It is now time to call upon National; and International investment to create an attraction that we can be proud of. Something that showcases our region a place that locals can enjoy and place that can attract National and International visitors

Basic Info-

Founded

February 14,
2013



www.facebook.com/pages/Save-Mt-Keira...A.../539845562713664

Save Mt Keira Lookout - A Local, National and International Icon. **8038 likes** · 6 talking about this.

Mt Keira Lookout is closed for business - it needs...

Can Facebook page save Mt Keira lookout?

By CYDONEE MARDON

March 23, 2013, 4:07 a.m.



Leigh Stewart and his kids Matthew, Daniel and Annelise at the overgrown summit. Picture: ORLANDO CHIODO

A public rally today should give some clarity about how many people are prepared to get their hands dirty in the quest to restore Mt Keira to its former glory. **Leigh Stewart said there were no Band-Aid solutions to the overgrown state of Mt Keira Summit Park and the popular lookout Robertson's Knoll. The project needed a long-term commitment.**

[BLOG: Bring the lookout back to life](#)

[GALLERY: Mt Keira park spruced up](#)

"We hope to get some clarity on who wants to support us, who can come and give their time. **This is not just a local council issue - it's a state government issue, a national parks issue, a roads issue,**" said [Mr Stewart, from the Mt Keira Lookout Action Group.](#)

"After closely inspecting the area we are in for a long journey," he said. **"The overgrown state of the area is of epic proportions and a total embarrassment to those who worked so hard creating the Mt Keira of old."** He said it would take a huge amount of voluntary time from hundreds of citizens over the coming months. Paul Tracey, from the Botanic Gardens, said he had been watching with interest over the past few weeks as the Facebook page had grown. **"And it is particularly pleasing to see the number of contributors who have indicated a willingness to help at the Mount Keira Summit Park," he said. "We are the first to admit that we could use a helping hand."**

The meeting is at 2pm today. Entry is via Mt Ousley Rd. To show your support, go to [Save Mt Keira Lookout - A Local, National](#)

BLOG: Bring Mt Keira lookout back to life

By RYAN PARK

March 11, 2013, 1:43 p.m

When I was a kid, one of my favourite places to go with my parents was Mt Keira Lookout. We used to go up there every time we had an out-of-town visitor come to stay with us and I was always so excited. I loved the feeling of looking down on the whole world. It was always the same trip – my mum would pack the world's best picnic full of ham sandwiches and juice. My dad would hold me and my sisters up one at a time so we could see over the rails of the lookout and marvel at the magnificent view. I'd always try my hardest to see my house. I was always so sure I could. We would take whoever was visiting around the walking track so they could see Wollongong from every angle. And then I'd get to pick where to sit for lunch. If I was really lucky, I would even get an ice cream from the kiosk. The lookout was always bustling with people doing the same thing we were doing. Families out for a picnic with their kids running around everywhere. Tourists taking in the awe-inspiring view of Wollongong stretched along the coast. The cafe was always overflowing with customers. And in the summer months, you'd be hard pressed not to see a glowing bride getting her photo taken amongst the trees. These were some of my happiest memories. So when I had my son, I couldn't wait to give him the same experience I had and show him how great the world looks from the top of the mountain. The view was still the same. The cafe was still there, even though it looked a little tired. The walking track was just as green. And yet something had changed. There wasn't the same hive of activity anymore. There wasn't the chaotic bustle that comes from a dozen families all trying to get the best picnic spot, or trying to get a seat at the cafe. This wonderful spot had been forgotten. Taken for granted by the locals and missed by the tourists. And I was no exception – I hadn't been there in years either. And now this place that had played such a huge role in my childhood is under threat of being lost forever. Along with the historic Scout Camp and the beautiful picnic spot, Byarong Park.

[Neglected and left to fade away. Not because we don't love our mountain. But because we always assumed it would always be there waiting for us.](#)

[I for one will be advocating for all levels of government and the private sector to work on ways we can once again bring back the magic of this special place.](#)

Mt Keira Road to stay closed

By EMMA SPILLET

Aug. 8, 2013, 10:30 p.m.



A 400-metre section of Mount Keira Road has been closed since December. Picture: ADAM McLEAN

Mount Keira Road could remain closed until the middle of next year as Wollongong City Council desperately scrambles to find the funds to fix it. The council has put the bill to remediate the road at \$2.3 million, forcing it to look at its already stretched budget to try to make room for the work. [The 400-metre section of road between the scout camp and Byarong Park was closed last December after an assessment found that rockfalls and landslides posed a risk to public safety.](#) The council is "optimistic" its bid to secure \$1.35 million from the federal government's Regional Development Australia Funds (RDAF) to pay for some of the roadwork will be successful. But Wollongong Lord Mayor Gordon Bradbery said the rest of the money would have to come from the council's budget, forcing it to delay other projects, like the rest of the Blue Mile upgrade, to fund the work. "It's a juggling act but we have to find the funds," he said. "We are behind in replacing and maintaining assets by about \$20 million a year and our infrastructure depreciation bill is \$60 million a year; that's why when something like this happens, we have to [take] funds from other projects to put together an emergency package." While the tender for initial remediation work on the road is set to go out this month, ongoing operations could take months, leaving the road closed. "It's too risky to have it open and we can't do much about it; we're not into giving people grief but we have a responsibility for the public's safety, we have to do it this way," Cr Bradbery said. The Lord Mayor conceded if the money from the RDAF did not come through, the council would be forced to appeal to the NSW government for assistance. The council has already requested both the state and federal governments cough up money for the \$3.1 million needed to clean up the dilapidated summit park and connect power to the site. Member for Keira Ryan Park said the NSW government was not prepared to allocate any formal funding at present. But he has written to the new Minister for the Illawarra, John Ajaka, seeking a discussion on the issue. **"The council can't do the work on its own, it's too big a job," he said. "The state government needs to come on board to get the site up to a standard to reflect its iconic status; it's important not just aesthetically but economically.**

