

DENMARK RIVERSIDE CLUB INC.



CSRFF FORWARD PLANNING GRANT APPLICATION 2013

**DENMARK RIVERSIDE CLUB INC.
CSRFF GRANT APPLICATION 2013**

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Office Use Only

TRIM: _____

Grant No: _____

Project Coordinator: _____

CSRFF Grant Application Form

Year 2014/15 – 2016/17 Triennium

This application form can only be used for applications to be submitted in the 2014/15 funding round. No other forms will be accepted.

You MUST discuss your project with an officer from your nearest Department of Sport and Recreation office before completing and submitting your application. Failure to do so will render your project ineligible.

All applications MUST be submitted to your local government. Contact your local government to determine the cut off date for the submission of applications.

DSR Contact: Chris Thompson

Date: 22 Oct 2010

Office: Albany

TYPE OF GRANT:

ANNUAL GRANT \$50,000–\$166,666 (Up to \$250,000 with development bonus)
The total project cost (GST exclusive) is \$500,000 or less.

FORWARD PLANNING GRANT \$166,667–\$3 million
The total project cost (GST exclusive) exceeds \$500,000.
Note: where the grant requested is \$166,667 or less but the total project cost is over \$500,000, applicants are to follow the criteria for a Forward Planning grant but will be funded as an Annual grant.

Year of Claim (Applicable to forward planning grants only):

Please indicate the year that you would prefer to claim a grant. Only indicate first preference for funding in 2014/15 if all planning is finalised.

2014/15

2015/16

2016/17

Would the project proceed if funding was allocated in a later year? Yes No
If yes, how would the project be impacted (e.g. – delayed etc)?

How would the resulting cost escalation be funded? Self funded loan secured through LGA

Applicant's Details:

Organisation Name:	Denmark Riverside Club Inc.				
Postal Address:	PO Box 48				
Suburb:	Denmark	State:	WA	Postcode:	6333
Street Address:	1 Morgan Rd				
Suburb:	Denmark	State:	WA	Postcode:	6333

Preferred Contact Person:

All application correspondence will be directed to this person

Name:	Alan Davis	Title:	Dr <input type="checkbox"/> Mr <input checked="" type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/>
Position Held:	Project Lead		
Business Phone:	08 98481517	Facsimile:	08 98481517
Mobile Phone:	0447030653	Email:	cindal@westnet.com.au

Organisation Business Details:

Does your organisation have an ABN?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	ABN: 22876481010
Is your organisation registered for GST?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	* Note, in order to be eligible for funding you must attach a copy of the Incorporation Certificate
Is your organisation not-for-profit?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Is your organisation incorporated?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Incorporation #: A1016338X see Attachment 1 *
Bank details:	Bank: Bankwest	BSB: 306009 A/c: 0171251

Local Government Authority Details:

LGA:	Shire of Denmark		
Contact:	Dale Stewart	Title:	Dr <input type="checkbox"/> Mr <input checked="" type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/>
Position Held:	CEO		
Business Phone:	0898480300	Facsimile:	0898481985
Mobile Phone:	0428481905	Email:	ceo@denmark.wa.gov.au

PROJECT DETAILS

Project Description:			
Denmark Riverside Club Project Stage 1: construction of a new pavillion/clubhouse to cater for multi user sports activities undertaken by members (currently Denmark Bowling Club Inc, Denmark Dragon Boat Club Inc, Denmark Canoe Club and Denmark Classic Boat Assoc. Inc.) and the community.			
Denmark Riverside Club Project Stage 2 is the development of water entry points to the Denmark River. This stage is not subject to this funding application. Planning for this stage has been partially funded through a RBFS grant from Dept of Transport and is currently in progress.			
Project location:	1 Morgan Rd, Denmark, WA 6333 (A Class Reserve 20403)		
Land ownership:	Who owns the land on which your facility will be located? State Government with control vested in Shire of Denmark Lease Expiry (if applicable): 1 Nov 2022		
Planning approvals		If no, provide the date it will be applied for:	
Where applicable, has planning permission been granted? (LGA)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	___/___/___	
Indigenous? (Department of Indigenous Affairs)	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Swan River Trust?	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Environmental? (Department of Environment and Conservation)	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Native Vegetation Clearing Permit? (Department of Environment and Conservation)	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
Please list any other approvals that are required?	Yes <input type="checkbox"/> No <input type="checkbox"/>	___/___/___	
None			
What discussions have been held with adjoining local authorities?			
None			
Approximate distance from proposed project to nearest adjoining council boundary: 17 km			
Have you discussed this project with Regional Development Australia (Federal Government)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
If so, are you seeking funding from them? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
Contact: Ms BJ Cross, RDAF project officer, 02 6210 6071 email bj.cross@regional.gov.au			
How will your project increase physical activity? See Annex A, Paragraphs 2 - 6			
Do you share your facility with other groups? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If so, who: Denmark Bowling Club, Denmark			

