



AGENDA

CULTURE, ECONOMY AND CORPORATE COMMITTEE

12 APRIL 2021

MEMBERSHIP: Councillors J Diffey, V Etheridge, D Grant, D Gumley, A Jones, S Lawrence, G Mohr, K Parker, J Ryan and B Shields.

The meeting is scheduled to commence at .

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CEC21/14 LEAVE OF ABSENCE (ID21/495)	
CEC21/15 ACTIVATION OF THE DUBBO CITY BOWLING CLUB SITE (ID21/449) The Committee had before it the report dated 16 March 2021 from the Manager Regional Experiences regarding Activation of the Dubbo City Bowling Club Site.	2
CEC21/16 INVESTMENTS UNDER SECTION 625 OF THE LOCAL GOVERNMENT ACT - MARCH 2021 (ID21/455) The Committee had before it the report dated 1 April 2021 from the Chief Financial Officer regarding Investments Under Section 625 of the Local Government Act - March 2021.	6
CEC21/17 DUBBO REGIONAL COUNCIL REPRESENTATION TO THE TARONGA CONSERVATION SOCIETY AUSTRALIA BOARD (ID21/492) The Committee had before it the report dated 24 March 2021 from the Governance and Internal Control Manager regarding Dubbo Regional Council Representation to the Taronga Conservation Society Australia Board.	12
CEC21/18 DESTINATION DUBBO: "INTERNATIONAL READY" - QUARTERLY PROJECT UPDATE (ID21/268) The Committee had before it the report dated 25 March 2021 from the Tourism Product Development Manager regarding Destination Dubbo: "International Ready" - Quarterly Project Update.	14



DUBBO REGIONAL
COUNCIL

REPORT: Activation of the Dubbo City Bowling Club Site

AUTHOR: Manager Regional Experiences
REPORT DATE: 16 March 2021
TRIM REFERENCE: ID21/449

EXECUTIVE SUMMARY

On 28 September 2020, Council resolved, in part:

- "1. That Council proceed with the land swap with Dubbo RSL of the Council owned 3.3 ha vacant land parcel at Keswick Estate, for the RSL owned Dubbo City Bowling Club."*

This land swap for vacant possession of the site is close to completion.

From July 2021, the site will be utilised for 18-24 months for cultural activation programming and part of the Western Plains Cultural Centre's corporate and cultural community group hire offering. During this time, a range of community and cultural activation programming and events as identified in the Regional Cultural Plan will be undertaken at the site. The site will also be used to appropriately store large cultural objects.

Council was successful in applying for \$100,000 under Phase 2 of the Local Roads and Community Infrastructure program to contribute towards the refurbishment of the site to support the identified uses.

During the activation period, the Chief Executive Officer will undertake a review in consultation with the community to identify the long term future strategic use of the site.

FINANCIAL IMPLICATIONS

Funding for the project is provided under Phase 2 of the Local Roads and Community Infrastructure Program.

Income received from the use/hire of the site will be returned to the Regional Experiences cultural programming and activation at the site.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

- 1. That the report from the Manager Regional Experiences, dated 16 March 2021, be noted.**
- 2. That the Dubbo City Bowling Club site be activated from July 2021 for 18-24 months for cultural programming, corporate/community hire and storage of Council's large object collection.**
- 3. That during the temporary period the facility be called the "The Greens."**
- 4. That during the temporary activation period, the Chief Executive Officer undertake a review in consultation with the community to identify the long term future strategic use of the site.**

Jamie Angus

Manager Regional Experiences

BACKGROUND

At its meeting on 28 September 2020, Council resolved, in part:

- “1. That Council proceed with the land swap with Dubbo RSL of the Council owned 3.3 ha vacant land parcel at Keswick Estate, for the RSL owned Dubbo City Bowling Club...*
- 4. That the Dubbo City Bowling Club site is to be classified as operational land upon its acquisition by Council.”*

The land swap arrangement between Dubbo RSL and Dubbo Regional Council for the acquisition of Lot 415 DP 754308 is close to completion with Council set to take vacant position of the site in April 2021.

Located in Wingewarra Street, adjacent to the Western Plains Cultural Centre, the site is currently operated as the Dubbo City Bowling Club. This site is 9,706 m² and is currently zoned *RE2 Private Recreation*. Upon finalisation of acquisition, the land will be classified as operational, as per Council’s resolution.

As presented to a Council Workshop on 1 March 2021, a number of potential short term uses have been identified for the site. These uses are proposed in response to Council’s Cultural Development Plan that identified high demand for affordable and flexible small music and entertainment venues, and meeting spaces to support cultural and industry development. The Cultural Plan also identified concerns with long term housing for Council’s large object collection, which is currently stored in shipping containers.

The short term activation of the site will be for a period of 18-24 months.

REPORT

The following cultural activation is proposed for temporary use of the Dubbo City Bowling Club site:

- Museum Large object storage of the Western Plains Cultural Centre;
- Outdoor live music events;
- Community Meeting Space;
- Corporate Hire Space; and
- Cultural activation through partnerships through the DRC Cultural Plan.

As part of the short term activation of the former site of the Dubbo City Bowling Club, a change of use development application will need to be undertaken for the upcoming 18-24 months. The following uses have been identified and the development application will be submitted to Council to reflect this.

During the temporary period it is propose the facility be called the “The Greens.”

The site activation is set to commence in July 2021. The cultural activities taking place at the site will be undertaken and administered by Council's Cultural Development Team within the Regional Experiences Branch. The team will work closely with the Western Plains Cultural Centre team who will be facilitating the corporate hire activities on the site.