"It's one of the most iconic pieces of infrastructure in the region and it's been left to rack and ruin ... it's not about political buck-passing, we just need to make sure it gets upgraded."

Work on Mount Keira Road begins

By KATE McILWAIN

Jan. 15, 2014, 4 a.m.



A rockfall on Mount Keira Road over Christmas-New Year.

Wollongong City Council has finally started repairing Mount Keira Road, but is still \$1.2 million short to complete the stabilisation project on the tourist drive. The road was closed near the scout camp access road in late 2012 after a council assessment found rockfalls and landslides posed a risk to public safety. "Geotechnical works on the upper slope, including extensive rock bolting, meshing, shotcreting and building catch fences for rockfall protection, are well under way," a council spokeswoman said yesterday. "Following these stabilisation works, the council will reconstruct the road pavement. [The council said the cost of work was likely to top \\$2.7 million but only \\$1.5 million had been allocated in the current budget.](#) [The work on Mount Keira Road is just one example of ageing or failing infrastructure which the council is working to address by securing an additional \\$21 million per year,](#)" the spokeswoman said.

[The council has appealed to the federal government to fund the rest of the road through its Resources for Regions program. Despite the cash shortfall, it was still committed to reopening the route to the public by October this year and would reallocate funds as needed, the council said.](#) Meantime, falling rocks continue to be a problem on the closed section of the road, with the council posting an image on its Facebook page showing a section of fallen boulders.

Previously, cyclists and bushwalkers lobbied the council to be allowed to use the road while it was shut to traffic, but the council said this was too dangerous. "We are not aware of any cyclists in the area, and the council is asking all cyclists and pedestrians to avoid the area, as it does pose significant safety risks," the spokeswoman said yesterday. "There are gates in place at the site to prevent access."

Locals say neglect of Mt Keira lookout 'a disgrace'

By [Ainslie Drewitt-Smith](#)



The quality of Mt Keira's stunning lookout over Wollongong has come under fire from local residents for being neglected.

[With stunning views of Wollongong, its wide-stretching coastline and surrounding suburbs, the Mt Keira lookout has long been a popular destination for visitors and locals.](#) It has hosted its fair share of wedding ceremonies, romantic day trips and satisfying bushwalks complete with a coffee from the lookout restaurant on return.

But locals have been voicing their frustration online, saying the state of the lookout has declined dramatically over the past few months. With the iconic restaurant closed and the viewing binoculars removed, Leigh Stewart writes, 'it is the worst neglect of a community asset' he's seen. **Mr Stewart sparked the conversation when he became outraged at the deterioration of the site after a recent visit. "What a disgrace - Mt Keira Lookout closed for business, overgrown, deserted and forgotten," Mr Stewart said. Speaking to Steve Parsons on 97.3 ABC Illawarra breakfast, Mr Stewart says what should be the jewel in Wollongong's crown, simply is not. He says the local community needs to get behind an effort to see the lookout refurbished back to an acceptable state.** "We do need to look at something long term - a long term vision for it - rather than a band-aid approach and patch-ups," Mr Stewart said. "We've really got to look at something which is a plan which is going to ensure it's there for generations to come," he said. Wollongong's Lord Mayor, Gordon Bradbery says he agrees with Mr Stewart and says the lookout restaurant was closed due to concerns for the building's structural safety.

"[The building] is basically condemned in as much as it didn't come up to standards and to continue as a restaurant it wasn't permitted," he said. "Let me just say, as far as I'm concerned, I agree with Leigh Stewart, it is an iconic site and we need to get on with it," Clr Bradbery said. He said closures to Mt Keira road since late last year have also played a significant part in hampering efforts to restore the area. Clr Bradbery says he is concerned about the state of the lookout, however council has a number of other projects in the works that are just as important. "We've got the restaurants and the picnic areas up at Bulli Pass, and as well as that, we're putting a lot of money into Bald Hill at Stanwell Pass," he said.

"We're not made of money, but at the same time I'm very conscious of these iconic sites and we'll see what we can do about getting the priorities sorted," Clr Bradbery said.

Ryan Park MP

Member for Keira



13 August 2014

Mr David Farmer
General Manager
Wollongong City Council
Locked Bag 8821
WOLLONGONG DC NSW 2500

Dear Mr Farmer

I write to offer my full support for Wollongong City Council's application for funding through the NSW Resources for the Regions program.