Dragon Boat Club, Denmark Canoe Club & Denmark Classic Boat Club

List up to three sport and recreation activities which will **directly benefit** from your proposal. Please indicate the approximate % usage of the facility (or part of the facility relating to this proposal).

Sport/community organisation	% use of the facility	Hours per week
Denmark Bowling Club Inc	>95%	30
Denmark Dragon Boat Club Inc	>95%	10
Denmark Canoe Club	>95%	10

Activity/sport membership numbers over the past three years relevant to your project. For example, if a bowls project, golf members not relevant; social membership numbers not applicable.

Note: if membership is not applicable, ie recreation facility or aquatic centre, please enter the number of users of the facility.

2010/11	116	2011/12	264	2012/13	330
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State Sporting Associations are involved in the assessment of applications and may be able to provide valuable information when planning you project, particularly in relation to technical design issues. They should be consulted as part of the application process.

What is the name of the State Sporting Association for your activity/sport?	
Bowls WA, Dragon Boats WA and Canoes WA	
Have you discussed your project with your State Sporting Association? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Contact Name: Bowls WA: Ken Pride, CEO/Dragon Boats WA: Kirsten Priest, President/Canoes WA: Rosalie Evans, EO	Date of contact: 27 Jan 2012/ 22 June 2012/ 8 Mar 2012

PLANNING

You need to demonstrate that you have undertaken an appropriate level of planning for your project. Questions 1 – 24 must be completed for all applications. Forward Planning grant applications must complete all the questions in detail. Annual grant applications must provide responses where appropriate and relative to the project.

Attach your responses (in numerical order) to the application form. If you believe that you have a valid reason for answering in the negative to a question please detail that reason.

Ensure that you have addressed the Key Principles of Facility Provision (see Guidelines for a CSRFF application), as they apply to your project. Questions 1 to 24 below relate directly to these principles.

You are expected to provide detail on the planning, management and financial viability of your project. Where research findings are used to justify a project a range of research techniques should be evident in the methodology used. When using comparative analysis local conditions must be considered.

All assumptions must be clearly stated.

1.	When did you complete your needs assessment? (This is a formal analysis required for projects over \$500,000). See Annex A, Paragraph 7-8
	How has the need for your project been identified and assessed? See Annex A, Paragraphs 9-11