Council's Regional Events team are also currently assessing the site for potential use as part of the 2021 and 2022 DREAM festival and other pop-up events. These activities are planned to be undertaken within the existing programming and budget of the Regional Events Branch.

To prepare the site for the proposed activation, Council have been successful in securing \$100,000 grant under Phase 2 of the Local Roads and Community Infrastructure program.

This funding will be used to transition from a vacant possession to cultural activation and large object storage. These funds will also be used to undertake repairs to the aged infrastructure and purchase required furniture and fittings to ensure compliance as a public recreation facility.

Council staff are currently in negotiations with the State Electoral Office to potentially utilise the site for approximately two to three months as the pre-polling location for the upcoming local elections from mid-July to end of September 2021. Although this has not been confirmed at this site, it is hoped the site can be utilised and the income generated on maintenance and upkeep of the site and additional programming that can be delivered that current budget parameters of the Regional Experiences budget do not allow.

During the cultural activation period, the Chief Executive Officer will undertake a review of the site for the strategic long term use to be presented to council for their consideration. This review will provide direction and recommendations for long term strategic use of the site.

SUMMARY

The site of the previous Dubbo City Bowling Club will be transferred as vacant possession in April 2021. Once a number of compliance repairs have been undertaken and a development application has been completed, the site will be activated with cultural programming and corporate hire for approximately 18-24 months. Use will also include storage for Council's large object collection.

During this activation period, the Chief Executive Officer will undertake a review of the future long term strategic use of the facility. This report will be presented to Council for their consideration.



REPORT: Investments Under Section 625 of the Local Government Act - March 2021

AUTHOR: Chief Financial Officer
REPORT DATE: 1 April 2021
TRIM REFERENCE: ID21/455

EXECUTIVE SUMMARY

As required by Clause 212 of the Local Government (General) Regulation 2005, set out below are the details of all monies that Council has invested under Section 625 of the Local Government Act as at 31 March 2021.

Investments, when placed, have been done so in accordance with the Local Government Act, Local Government Regulations and Council's Investment Policy and Strategy. Interest on investments for the month of 31 March 2021 has been accounted for on an accrual basis. This report details investments and annualised returns for the month of March 2021.

FINANCIAL IMPLICATIONS

Interest earned on investments has been included within Council's 2020/2021 Operational Plan, with total income generated from the Investment Portfolio forecast to be in excess of \$2,500,000.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the information contained within the report of the Chief Financial Officer dated 1 April 2021 be noted.

Michael Howlett
Chief Financial Officer

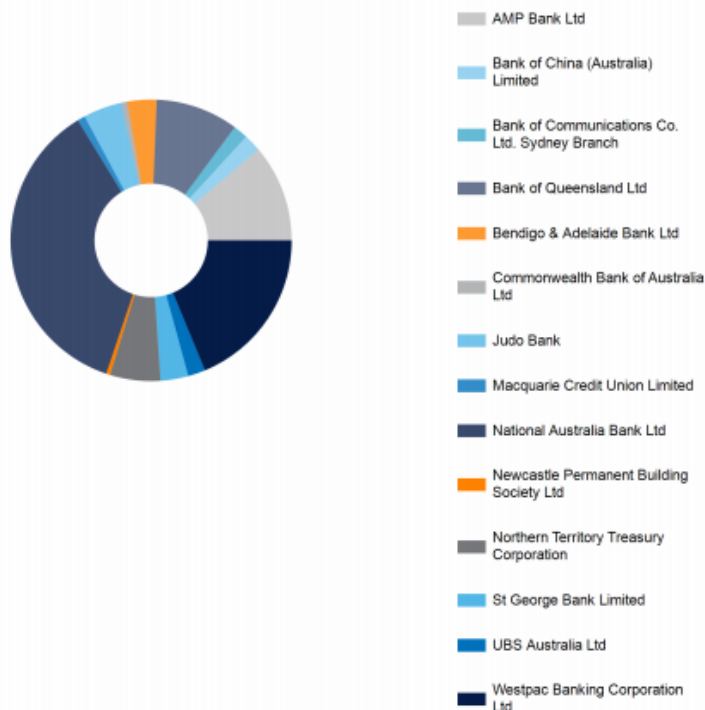
PORTFOLIO OVERVIEW

The below table details Council’s current investment portfolio:

Issuer	Market Value	% Total Value
AMP Bank Ltd	25,086,147.38	11.17%
Bank of China (Australia) Limited	4,505,561.96	2.01%
Bank of Communications Co. Ltd. Sydney Branch	3,766,800.00	1.68%
Bank of Queensland Ltd	21,366,889.57	9.52%
Bendigo & Adelaide Bank Ltd	7,541,163.71	3.36%
Commonwealth Bank of Australia Ltd	1,510,410.96	0.67%
Judo Bank	10,000,238.40	4.45%
Macquarie Credit Union Limited	2,001,460.28	0.89%
National Australia Bank Ltd	80,991,146.62	36.07%
Newcastle Permanent Building Society Ltd	1,014,260.00	0.45%
Northern Territory Treasury Corporation	13,014,350.00	5.80%
St George Bank Limited	7,172,071.23	3.19%
UBS Australia Ltd	4,480,965.00	2.00%
Westpac Banking Corporation Ltd	42,091,399.73	18.75%
Portfolio Total	224,542,864.82	100.00%

^Portfolio overview represents total market value. Investment face value is \$223,678,495.07.