As you are aware Mt Keira is situated within the Keira Electorate and I have long held a keen interest in the possibility of developing this underutilised asset.

Having had the opportunity to review the outline for the project I know of the economic benefits that will be derived from the success of this project.

I understand that the scope of works with an estimated cost of \$6.4 million includes:

- The vital completion of the works to Mt Keira Road;
- Demolition and remediation works to existing building;
- Fire protection works and additional site fencing to the telecommunications tower;
- Provision of potable water;
- Design and construction of facilities to be used initially as a smaller operation with consideration at a future date for a larger facility;
- Overall Summit Park Master Plan to identify future opportunities, including tourism

In order to further progress the project, it is vital for funding be made available and strongly urge this project to be given consideration for priority funding.

The success of this plan will not only see the economic benefits I mentioned earlier but also the employment opportunities that are greatly needed in our region. I also believe the tourism benefits for out of region visitors could be expected to significantly grow.

This application being successful would be widely welcomed by the community.

I understand my comments will be included as a supporting letter with your application.

Yours sincerely

Ryan Park MP
Member for Keira
Shadow Minister for Education
Shadow Minister for Illawarra

Address: 247 Princes Highway, Corrimal NSW 2518
Phone: (02) 4285 1588 **Fax:** (02) 4285 1858
Email: ryan.park@parliament.nsw.gov.au





12th August, 2014

Mr David Farmer
General Manager
Wollongong City Council
41 Burelli Street
Wollongong, NSW, 2500

Dear Mr Farmer

I am writing in support of Wollongong City Council's expression of interest for funding under Restart NSW Resources for Region's for works to support the tourism sector on Mt Keira.

I understand that these works will include-

- Completion of the road works on Mt Keira Road (funded by Council)
- Demolition and site remediation of the former kiosk building
- Implementation of an improved fire protection zone around the telecommunications tower
- Additional site fencing between the telecommunications tower and the lookout
- High voltage power connection to the Summit Park for the telecommunications tower and proposed visitor facilities
- Provision of potable water and firefighting capacity to the Summit Park
- Design and construction of intermediate facilities (a mini-kiosk facility serviced by a mobile van and new bicycle parking facilities) to re-activate the Summit Park as a serviced destination until a larger scale kiosk is constructed
- Summit Park Master Plan to provide stand alone and destinational tourism facilities and opportunities

As you are aware, the NSW State Government has set the target of doubling the overnight visitor economy by 2020. The Illawarra has shown visitor economy growth of 4%, based on statistics released by Destination NSW at the end of March, 2014, an excellent result.

Wollongong is perfectly placed to continue to contribute to this growth based on two key competitive advantages-

- Proximity and connectivity to Sydney, Australia's main tourist gateway. Being located on 73km from Sydney International Airport, Wollongong is

93 Crown Street Wollongong NSW PO Box 379 Wollongong NSW 2520
Phone (02) 4228 0300 Fax (02) 4228 0344
Email tourism@wollongong.nsw.gov.au
www.visitwollongong.com.au



perfectly located to service Sydney's residential population of 5 million residents and overnight visitation of over 10 million visitors per year, and

- Accommodation capacity. Unlike Sydney, Wollongong has accommodation capacity available year round, including over the traditionally busy Christmas and New Year period.

Destination Wollongong recently published a vision document, Mt Keira Adventure Playground, which proposes a range of commercial tourism facilities which could be developed within the Mt Keira precinct. These potential developments include attractors which would encourage visitation from a wide demographic of visitors including the adventure travel sector and also the rapidly expanding Asian market and would greatly enhance visitor economy growth for the region.

I understand that proposed funds would be used to provide the basic infrastructure necessary to facilitate further tourism development and whole heartedly support Wollongong City Council's application.

Kind regards,

A blue ink handwritten signature, appearing to read "Mark Sleigh", written in a cursive style.

Mark Sleigh
General Manager
Destination Wollongong
0411 539 453 | msleigh@wollongong.nsw.gov.au

9. Risk Management – Mt Keira Power Supply

A high level overall risk assessment for the implementation of the Provision of Power to Mt Keira has been completed and is included below. A detailed risk management plan will be developed for monitoring and updating during implementation.