	Is the need or a part of the need that you have identified already being catered for? See Annex A, Paragraphs 12-15															
2.	Have you undertaken a feasibility study? (must be included with Forward Planning applications). Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>															
	If not, how have you assessed the feasibility of your project?															
3.	<p>What alternatives were considered and why were they rejected?</p> <p>Single user facilities were considered for both the bowling and dragon boat clubs. The multi user option was adopted for the following reasons:</p> <ul style="list-style-type: none"> • More cost efficient when compared to multi user facilities • More efficient use of public funds • Created capacity for public use of the facility • Better synergies between members for generic activities. • Offers a more sustainable business model <p>Did you consider sharing with another group? (Please detail).</p> <p>Yes. This project meets the needs of the four sporting clubs which comprise Denmark Riverside Club Inc, a total indicative membership of 300. In keeping with our Constitution, we also encourage other groups to use our facilities either on a casual basis or by joining as members and growing a new sports group within the club.</p> <p>The following community groups currently use club facilities and will benefit from the new facilities proposed:</p> <ul style="list-style-type: none"> • Denmark Agriculture College • Denmark Senior High School • Denmark RSL - Bowls Tournament • Somerset Hill/Harewood Volunteer Bush Fire Brigade – Bowls Tournament • Denmark Prostate Cancer Support Group 															
4.	<p>How does your project fit into your:</p> <ul style="list-style-type: none"> • Club's strategic plan or development plan? See Annex A, Paragraph 16 • State Sporting Association's strategic or development plan? See Annex A, Paragraphs 17-20 • Local authority's strategic or development plan? See Annex A, Paragraphs 21-23 															
5.	<p>What impact is your project likely to have on other facilities and services in your local and regional area?</p> <p>No adverse impacts have been identified on any existing facilities or services during our consultative process with other groups and business entities in town. The proposed facilities will complement existing sport and recreational resources in Denmark so that together all community needs will be met.</p> <p>The Denmark Country Club caters for golf and tennis, the Denmark Football Club facilities meet the needs of all football codes plus track and field and the recreation centre meets gymnasium and indoor sports requirements. Riverside Club facilities will cater for the growing demand for river based activities, lawn bowls and other emerging activities such as cycling, etc.</p>															
6.	<p>Is your facility multi-purpose (i.e. caters for a variety of activities at one time)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If so, does it service more than one LGA? No</p>															
	Site and locality maps should be included with all applications outlining where the proposed facility is located in relation to other sport and recreation infrastructure (where applicable).															
7.	<p>Describe the consultation process undertaken for the project. For example, have you:</p> <table border="1"> <tr> <td>• invited public submissions;</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• conducted a survey</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• coordinated a public meeting;</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• held forums with key groups;</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> <tr> <td>• nominated a community representative onto the project team;</td> <td>Yes <input checked="" type="checkbox"/></td> <td>No <input type="checkbox"/></td> </tr> </table>	• invited public submissions;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• conducted a survey	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• coordinated a public meeting;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• held forums with key groups;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	• nominated a community representative onto the project team;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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• held forums with key groups;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>														
• nominated a community representative onto the project team;	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>														

	<ul style="list-style-type: none"> • other, please detail • A conscious effort has been made, through the publication and wide circulation of a project brochure, to keep the general Denmark community aware of and able to offer comment and advice to the planning committee. Throughout project development we have maintained ongoing consultation with all key agencies including State and Federal Members of Parliament, the Great Southern Development Commission, the Department of Sport and Recreation and the Shire of Denmark (Officers and Council). • Local media briefings have also ensured that news items are published at regular intervals.
<p>A range of resources regarding the development of sporting facilities are available on the website. DSR's Decision-Making Guide for Community Facilities and Services is useful to assist in determining the need for, and feasibility of, community and recreation services. The Guide is designed in such a way that it can be entered at any point in the planning process and used by planners for user groups with a range of skills and experiences.</p>	

MANAGEMENT

8.	Have you developed a management plan for your facility? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Please attach a copy with this application.	
	If not, please explain how you plan to address management issues i.e. attracting new members, building maintenance and repairs, replacement of broken or stolen items and/or raise sufficient revenue to cover operating costs? An asset management plan detailing provisions for life of asset costs should be provided for projects over \$500,000. See Annex A, Paragraphs 24-25	
9.	How have you catered for management needs in your design (if required)? Consider access, usage and supervision. See Annex A, Paragraphs 26-33	
10.	Was an experienced facility manager, builder or technical expert involved in planning the design of your project? Please outline their experience. See Annex A, Paragraphs 34-37	
11.	If you propose to share a facility, have other groups been asked what features they need? List these needs and describe how they will be accommodated, either through your project's location, design or the way in which it will be managed. See Annex A, Paragraphs 38-41	
12.	Have you considered:	
	• child care facilities	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
	• access for low income earners	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	• access for the disabled	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	• access for seniors	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	access on a casual and short-term basis	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	Please attach a copy of the proposed fee structure.	

DESIGN

Grant applications are required to provide a locality map, site map and building plans. Plans are to be submitted in A3 format.