Market Value by Issuer



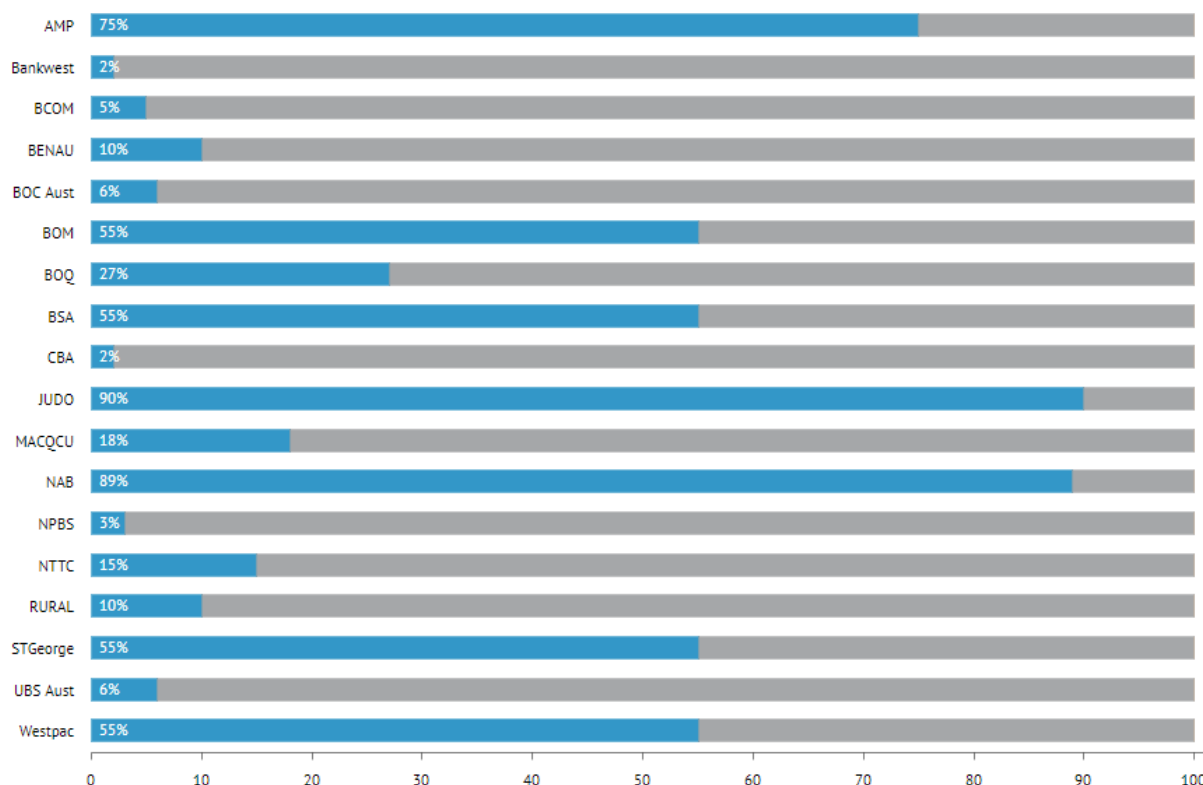
^ NAB is inclusive of Councils cash account.

^AMP is inclusive of Councils 31 day notice saver account.

INVESTMENT COMPLIANCE

The following table shows that Councils investments are compliant with the revised Investment Policy that was adopted at the Ordinary Council meeting held 22 March, 2021.

Issuer Limits As at Wednesday, 31 March 2021



INTEREST INCOME

The below table details payments of interest paid to Council between 1 March and 31 March 2021:

Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional
AMP 0.8 01 Mar 2021 182DAY TD	AMP Bank Ltd	IEI141588	1 Mar 2021	3,000,000.00	11,967.12
Westpac 0.78 03 Sep 2021 365DAY TD	Westpac Banking Corporation Ltd	IEI155125	3 Mar 2021	5,000,000.00	9,616.44
Westpac 3.15 08 Jun 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI156157	8 Mar 2021	2,000,000.00	15,534.25
CBA 1.15 09 Mar 2021 1826DAY FRD	Commonwealth Bank of Australia Ltd	IEI156343	9 Mar 2021	3,000,000.00	8,654.79
Westpac 3.15 09 Jun 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI156342	9 Mar 2021	3,000,000.00	23,301.37
AUBANK 1.75 11 Mar 2021 365DAY TD	Australian Unity Bank	IEI141589	11 Mar 2021	2,000,000.00	35,000.00
SunBank 1.6 16 Mar 2021 362DAY TD	Suncorp Bank	IEI141590	16 Mar 2021	4,000,000.00	63,473.97
AMP 1.75 18 Sep 2021 548DAY TD	AMP Bank Ltd	IEI159413	19 Mar 2021	2,000,000.00	35,000.00
Westpac 3.15 20 Sep 2022 1461DAY TD	Westpac Banking Corporation Ltd	IEI158256	20 Mar 2021	5,000,000.00	38,835.62
Westpac 3.3 20 Dec 2022 1826DAY TD	Westpac Banking Corporation Ltd	IEI158257	20 Mar 2021	3,000,000.00	24,410.96
NAB 2.8 23 Mar 2021 790DAY TD	National Australia Bank Ltd	IEI158338	23 Mar 2021	5,000,000.00	22,630.14
AMP 31 Day Ntc	AMP Bank Ltd	IEI155803	26 Mar 2021		2,610.31
NAB At Call In	National Australia Bank Ltd	IEI159402	31 Mar 2021		32,221.62
					323,256.59