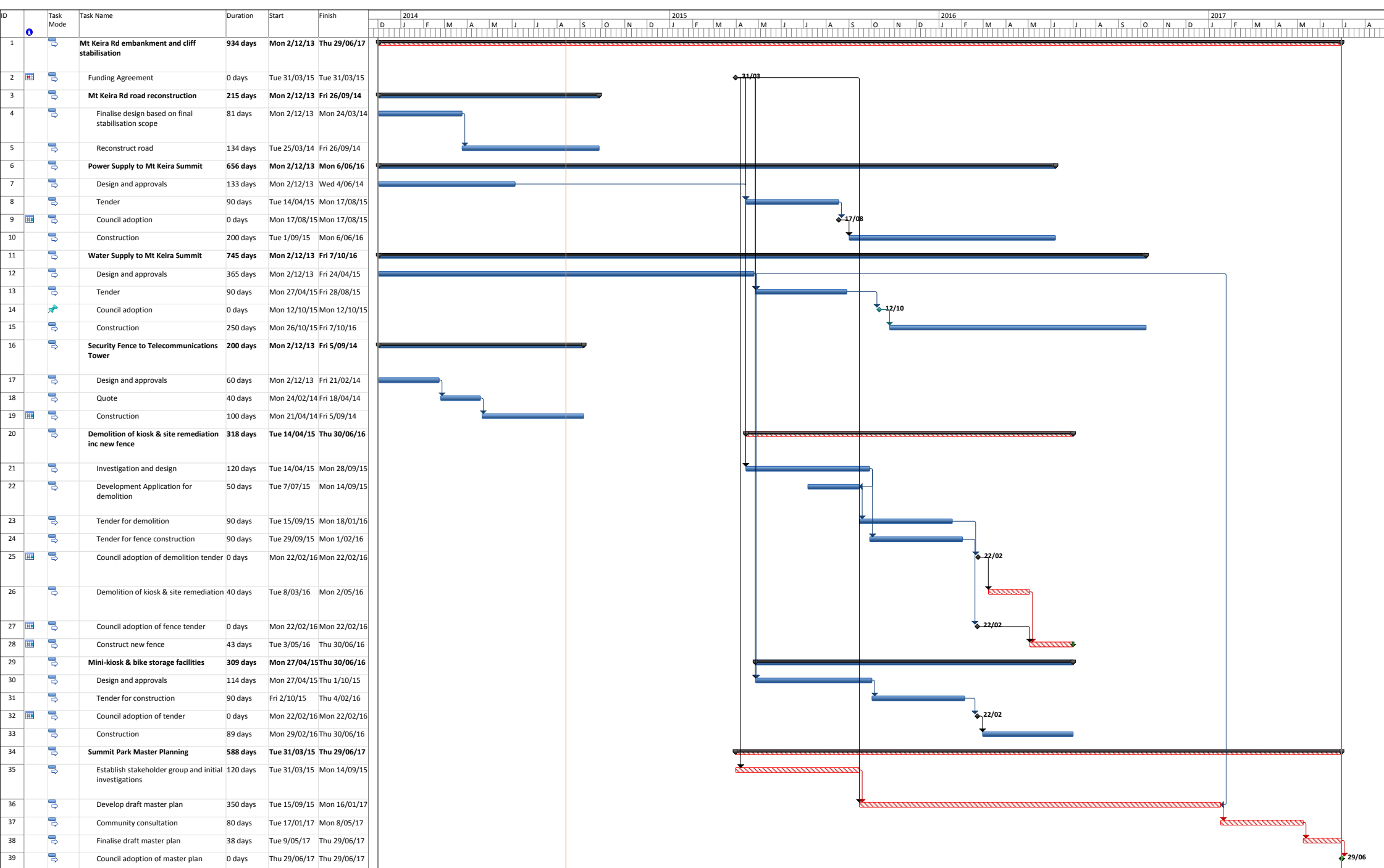
9.1 Potential Project risks

	Current Risk	Likelihood	Severity	Risk Ranking
1	Major environmental issues arising during detail design phase	Unlikely	Moderate	Moderate
2	Design failure i.e. unable to resolve constraint	Rare	Major	Moderate
3	Community opposition	Possible	Minor	Moderate
4	European heritage impact assessment delay	Unlikely	Moderate	Moderate
5	Construction damage due to extreme weather events	Possible	Major	High
6	Aboriginal heritage impact assessment delay	Unlikely	Moderate	Moderate
7	Delay in approval of works	Unlikely	Moderate	Moderate
8	Encountering Contaminated Lands	Unlikely	Moderate	Moderate
9	Cost increase (to WCC) resulting in prolongation of overall programme	Possible	Minor	Moderate
10	Endeavour Energy do not support powerline and easement	Possible	Major	High

9.2 Strategies put in place to deal with these risks

	Current Risk	Control Strategy	Revised Likelihood	Revised Severity	Revised Risk Ranking
1	Major environmental issues arising during detail design phase	Review of Environmental Factors already complete and outcomes being factored into design development. Detailed consultation held with NPWS	Rare	Moderate	Low
2	Design failure i.e. unable to resolve constraint	Design process is complete following detailed consultation with stakeholders.	Rare	Moderate	Low
3	Community opposition	A detailed community engagement process has been planned. Adopted design and REF has addressed potential major concerns.	Possible	Moderate	Moderate (acceptable)
4	European heritage impact assessment delay	Review of Environmental Factors already complete and no impact on Heritage is anticipated.	Unlikely	Moderate	Moderate (acceptable)
5	Construction damage due to extreme weather events	Conditions imposed on contractor under contract	Possible	Major	High (acceptable given risk type)
6	Aboriginal heritage impact assessment delay	Review of Environmental Factors complete and impacts addressed	Rare	Moderate	Moderate (acceptable)
7	Delay in approval of works	Adequate time has been allowed for in Project Program. Additional time could be provided without impact on critical path	Unlikely	Moderate	Moderate (acceptable)
8	Encountering Contaminated Lands	Review of Environmental Factors complete and no contaminated lands were identified.	Unlikely	Moderate	Moderate (acceptable)
9	Cost increase (to WCC) resulting in prolongation of overall programme	Estimated Project Costs include appropriate design and construction contingencies.	Possible	Moderate	Moderate (acceptable given risk type and likelihood)
10	Endeavour Energy do not support powerline and easement	Continue consultation with Endeavour Energy to ensure buy in	Possible	Moderate	Moderate