13.	Have you written a design brief for your project? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, please respond to the following points:	
	Describe the process used to obtain an estimate of construction cost. A design brief (copy attached) was developed by architects, Pixel Design Studio, in consultation with stakeholders from each member club and the Project Team. This Project Brief was then used to develop concept plans and together used to obtain cost estimates from: <ul style="list-style-type: none"> • Architects, Pixel Trix Design Studio – see Attachment 5.1 • Quantity Surveyors, Nick Whishaw & Associates – see Attachment 7 	
	An estimate from a qualified consultant in the building industry (e.g. architect, quantity surveyor, builder, engineer, etc.) must be provided with your application.	

14.	<p>What design features will allow your facility to meet changing needs over time? The design brief provides maximum flexibility to meet changing needs over time with retractable walls so that internal areas can be expanded or contracted as required. While the specific needs of our four foundation clubs have been catered for, the Club feels there is a high probability that future membership groups will wish to add other activities such as cycling or petanque, etc.</p> <p>Examples of flexibility in design (See Attachment 6.1) are:</p> <ul style="list-style-type: none"> • Sports admin areas and the multipurpose activity area can all be opened up or closed off with sound proof retractable walls. This allows each area to be closed off and used for the administration of three separate sports event simultaneously. • Sports admin area 2 has a separate retractable screen that allows it to be used as an office area (when open) or to hide off office cabinets, etc (when closed) for briefing of players, etc. • The viewing area and exercise areas at each end of the building can be used as outdoor briefing/debriefing area and player control points when multiple sports events are conducted concurrently. • Storage areas can be equally used for other sports activities with the inclusion of appropriate racking, etc. • Multiple entrances allow for multiple activities to operate independently if required.
	<p>Is your current proposal likely to limit any future development on your site? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, how?</p>
15.	<p>How have you determined the most appropriate technical specification for the equipment and systems for your facility (i.e. filtration, lighting, water heating, air quality – as required)? The construction method envisaged is a lightweight building envelope with thermal mass provided by a concrete slab and feature masonry/heavy weight internal walls. This enables a highly energy efficient building with passive design principles such as high insulation, direct solar gain and ventilation. It will also enable a low embodied energy building through the use of components such as timber framing.</p> <p>In specifying the equipment and systems to complement this design the architects will be guided by the need to minimise ongoing operating costs and meet the latest energy efficiency standards specified under current building codes and regulations.</p>
	<p>Do they meet Australian Design Standards for your sport or recreation needs? This will be an assessment factor. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>Please refer to DSR's Asset Management Guide on the website for a list of common standards and note that projects that do not meet Australian Design Standards are ineligible for funding.</p>
16.	<p>What energy and water efficient products or design considerations will be included in your facility or project? (e.g. solar hot water, natural light, geothermal, water recycling etc.). A major factor in the selection of PixelTrix Design was their focus on sustainability and environmentally friendly design and construction. PixelTrix is a local Denmark business and we are satisfied that they will adhere to the specific requirements detailed in Section 2 of the project brief and ensure that Denmark's reputation for being a socially inclusive and environmentally conscious place is enhanced by our project.</p>
17.	<p>If your project involves floodlighting, have you determined whether there is a need to upgrade your power supply? If so, is this allowed for in your application? N/A</p>

FINANCIAL VIABILITY

It is understood that some facilities will operate at a loss. It is not necessary to suggest that all facilities will break even or make a profit. The intent of this assessment is to be sure that applicants have a realistic understanding of the impact of their project on the operational budget, membership costs or entry fees and an appreciation of the funding requirements over the life of the facility.

18.	<p>Signage in accordance with the State Governments Signage Style (August 2011) must be erected during construction periods for all projects that have a total project cost of over \$250,000 or those deemed necessary by DSR. Has this cost been incorporated into estimated project costs? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
19.	<p>Have you applied a Life Cycle Cost Analysis to your project? This is mandatory for projects that have a total project cost over \$500,000. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