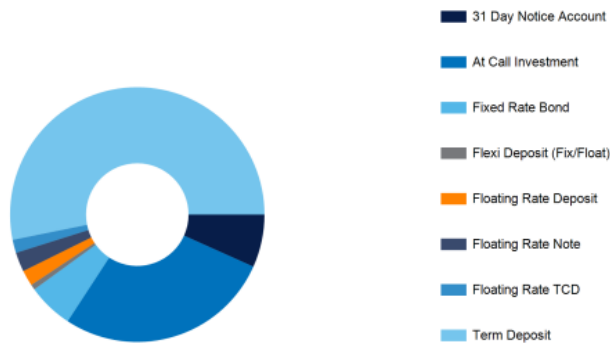
[^] Interest received consists of payments made to Council's allocated bank account and are exclusive of accruing interest.

INVESTMENT BY ASSET CLASS

The following table details Councils investment holdings by investment type:

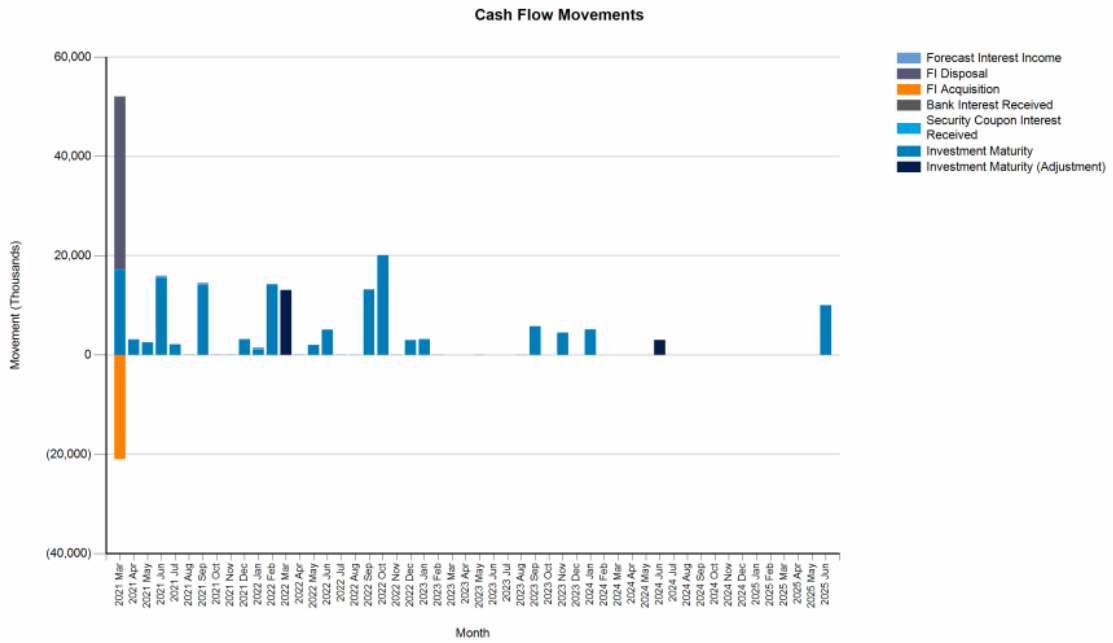
Security Type	Market Value	% Total Value
31 Day Notice Account	15,044,346.03	6.70%
At Call Investment	61,787,150.19	27.52%
Fixed Rate Bond	13,014,350.00	5.80%
Flexi Deposit (Fix/Float)	1,510,410.96	0.67%
Floating Rate Deposit	4,505,561.96	2.01%
Floating Rate Note	5,495,225.00	2.45%
Floating Rate TCD	3,766,800.00	1.68%
Term Deposit	119,419,020.69	53.18%
Portfolio Total	224,542,864.82	100.00%