Mt Keira Rockfall and Landslide Remediation Project		File No: PJ-1030		Contract no: 0		Mt Keira Rockfall and Landslide Remediation Project		File No: PJ-1030		Contract no: 0						
Date risk register last reviewed: 07-Jun-13		Prepared by:		Date risk register last reviewed: 7-Jun-13		Prepared by: 0		Date of last review of estimate: 25-Feb-13								
Budget: 1M		Date of last review of estimate:		Budget estimate:		Date of last review of estimate:										
PROJECT RISK REGISTER - Section 1							PROJECT RISK REGISTER - Section 2 Cost of the risk									
Columns 1- 7 must be completed for all projects and regularly reviewed and updated.																
1. Risk Category	2. Description of the risk event & the actual risk to the project (ie: the cause of the risk and the actual risk that can affect the project)	3. Likelihood	4. Consequence	5. Risk Factor	6. Risk Treatment		7. Responsibility		8. Likelihood	9. Consequence	10. Risk Factor	11. Cost Range (if applicable and quantifiable)			12. Weighted Risk Cost	13. Comments
				See Comment	Strategy	Detail of Treatment	Who by	Has it been actioned?	(After Treatment)	(After Treatment)	(After Treatment)	Lower Limit	Typical Cost / Best Estimate	Upper Limit	=a*(c+4d+e)/6	
									(a)	(b)		(c)	(d)	(e)		
Contractors / Consultants	Limited availability of specialist consultants may cause significant delays.	Almost certain	Major	Very High	Retain & Manage	Frequent communication with consultant requesting updates on delivery times.	PT	Yes	Unlikely	Moderate	Medium	\$ -	\$ -	\$ -	\$ -	
Environment	Significant vegetation removal required which will require external authorities to approve	Highly likely	Major	High	Reduce likelihood	Prepare REF and get required permits.	MP	No	Unlikely	Moderate	Medium	\$ -	\$ -	\$ -	\$ -	
Stakeholder	Community rejection of the timeframes to deliver the project	Highly likely	Moderate	High	Reduce likelihood	Follow comms plan	PT	Yes	Unlikely	Minor	Low	\$ 50,000	\$ 100,000	\$ 200,000	\$ 21,666.67	
Cost	Latent conditions could escalate scope and cost beyond available budget.	Likely	Major	High	Retain & Manage	Comprehensive site investigations to reduce unknowns	PT	Yes	Unlikely	Minor	Low	\$ -	\$ -	\$ -	\$ -	
Scope	Scale of project larger than expected.	Highly likely	Major	High	Reduce likelihood & consequence	More detailed investigation.	PT	Yes	Unlikely	Minor	Low	\$ 150,000	\$ 200,000	\$ 400,000	\$ 45,000.00	
Safety	Significant site hazards exist	Almost certain	Major	Very High	Transfer	Use of specialist consultants and contractors trained in remediating these hazards	PT	Yes	Unlikely	Moderate	Medium	\$ 250,000	\$ 350,000	\$ 500,000	\$ 71,666.67	
Time	Delays in completing designs	Likely	Major	High	Reduce likelihood	Assist consultant with provision of detail.	PT	Yes	Likely	Minor	Medium	\$ -	\$ -	\$ -	\$ -	
Select category		Select likelihood	Select consequence	N/A	Select strategy			Yes / No	Select likelihood	Select consequence	N/A				\$ -	



Project: Mt Keira Road & Summit Park Upgrade Project
Date: 13 August 2014

Milestone	External Tasks	Inactive Milestone	Duration-only	Start-only	Progress
Task	External Milestone	Inactive Summary	Manual Summary Rollup	Finish-only	Deadline
Split	Inactive Task	Manual Task	Manual Summary	Deadline	Deadline
Project Summary					

Destination Development Plan



Prepared for Destination Wollongong
December 2013

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 **Cardno**[®]
Shaping the Future

Letter to Mr Brett Whitworth – *The Illawarra over the next 20 years: A Discussion Paper*



25th November, 2013

Mr Brett Whitworth
Regional Director- South
NSW Planning and Infrastructure
Level 2, 84 Crown Street
Wollongong NSW 2520

The Illawarra over the next 20 years: A Discussion Paper

Brett,

Destination Wollongong, enabled by the strategic long term support of Wollongong City Council, is charged with delivering visitor economy growth by positioning Wollongong and surrounds as the premier regional tourism, events and conference destination.

As you know representatives of Destination Wollongong met with yourself and Linda recently to discuss the positioning of tourism in the NSW Planning and Infrastructure discussion paper- *The Illawarra over the next 20 years*.