<p>DSR's Life Cycle Cost Guidelines are available on the website. Developing a life cycle cost approach when considering your project's parameters will assist to make effective financial, economic and operationally sustainable decisions. Applicants may use alternative computer programs to demonstrate compliance.</p>	
20.	<p>Is your organisation able to meet the ongoing operating costs of your project (e.g. wages, power)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>For Annual Grant applications please attach a projected income and expenditure statement for the first year of operation, detailing operating costs, and user fees.</p>
	<p>Forward Planning applications are to provide income and expenditure statements for the first three years of operation, and include an assessment of the potential impact on the project of social trends, competition, the strategic plans of neighbouring local authorities and other factors. Applicants are to consider the financial impact the development of the project will have on existing facilities within the identified catchment area. Applications to include details of a number of scenarios related to projected income and expenditure. This type of sensitivity analysis based on worst, average, and best-case performance should be used to inform proponents of the project development to the variables and consequent implications. A list of assumptions should be included with all analyses. Attach your audited income and expenditure statements for the last three years (LGAs exempted).</p>
21.	<p>Who will be responsible for any operational deficit and how will it be funded? See Annex A, Paragraphs 42-44</p>
22.	<p>Will an Asset Replacement Fund be created to ensure the ongoing maintenance of the facility <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>If yes, how have you determined the required annual contributions? If no, why not? See Annex A, Paragraphs 44-50</p>
	<p>Where the facility is owned by an LGA, how will the funds be accounted for and what agreement exists with the council? N/A</p>

PROJECT DELIVERY

23.	Please indicate key milestones of your project. The key milestones need to be realistic and demonstrate that the project can be delivered in the timeframe.
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Task	Date
Council approvals	Jun 2014
Preparation of tender/quotes	Jul 2014
Issuing of tender	Aug 2014
Site works commence	Sep 2014
Construction starts	Oct 2014
Project 50% complete	Feb 2015
Project completed	Oct 2015
Handover – final inspections	Nov 2015
Project Acquitted	Dec 2015

24.	<p>Are there any operational constraints that would impact on the construction phase of your project? (such as your sporting season or major annual event, i.e. if your sport is a winter sport, when will the project commence to ensure that inclement weather does not hinder progress) – provide details.</p> <p>No, special arrangements are being planned to allow each sporting clubs activities to continue during the construction phase when the existing club house, toilets and storage areas will be decommissioned. These will be a combination of temporary on site and off site facilities located away from the building site but with safe access to sports areas such as the bowling greens and water access points. The project team and management committees recognize the importance of continued operation throughout this phase.</p>
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GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

PRIVACY STATEMENT AND STATEMENT OF DISCLOSURE

The Organisation acknowledges and agrees that this Application and information regarding it is subject to the *Freedom of Information Act 1992* and that the Grantor may publicly disclose information in relation to this Application, including its terms and the details of the Organisation.

Any information provided by you to DSR can be accessed by you during standard office hours and updated by writing to DSR or calling (08) 9492 9700. All information provided on this form and gathered throughout the assessment process will be stored on a database that will only be accessed by authorised departmental personnel and is subject to privacy restrictions.

DSR may wish to provide certain information to the media for promotional purposes. The information will only include the applicant's club name, sport, location, grant purpose and grant amount.

APPLICANT'S CERTIFICATION

I certify that the information supplied is to the best of my knowledge, true and correct.

Name: _____

Position Held: _____

Signature: _____

Date: _____

LODGEMENT OF YOUR APPLICATION

- Applications are to be received in hard copy and should be stapled or clipped at the top left-hand corner. Please do not bind.
- It is recommended that you photocopy your completed application form, including attachments for your own records and future audit purposes.
- All attachments and supporting documentation (see next section) should be clearly identified and securely attached to the application form.

The following documentation must be included with your application. Applicants may wish to supply additional RELEVANT information.

Grants \$50,000–\$166,666 (where the total project cost is \$500,000 or less):

<input checked="" type="checkbox"/>	Application form (Parts 1 and 2 including responses to questions 1- 24).
<input checked="" type="checkbox"/>	Incorporation Certificate.
<input checked="" type="checkbox"/>	Two written quotes. Quantity Surveyor costs will be accepted; however the responsibility lies with the applicant to ensure the validity of the information. DSR accepts no responsibility for cost variations to projects that were provided a grant based on submitted Quantity Surveyor costs.
<input checked="" type="checkbox"/>	If your project involves the upgrade of an existing facility, include photograph/s of this facility.
<input checked="" type="checkbox"/>	Locality map, site map and building plans (in relevant constructions projects), including where the proposed facility is located in relation to other sport and recreation infrastructure.
<input checked="" type="checkbox"/>	Income and expenditure statements for the current and next financial years. (LGAs exempted).
<input checked="" type="checkbox"/>	Written confirmation of financial commitments from other sources including copies of council minutes.
<input checked="" type="checkbox"/>	For resurfacing projects, a written guarantee from the supplier of the product that clearly identifies the product's life expectancy.
<input checked="" type="checkbox"/>	Itemised project cost for components and identified on the relevant quote for each (including cost escalation). Also construction signage costs if relevant.
<input checked="" type="checkbox"/>	For floodlighting projects, a lighting plan must be supplied showing lux, configuration and sufficient power supply