Market Value by Security Type

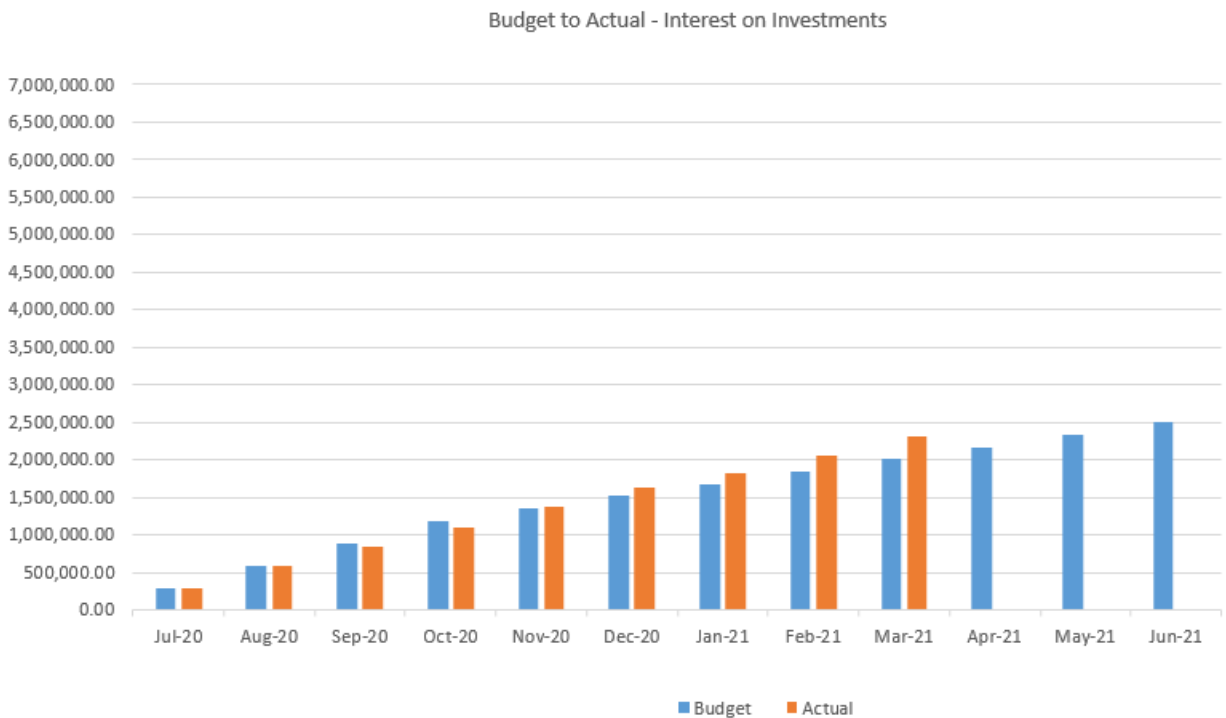


FUTURE MATURITY CASHFLOW

The below table details the expected cash flow of future investment maturity:



BUDGET TO ACTUAL – INTEREST ON INVESTMENTS



SUMMARY

Cash Account

Council outperformed the 11am Official Cash Rate market benchmark for one month annualised return of 0.10%, achieving a return of 0.50% for its At Call investments for the month of March 2021.

Investment Portfolio

Council outperformed the one month annualised Bloomberg AusBond Bank Bill Index of 0.00%, with an average return of 0.59% for its overall portfolio return.



REPORT: Dubbo Regional Council Representation to the Taronga Conservation Society Australia Board

AUTHOR: Governance and Internal Control
Manager
REPORT DATE: 24 March 2021
TRIM REFERENCE: ID21/492

EXECUTIVE SUMMARY

Advice has been received from the Taronga Conservation Society Australia, formally seeking the nomination of two persons by Dubbo Regional Council from which the Minister may consider making an appointment to the Board of the Taronga Conservation Society Australia.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That Council nominate two representatives to the Taronga Conservation Society Australia Board.

Susan Wade
Governance and Internal Control Manager

REPORT

Council's representation to the Board of the Taronga Conservation Society Australia is currently vacant and the Taronga Conservation Society Australia has requested that two nominations be provided for consideration by the Minister.

Taronga Conservation Society Australia has advised that nominations need not be exclusively Councillors and can include prominent members of the local community or citizens who, in the Council's view, would be appropriate for nomination for appointment to the Board. Nominees would need to be suitably qualified to provide sound advice, judgement and contribution to the Board based on experience. The Minister has further requested that Council nominate one appropriately identified indigenous community representative and at least one female.



REPORT: Destination Dubbo: "International Ready" - Quarterly Project Update

AUTHOR: Tourism Product Development
Manager
REPORT DATE: 25 March 2021
TRIM REFERENCE: ID21/268

EXECUTIVE SUMMARY

This report provides a quarterly update on the project management and progress of the three tourism product development projects under the overarching "Destination Dubbo – International Ready" banner.

FINANCIAL IMPLICATIONS

Total:	\$13,583,760 (100%)
Restart NSW Fund:	\$10,147,000 (75%)
Recipient co-contribution funding:	\$3,436,760 (25%)

Recipient co-contribution funding includes:

Cash contribution Dubbo Regional Council	\$2,536,760
NSW Stronger Communities Fund	\$900,000

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

That the report from the Tourism Product Development Manager dated 25 March 2021 be noted.

Nicola Chandler
Tourism Product Development Manager

BACKGROUND

‘Destination Dubbo – International Ready’ seeks to elevate Dubbo to be the number one inland visitor destination in NSW and Australia, both for Australian families and international visitors to NSW. The project will increase the Region’s support to the NSW Government in achieving its overnight visitation expenditure targets of \$20 billion by 2025 and \$25 billion by 2030 in regional NSW.

Dubbo Regional Council (DRC), through the ‘Destination Dubbo – International Ready’ project, will capitalise on Dubbo’s natural, cultural and heritage endowments to develop three additional cultural tourism products to support the Taronga Western Plains Zoo in showcasing Dubbo to the rest of Australia and the world.

The reclamation and development of a public heritage plaza at Old Dubbo Gaol, Dubbo’s second most popular attraction; the construction of a new Wiradjuri Tourism Centre; and the activation of the Macquarie Foreshore as a cultural events precinct in Dubbo’s CBD will create a year-round destination for visitation based on an improved and culturally-rewarding visitor experience.

REPORT

Old Dubbo Gaol Heritage Plaza

Project milestones continue to be achieved within the project management of the Old Dubbo Gaol Plaza.

Extensive community consultation on detailed draft concept designs of the Heritage Plaza was undertaken over a five week period to ensure thorough feedback was received from all facets of community.

Public Exhibition and community engagement has been inclusive of but not exclusive to the following activities; meetings with the Police regarding safer by design concepts, invitation sent to 200 CBD businesses to attend exclusive information evening, one-on-one interviews held with 35 business owners surrounding the precinct, hosted public exhibition event at Old Dubbo Gaol for CBD businesses, presentation to the Dubbo Accommodation Network Group, presentation at a Council Workshop, along with 30 days of website displays and social media posts.