At that meeting you made it patently clear that if we wanted to press the importance of our sector in regional planning then we must first ourselves:

- Measure the economic impact of the sector on the regional economy
- Appraise the current 'health' of the industry from a range of perspectives
- Look at ways to develop and grow the sector
- Improve the way we work cooperatively as a region

The NSW Government's Visitor Economy Action Plan (VEAP) has placed Destination Marketing Plans (DMP) at the centre of the reform that is taking place in regional tourism planning. The Wollongong Destination Management plan sets out the organisation's strategic focus to contribute to the State Government's aim of achieving \$36.6 billion in overnight visitor expenditure per annum by 2020. Wollongong is a key destination to achieving this goal as it has two specific



competitive advantages:

1. Proximity and connectivity to Sydney, Australia's main tourist gateway. Being located only 73km from Sydney International Airport, Wollongong is perfectly located to service Sydney's residential population of over 4.5 million residents and overnight visitation of over 10 million per year.
2. Accommodation Capacity. Unlike Sydney, Wollongong has accommodation capacity available year round, including over the traditionally busy Christmas and New Year period.

As part of our review into the regions tourism offering, we identified the need for a more "outward looking" or aspirational document which appraised our assets and how they could be nurtured into world class tourist facilities.

We commissioned a report by Cardno aptly named a "Destination Development Plan" which complements our Destination Management Plan and sets out the key strategic development focus for the sector. It puts the case that Wollongong is ideally placed to capture the opportunities presented by a range of global trends especially the anticipated growth of Asian visitation and adventure tourism and aligns with both state and federal government tourism agenda.

Wollongong has an array of assets that have appeal to an equally diverse range of market segments and special interest groups.

The Plan identifies our key strengths as:

- A unique and differing landscape comprising Escarpment, beaches, industrial, National Parks and rural lands
- Our proximity and connections to Sydney, Canberra and Kingsford Smith International Airport
- The linear nature of our coastline which supports such activities as the Grand Pacific Drive and Way, and
- A diverse cultural community.

As at June 2013, the visitor economy was worth \$700 million per annum to the local economy, bringing nearly 13,000 visitors to the region every day of the year, or 4.7m visitors per year.

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Tourism is already the 4th highest employing industry in Wollongong and much higher when indirect jobs are shown. Tourism currently provides employment for over 7,500 people in the local government area. Importantly, many of these positions are relatively unskilled, entry level positions perfectly positioned to provide opportunities for youth, a traditionally high unemployment sector for Wollongong. The above statistics confirm that tourism is already a substantial industry for the region, yet the development of products is quite poor. Wollongong has long been seen as the “poor cousin” in the Sydney surrounds competitive set, mainly due to a lack of leisure and events product.

It is well known and accepted that investment in tourism requires genuine facilitation and dedicated planning. The foreshores and crown lands must be protected and expertly planned to achieve sensible yet commercial outcomes.

Tourism assets need to be built on prime real estate and unfortunately there are very few of these sites available. It is imperative that all levels of government join forces to protect any of these lands which are still under the control of crown lands or local council with a view to the long term economic benefits to the region.

It is also well recognised that “tourism precincts” play a major role in attracting large scale visitation as a variety of attractions and activities in a central location can provide entertainment for a wider demographic of visitors.

In a local sense, looking at the potential for the Mt Keira precinct to become a key tourism employment land for Wollongong is an important part of our strategy to grow youth employment opportunities in the area.

The Destination Development Plan is focused on creating new attractions, activities and accommodation options which will complement the market opportunities outlined in the Destination Management plan-

1. Commercialising existing tourism assets to take advantage of the Visiting Friends and Relatives market out of Sydney and existing visitation
2. Wollongong becoming the ‘Adventure Playground’ of Sydney
3. The importance of business and major sporting events given our proximity to Sydney

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The ability to deliver these projects will only be possible if we resolve a range of planning related issues first. In this regard we call on the Department of Planning and Infrastructure (in the context of the Illawarra Discussion paper) to:

- Set sites aside for tourism projects and clear regulatory and planning approvals for tourism projects at those sites.
- Align the objectives of tourism investment with local planning requirements.
- Work collaboratively with other levels of government and with investors to shape investment proposals so as to achieve approvals.
- Appear on behalf of tourism investment proposals at planning tribunals where the proposal has the features being sought by the jurisdiction.
- When considering major proposals, for an across-government project committee to facilitate the proposal.
- Assign a person with suitable expertise and sufficient influence to each significant investment proposal to help developers navigate government and provide a high level of responsiveness.

Destination Wollongong would welcome the opportunity of working with the Department to form a Tourism Working Group (along the lines of the current employment lands taskforce and Illawarra urban Development Programme) to look at the needs of the sector.

In particular the Group would:

- Establish permanent consultative mechanisms involving different levels of government to provide a basis for ongoing collaboration.
- Develop a detailed profile of investors and selectively target investors with specific proposals to fill gaps in current supply. Develop an ongoing fact-based conversation with communities about the potential benefits of tourism investment to build community support for investment.
- Identify opportunities to work with Indigenous communities to develop proposals that will respond to visitor demand and be of benefit to traditional owners.

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- Have an adequately resourced strategy specifically for engaging international investors.