Grants \$166,667–\$3 million (where the total project cost exceeds \$500,000):

All of the above and:

<input checked="" type="checkbox"/>	Needs assessment
<input checked="" type="checkbox"/>	Management plan
<input checked="" type="checkbox"/>	Locality map, site map and building plans (in relevant constructions projects) in AutoCad or similar format with an additional electronic version
<input checked="" type="checkbox"/>	Feasibility study
<input checked="" type="checkbox"/>	Concept design
<input checked="" type="checkbox"/>	Life Cycle Cost Analysis

Your application will be considered not eligible, if:

- You have not discussed your project with the Department of Sport and Recreation and your State Sporting Association.
- You do not meet the eligibility criteria for the grant category to which you are applying.
- You have not included with your application all the relevant required supporting documentation. There is no onus on Department staff to pursue missing documentation.
- Applicants/projects that have received a CSRFF grant in the past and have not satisfactorily acquitted that grant. In some cases this may apply to localities where other significant projects have not been progressed or have not completed a previous project in accordance with the conditions of the grant

provided. An assessment will be made and if no physical progress has occurred, new applications may not be recommended.

- It is not on the 2014/15 CSRFF application form.
- The project for which application is made is specifically excluded from receiving CSRFF support.

DEVELOPMENT BONUS APPLICANTS ONLY

If you applied for a CSRFF grant for more than one third of the cost of the project, please provide evidence of meeting at least one of the following criteria.

You MUST contact your local DSR office to determine eligibility before applying.

Category	Details
Geographical location	<input type="checkbox"/> Regional/Remote location <input type="checkbox"/> Growth Local Government
Co-location	<input type="checkbox"/> New <input type="checkbox"/> Existing
Sustainability initiative	<input type="checkbox"/> Water saving <input type="checkbox"/> Energy reduction <input type="checkbox"/> Other
Increased participation	<input type="checkbox"/> New participants <input type="checkbox"/> Existing participants – higher level <input type="checkbox"/> Special interest <input type="checkbox"/> Other

PROJECT BUDGET

ESTIMATED EXPENDITURE

Please itemise the components of your project in the table below, indicating their cost and which quote or part of quote was used to estimate this. Quantity Surveyor costs will be accepted however the responsibility lies with the applicant to ensure the validity of the information. A contingency allowance is considered an acceptable component.

Project Description (detailed breakdown of project to be supplied)	\$ Cost ex GST	\$ Cost inc GST	Quote Used (list company name and quote no)
<i>ie Electrical Works</i>	<i>25,000</i>	<i>27,500</i>	<i>B & S Electrical</i>
See Annex A, Project Budget			
Project Signage			Allow \$1,500 ex GST if your project exceeds \$250,000
Donated materials			
Volunteer expenses			
Sub Total			
Cost escalation			<i>Please explain amount used</i>
a) Total project expenditure			

- At least two written quotes are required for each component.
- If your project is a floodlighting installation or upgrades, please ensure that the power supply is sufficient and no upgrade will be required. If upgrade is required and not budgeted for, the grant will immediately be withdrawn. A lighting plan must be supplied showing lux and configuration.
- Projects that do not meet Australian Design Standards are ineligible for funding.