Extensive feedback was received from business owners, CBD business employees, community members, market stall holders, performers, event industry representatives, Council representatives and heritage experts.

Strong themes and examples of the extensive feedback received is inclusive of but not exclusive to the following:

- **Creates visual interest** – variety of textures, finishes and colours.
- **Lighting** – modern, softer lighting will encourage visitation at night, Catenary lighting.
- **Art wall** – Love that art is featured.
- **Cubes on footpath** – modern look that helps define the Plaza precinct.
- **Shade structure** – Fantastic concept that makes the space feel innovative and light.
- **Activation** – Incorporation of area for bands etc. Art installation. Night activation. All positive.
- **Seating design:** proposed curvilinear lines to help draw the eye.
- **Heat** –Large expanse of unshaded dark pavers to north and east may act as a heat sink.
- **Drought Proof** - Water Sensitive Urban Design element that harvests, stores, and reuses stormwater.
- **Smart features,** Sensors record the temperature within the plaza, track numbers, free WIFI, smart bins, bike racks.
- **Plants and Vegetation,** local native species of plants, would add character and cultural significance.
- **Water fill points / bubblers need to be provided**
- **Cultural Elements**
- **Safer by Design**
- **Accessible Access**
- **Vandalism proof**

Close to 70 individual responses to the public exhibition of the Heritage Plaza have been received. Feedback from the Community has been largely complimentary, constructive and insightful. There has been a repeated concern regarding the starling's impact on the plaza, security for the precinct at night and potential vandalism of the public space.

All concerns and highlighted issues will inform the final design and development of the Heritage Plaza.



The three shortlisted artists in the Kinetic Artwork Competition are also seeking community consultation in their concept development phase. This is in the form of one-on-one conversations with representatives from both the Wiradjuri Technical Advisory Panel (WTAP) and the Dubbo Aboriginal Community Working Party (DACWP) along with group workshop engagements with representatives from both organisations.

The three shortlisted artists have all been well received by community and all have strong family and cultural connections to Dubbo.

These three artists have been provided with funding to work up concept design and a site visit will be facilitated to enable artists to view the site of the work and engage with community. The three selected artists will be required to present a final concept plan that includes;

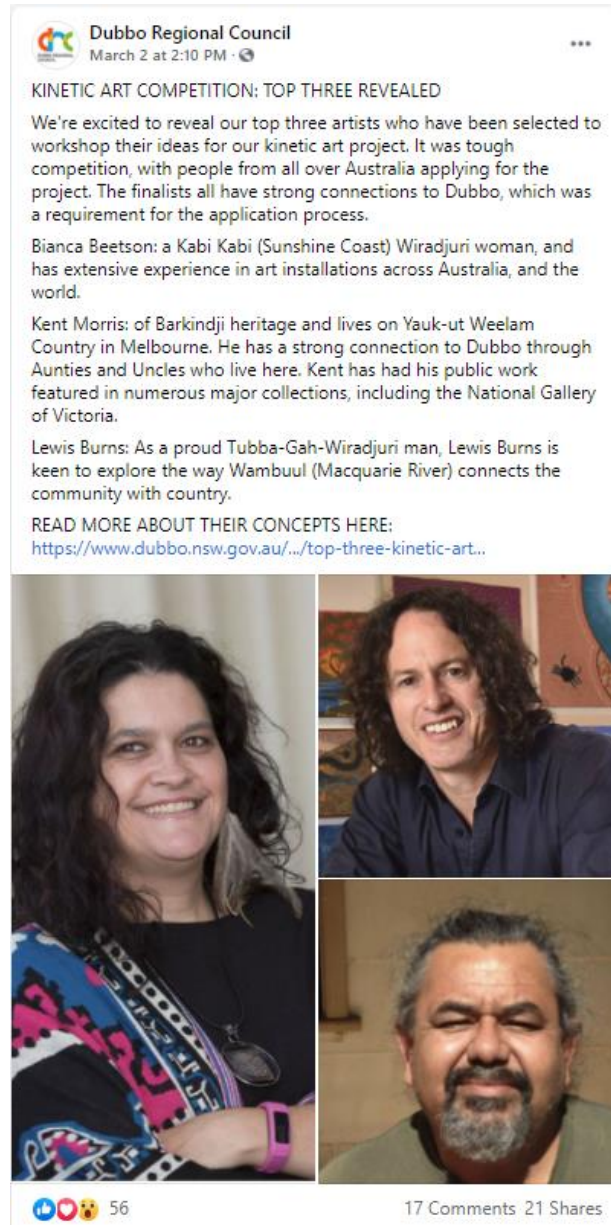
- Concept design of the proposed work as required to convey the concept, scaled and presented in a professional manner to clearly demonstrate concept and planned realisation.
- Indicative site plan showing proposed application of concept to site.
- Indication of materials and any specific fabrication methods.
- Indicative project plan including additional site visits or community consultation, workshop dates and any milestones in the fabrication process (developed in consultation with UAP).
- Details of any subcontractors, consultations, supply relationships or other third parties they see as party to the project.
- Indication of any known ongoing maintenance requirements associated with the project.

From these three final submissions the judging panel will select a final successful submission, a decision will be made on 23 April 2021.