We commend our Destination Management Plan to you and look forward to further dialogue with the Department to drive and grow the tourism agenda further in this region.

Yours faithfully



Mark Sleight
General Manager
Destination Wollongong

Executive Summary

Destination Wollongong recognises tourism as a major economic driver of change within the region. It also appreciates that if it is to change attitudes towards tourism, then it must to identify the potential opportunities for the region and resolve barriers (i.e. economic, social, administrative, and political) in development of the sector.

Destination Wollongong has commissioned Cardno to prepare this Destination Development Plan (DDP) for Wollongong Local Government Area in the context of the Illawarra Region. It accompanies Destination Wollongong's Destination Management Plan (DMP) and sets out the key strategic focus for the sector. The **Destination Development Plan** is intended to be an overtly 'outward looking' or aspirational document.

Wollongong is ideally placed to capture the opportunities presented by a range of global trends such as Asian Century, Seniors Market, Nature based tourism and eco-tourism, Surf tourism Cultural and heritage tourism. Wollongong has an array of assets that have appeal to an equally diverse range of market segments and special interest groups. The key strengths of the region are:

- > Unique and differing landscapes
- > Proximity to Sydney International Airport and to Canberra
- > Grand Pacific Way
- > Wollongong's beaches
- > South Coast Rail line connects most of the region together and
- > The region has a diverse cultural community.

Currently, the NSW South Coast is the third most visited region in NSW after Sydney and the North Coast for domestic travellers (for the period 2011-2012). Some important points to note include:

- > The visitor economy is worth \$700 million per annum including 10,000 day visitors per day and 280,000 overnight visitor nights per month on average.
- > Tourism is already the 4th highest employing industry in Wollongong and much higher when indirect jobs are shown.
- > Tourism is already a substantial industry, yet the development of products is quite poor.
- > Comparatively Wollongong is the "poor cousin" in the Sydney surrounds competitive set. This is mainly due to lack of leisure and events product.
- > The NSW government has set a policy to double overnight visitor expenditure by 2020. The Illawarra has a strong role to play as Sydney is constrained and Illawarra is accessible with great capacity.
- > Investment in tourism requires genuine facilitation and dedicated planning.
- > The foreshores and crown lands must be protected and expertly planned to achieve sensible yet commercial outcomes.
- > There are a number of barriers to entry and a number of recommended planning actions to achieve desired results.

For the purposes of this DDP, the region has been broken up into the following tourism precincts (form north to south):

1. Helensburgh and the Royal National Park
2. Northern Villages
3. Coastal Beaches
4. Education Precinct
5. Wollongong City, Wollongong Harbour and the Blue Mile
6. Lake Illawarra
7. Industry
8. Rural Landscape

There are three key themes that Destination Wollongong is looking to develop their destination around:

- > Commercialising existing tourism assets to take advantage of the VFR market out of Sydney and existing visitation
- > Wollongong becoming the 'Adventure Playground of Sydney'
- > The importance of business events given our proximity to Sydney

Within each precinct, a number of key projects have been identified such as:

- > Royal National Park Eco Lodge
- > Combined Golf Resort at Maddans Plains
- > Museum of Flight/Bald Hill Conference Restaurant Facility
- > Grand Pacific Way
- > Illawarra Escarpment Walk
- > Sky Bridge – Mt Ousley Crossing
- > Mount Keira Adventure Playground
- > Belmore Basin Maritime Facility and Coastal Ferry
- > Wollongong Convention Centre
- > Cliff Road Tourist Resort
- > Bungee Jumping at Sublime Point

In terms of implementation, Destination Wollongong should look to forming good facilitation partnerships to:

- > Establish permanent consultative mechanisms involving different levels of government to provide a basis for ongoing collaboration.
- > Develop a detailed profile of investors and selectively target investors with specific proposals to fill gaps in current supply. Develop an ongoing fact-based conversation with communities about the potential benefits of tourism investment to build community support for investment.
- > Identify opportunities to work with Indigenous communities to develop proposals that will respond to visitor demand and be of benefit to traditional owners.

- > Have an adequately resourced strategy specifically for engaging international investors.










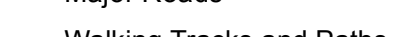
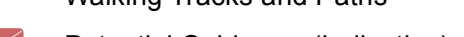
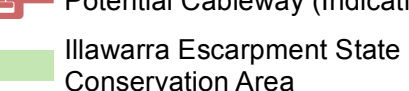
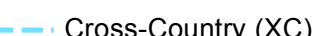


Destination Wollongong should also investigate facilitation practices for approval processes:

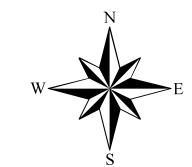
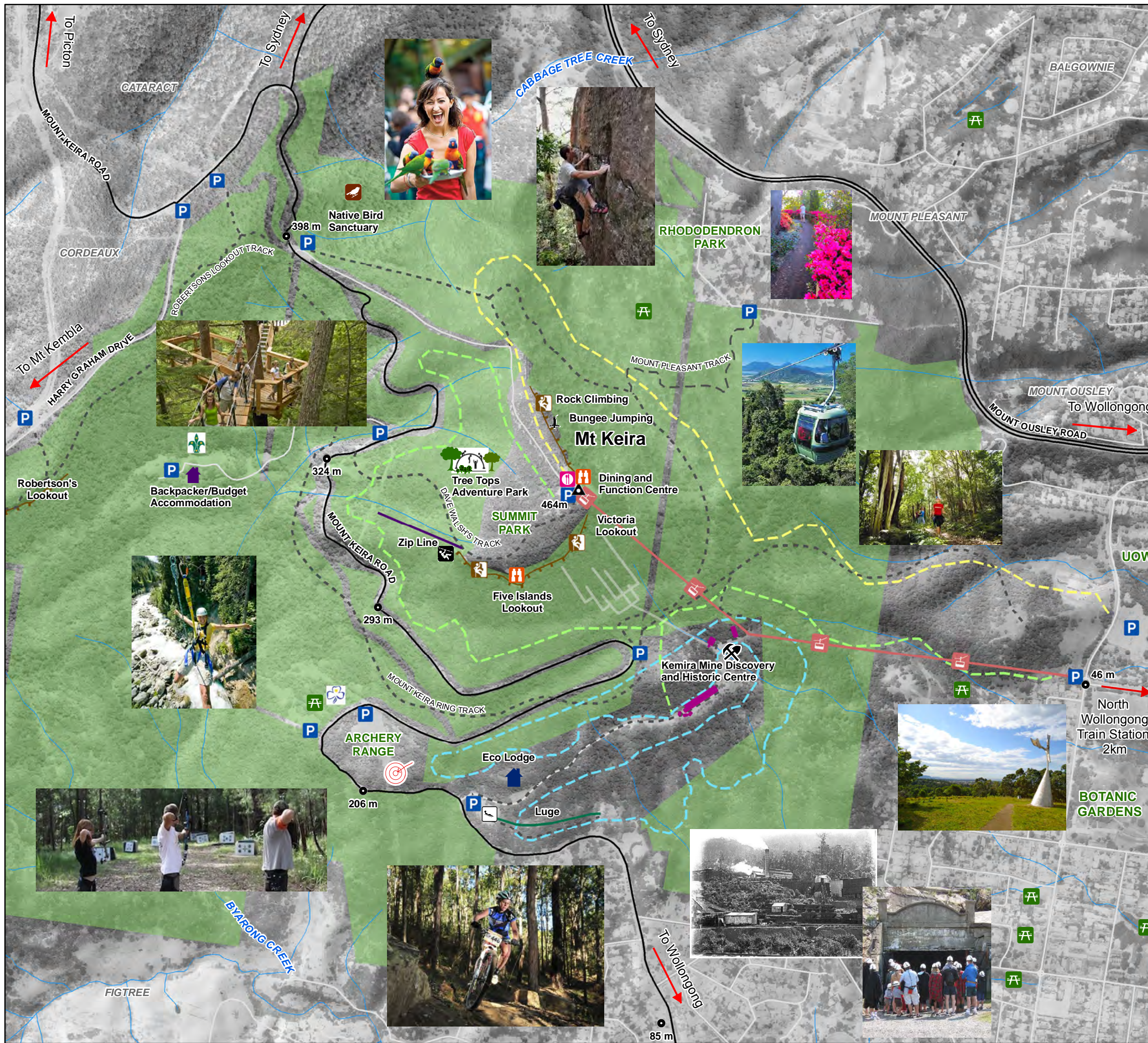
- > Set sites aside for tourism projects and clear regulatory and planning approvals for tourism projects at those sites.
- > Align the objectives of tourism investment with local planning requirements.
- > Work collaboratively with other levels of government and with investors to shape investment proposals so as to achieve approvals.
- > Appear on behalf of tourism investment proposals at planning tribunals where the proposal has the features being sought by the jurisdiction.
- > When considering major proposals, an across-government project committee should be formed to facilitate the proposal.
- > In appropriate circumstances, refer tourism investment proposals from local to state government for approval.
- > Assign a person with suitable expertise and sufficient influence to each significant investment proposal to help developers navigate government and provide a high level of responsiveness.

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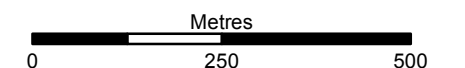
Keira Summit Park "A Mountain of Possibilities"

Legend

-  Park
 -  Parking
 -  Spot Height
 -  Trigonometric Station
 -  Underground Mine Tunnels
 -  Cliff Line
 -  Watercourses
 -  Local Roads
 -  Major Roads
 -  Walking Tracks and Paths
 -  Potential Cableway (Indicative)
 -  Illawarra Escarpment State Conservation Area
- ### Potential Mountain Bike Trail (Indicative)
-  Cross-Country (XC)
 -  Flow Trail
 -  Downhill



1:10,000 Scale at A3



Map Produced by Cardno NSW/ACT Pty Ltd (WOL)
 Date: 2013-08-21
 Coordinate System: GDA 1994 MGA Zone 56
 Project: 48982013-01-0386
 Map: G1001_SitePlan.mxd 03

Aerial imagery supplied by NearMap (November 2011)
 All base data supplied by NSW LPI unless otherwise stated.