PROJECT FUNDING

Source of funding	\$ Amount ex GST	\$ Amount inc GST		Funding confirmed Y / N	Comments to support claim (please attach relevant support)
Local government	See Annex A, Project Funding		LGA cash and in-kind	Y	
Applicant cash	See Annex A, Project Funding		Organisation's cash	Y	
Volunteer labour	See Annex A, Project Funding		Cannot exceed applicant cash and LGA contribution – max \$50,000	Y	
Donated materials	See Annex A, Project Funding		Cannot exceed applicant cash and LGA contribution	Y	
Other State Government funding	See Annex A, Project Funding			N	
Federal Government funding	See Annex A, Project Funding			Y	
Other funding – to be listed	See Annex A, Project Funding		Loans, sponsorship etc	Y	
CSRFF requested	See Annex A, Project Funding		up to 1/3 project cost		
Development Bonus	0		Up to ½ project cost		
b) Total project funding					
*Note: If the funding approved is less than funding requested for this project, or the project is more expensive than indicated in this budget, where would the extra funds be sourced from?					

GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

FINANCIAL SUMMARY

a) Total project expenditure (ex GST)	2,101,500
---------------------------------------	-----------

b) Total project funding (ex GST)	2,101,500
c) Project variance*	0

***Balance between a) and b) should equal \$0**

PROJECT ASSESSMENT SHEET

This page is for the use of the relevant Local Government Authority to be used for both community and LGA projects. Please attach copies of council minutes relevant to the project approval.

Name of Local Government Authority: Shire of Denmark
Name of Applicant: Denmark Riverside Club Inc

Note: The applicant's name cannot be changed once the application is lodged at DSR.

SECTION A

The CSRFF principles have been considered and the following assessment is provided:
(Please include below your assessment of how the applicant has addressed the following criteria)

All applications

	Satisfactory	Unsatisfactory	Not relevant
Project justification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planned approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community input	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access and opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial viability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-ordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential to increase Physical activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Development applications only

	Satisfactory	Unsatisfactory	Not relevant
Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special Interest Group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B

LGA – priority ranking of this project	
Priority ranking of no of applications received	of applications received
Is this project consistent with the	<input type="checkbox"/> Local Plan <input type="checkbox"/> Regional Plan <input type="checkbox"/> State Plan
Have all planning and building approvals been given for this project?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, what approvals are still outstanding?	

Project Rating (Please tick the most appropriate box to describe the project)

- | | | |
|---|--|--------------------------|
| A | Well planned and needed by municipality | <input type="checkbox"/> |
| B | Well planned and needed by applicant | <input type="checkbox"/> |
| C | Needed by municipality, more planning required | <input type="checkbox"/> |
| D | Needed by applicant, more planning required | <input type="checkbox"/> |
| E | Idea has merit, more planning work needed | <input type="checkbox"/> |
| F | Not recommended | <input type="checkbox"/> |

LGA comments:

Signed

Position

Date

Applications for CSRFF funding must be submitted to your Department of Sport and Recreation office by **4pm on the last working day in September**. Late applications cannot be accepted in any circumstances.

DSR Offices

PERTH OFFICE

246 Vincent Street
Leederville WA 6007
PO Box 329
Leederville WA 6903
Tel: (08) 9492 9700
Fax: (08) 9492 9711

PEEL

Suite 3
The Endeavour Centre
94 Mandurah Terrace
PO Box 1445
Mandurah WA 6210
Tel: (08) 9550 3100
Fax: (08) 9550 3199

PILBARA

2/3813 Balmoral Road
PO Box 941
Karratha WA 6714
Tel: (08) 9182 2100
Fax: (08) 9182 2199

SOUTH WEST

80A Blair Street
PO Box 2662
Bunbury WA 6230
Tel: (08) 9792 6900
Fax: (08) 9792 6999

GREAT SOUTHERN

22 Collie Street
Albany WA 6330
Tel: (08) 9892 0100
Fax: (08) 9892 0199

GASCOYNE

4 Francis Street
PO Box 140
Carnarvon WA 6701
Tel: (08) 9941 0900
Fax: (08) 9941 0999

GOLDFIELDS

106 Hannan Street
PO Box 1036
Kalgoorlie WA 6430
Tel: (08) 9022 5800
Fax: (08) 9022 5899

KIMBERLEY – Kununurra

Government Offices
Cnr Konkerberry Drive and
Messmate Drive
PO Box 1127
Kununurra WA 6743
Tel: (08) 9166 4900
Fax: (08) 9166 4999