The judging panel will be made up of the same representatives from the outset of the project;

- Wiradjuri Technical Advisory Panel/Dubbo Aboriginal Community Working Party
- Department of Premier and Cabinet/Department of Regional NSW
- Dubbo Regional Council - Councillor/Mayor
- Indigenous Curator – Art Gallery of NSW
- Telstra, Senior Specialist, Indigenous Affairs, Sustainability, External Affairs and Legal (SEAL)
- Cultural Development Coordinator, Regional Experiences - Dubbo Regional Council
- Curator of Public Art – City of Sydney or member of the City of Sydney Public Art Advisory Panel

Project timelines are aiming for fabrication to begin May 2021 and installation by February 2022.



Additional activities completed for the Heritage Plaza includes but is not exclusive to the following:

- An internal Heritage Plaza project control group has been developed to collaborate in the multifaceted project management of the site.
- Introduction to UAP Principal/Head of Design - Daniel Clifford.
- Weekly project planning meeting with UAP regarding Public Artwork and prize.
- Tender process for graphic artists and architect for Heritage Plaza concept constructions.
- Solicited Crime Prevention by Environmental Design assessment by NSW Police on the draft concept.
- Budget review of Delivery Program and Operational Plan.
- Settlement on purchase of 92 Macquarie Street. Exchange of property is planned for 1 July 2021.
- Planning currently underway for DA process of demolition to open the plaza space.

- Lease agreement development with Telstra regarding building and wall.
- Lighting Infrastructure Master Plan meeting to align project plans.
- Soil Survey investigations ongoing regarding footings and foundation for the kinetic artwork.

Wiradjuri Tourism Centre

Project milestones continue to be achieved within the project management of the Wiradjuri Tourism Centre.

An Expression of Interest was submitted to industry for design and documentation for the Wiradjuri Tourism Centre. Applicants were asked to demonstrate previous experience in construction of indigenous cultural centres and/or resting place. 27 applications were received. An internal tender selection panel was established to review EOI Architect submissions.

A shortlist was formed from the submitted tenders, based on a vigorous, weighted matrix of suitability, experience and alignment to specific criteria. A thorough financial assessment process has also been undertaken. The shortlist has been presented to the Wiradjuri Technical Advisory Panel (WTAP) members for feedback.

Successful shortlisted candidates will be invited shortly to engage in a closed tender to develop detailed design for further consideration. The WTAP members continue to meet on a monthly basis. Agenda items are sent in advance of the meetings and each meeting is mapped and themed to ensure project timeline alignment. The current format of the WTAP will be dissolved in August 2021 to make way for a Wiradjuri Tourism Centre future strategic cultural governance model. The future strategic cultural governance model is being determined by the current iteration of the WTAP. It is proposed this technical, cultural advisory panel be considered by the new council in October 2021 and align to Councils advisory committees.

Macquarie River Event Foreshore Precinct

As part of the broader Macquarie River CBD Masterplan, an event precinct has been identified. This event precinct is centred on the existing Ollie Robbins Oval and is being developed to assist in the attraction of major events, catering for up to 10,000 patrons.

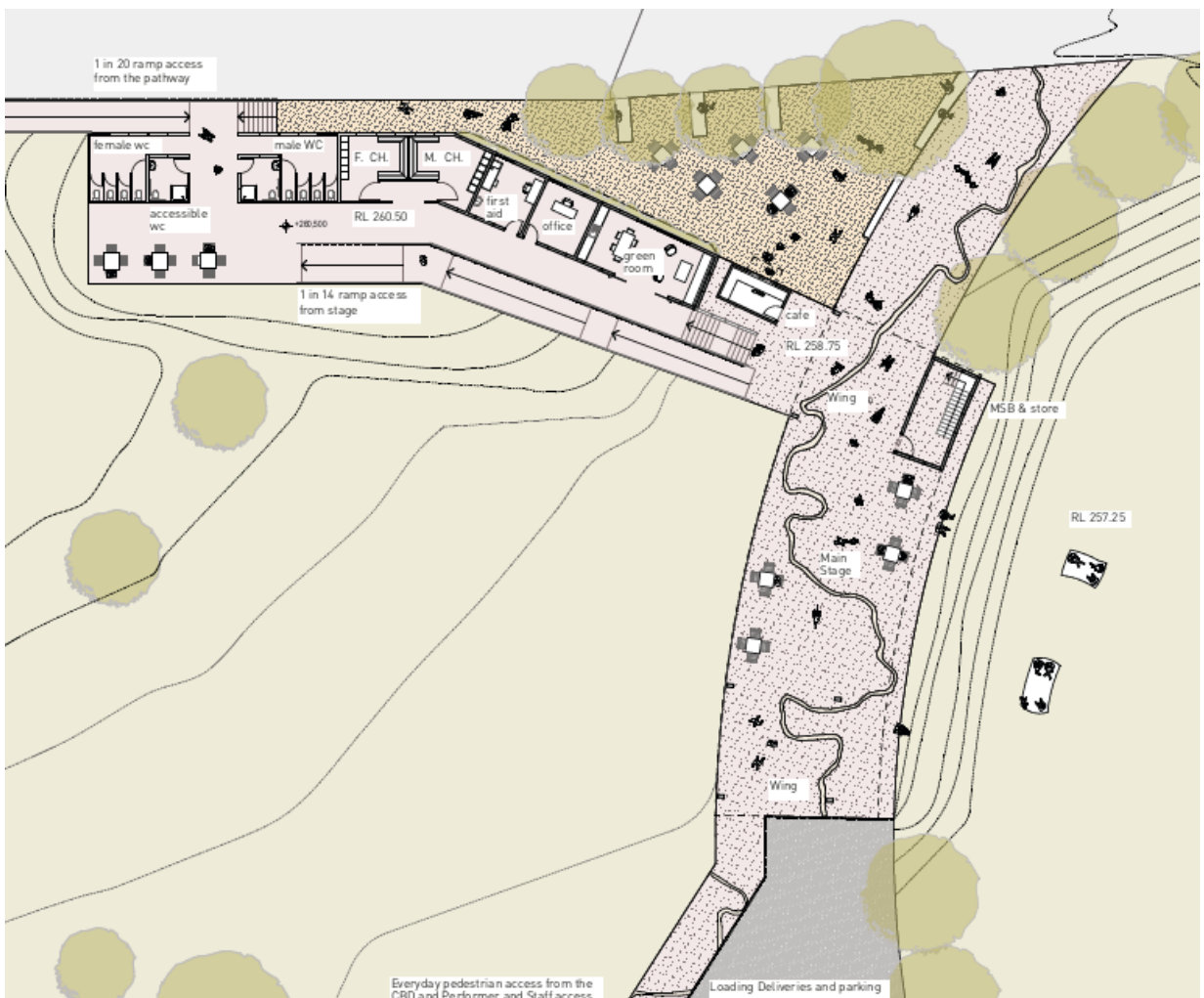
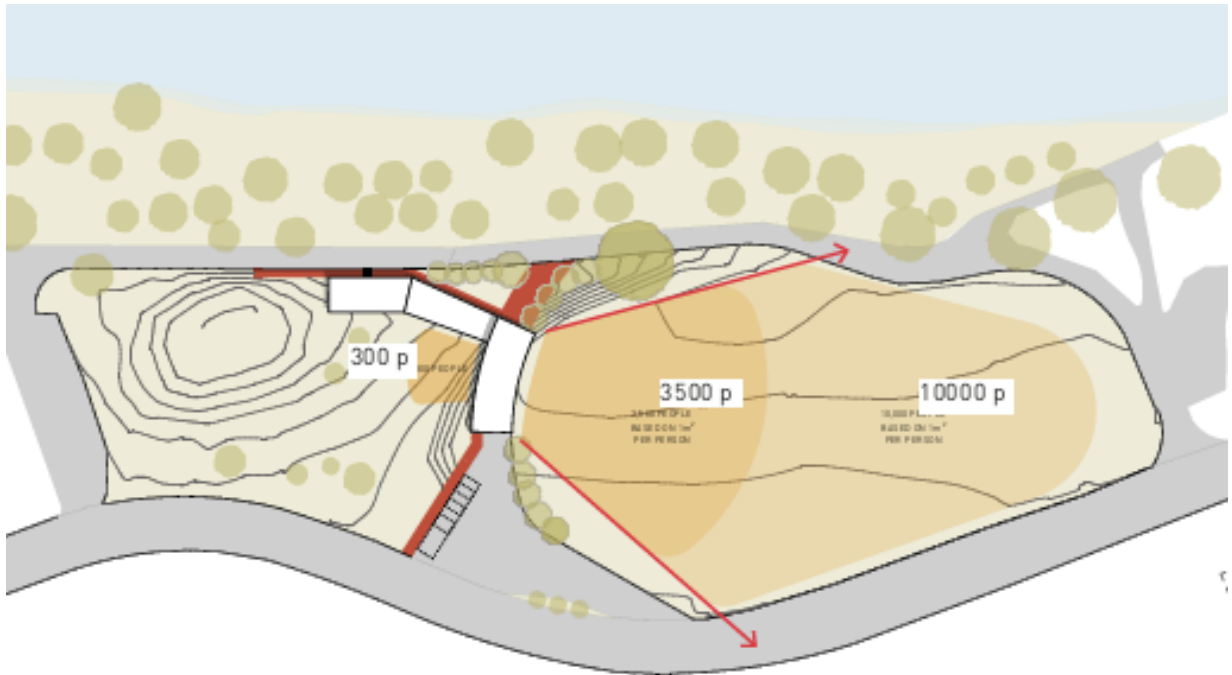
To identify a suitable architect to provide full design services for the event precinct, DRC has conducted first an Expression of Interest, before conducting a select tender process involving three architectural firms shortlisted by a weighted matrix and demonstrated experience in event precinct and flood plains development.

Extensive consultation has been undertaken with community, the events industry, and performers and with Council. Consultation has included by not exclusive to website inclusion, social platforms, main stream media, in person and a councillor workshop.

LahzNimmo Architects have been identified as the preferred architectural firm to undertake the next phase of the project. Council will engage LahzNimmo Architects for the Detailed Design of the Macquarie River Event Precinct and Associated Amenities.

The design is adaptable, multifaceted and structured with flooding up to 1:100 year event front of mind. The design allows functional community pedestrian usage, contained community event staging of up to 300 people and the flexibility to reverse the stage setting to face North allowing an open, expansive stage touring event capacity of up to 10,000.





Communications

Destination Dubbo has created a formal communication plan and are working through milestones with the divisional communications partner.

Reporting

Project reporting within the quarter included the Restart NSW funding milestone report RNSW2229 - Destination Dubbo, the master project planning Gantt chart has been completed and is monitored daily. Destination Dubbo also contributes to the Informal monthly report regarding project updates

SUMMARY

This report will continue to provide a quarterly update on the project management and progress of the three tourism product development projects under the overarching “Destination Dubbo – International Ready” title. All projects are currently in line with prescribed timelines and budget constraints.