WHEATBELT - NORTHAM

298 Fitzgerald Street
PO Box 55
Northam WA 6401
Tel: (08) 9690 2400
Fax: (08) 9690 2499

WHEATBELT – NARROGIN

Government Offices
Level 2, 11-13 Park Street
Narrogin WA 6312
Telephone 0429 881 369
Facsimile (08) 9881 3363

MID-WEST

Mid West Sports House
Cnr Edward & Horwood Road
PO Box 135
Geraldton WA 6531
Tel: (08) 9956 2100
Fax: (08) 9956 2199

KIMBERLEY – Broome

Unit 2, 23 Coghlan Street
PO Box 1476
Broome WA 6725
Telephone (08) 9195 5750
Facsimile (08) 9166 4999
Mobile 0438 916 185

**DENMARK RIVERSIDE CLUB INC.
ANNEX A TO CRSFF GRANT APPLICATION**

1. This Annex provides detailed answers to specific questions posed in the Application Form where additional space is required. Section and Paragraph headings (with yellow background) are taken from the relevant area of the Application Form.



PROJECT DETAILS

How Will Your Project Increase Physical Activity?

2. The Riverside pavilion/club house will provide flexible, multi use facilities for club members, the community and visitors alike. The location close to Denmark town centre and the community park provides good accessibility and facilitates maximum use of adjoining playing surfaces and water entry points.
3. Denmark Riverside Club is based in the existing Denmark Bowling Club facilities. This provides a home to three of the foundation clubs which previously had no administrative base. However the storage and clubhouse facilities are old and inadequate to cater for this increase in membership. The new pavilion/clubhouse will resolve this problem by providing appropriate storage and sports administration facilities. This will create a dramatic increase in physical activity participation as community members are attracted to use the facilities.
4. The creation of the Denmark Riverside Club has already provided the catalyst for the formation of the Denmark Canoe Club with a very active and enthusiastic membership. Our research has shown there are many more paddlers in the community and the provision of adequate canoe storage and sports meeting areas is seen as a key ingredient to future growth. Certainly a recent visit by Canoes WA has confirmed this and they point to the desire to hold regional and state events here once facilities are established which can support them.



5. The process of merger between the foundation clubs has also given all members greater visibility of the activities offered by respective clubs and this has encouraged some members to get involved with other sports.
6. The multi use concept of the Riverside Clubs Project has been enthusiastically embraced by many in the community and we have received several enquiries from individuals and groups wishing to get involved as a way to pursue their activities. The most notable of these are enquiries from petanque and cycling groups. We are ideally sited to cycling activities with easy access to the Munda Biddi Trail and other linking trails and routes.

PLANNING

When did you complete your needs assessment? (This is a formal analysis required for projects over \$500,000).

7. The needs assessment leading to this project was undertaken separately by Denmark Bowling Club Inc and Denmark Dragon Boat Club Inc. These processes identified a common need leading first to the Riverside Clubs Project in 2011 and finally the incorporation of Denmark Riverside Club in 2012.
8. The milestones in that planning process were as follows:
 - a. The Denmark Bowling Club (DBC) developed a strategic plan in October 2007 to meet the club's future growth (see Attachment 4.1). Implementation of this plan led to a detailed study chaired by the Shire of Denmark into the feasibility of amalgamating the DBC and the Denmark Country Club (The Golf, Bowls, Tennis Committee). This committee concluded that the amalgamation of DBC and DCC was not practical due to strongly divergent needs of each club involved.
 - b. The Shire of Denmark subsequently engaged consultants Jill Powell & Associates to build on the work of the Golf, Bowls Tennis Committee and report on the most feasible option to meet community needs. The consultants report examined the needs of golf, bowls, tennis and the aquatic centre. Regarding DBC they recommended the extension to the existing clubhouse. In 2009 Council were asked to make forward budget provisions for one third share of the proposed \$M1.2 project in 2013.

- c. In accordance with its strategic plan, DBC installed synthetic greens in 2008/9 to enable bowls to be played all year round (previously restricted to seven months). Dept of Sport and Recreation advised they would not contribute to the \$390,000 cost involved as DBC was not co-located with another club.
- d. In 2010 DBC investigated the feasibility of upgrading its existing clubhouse facilities and in 2011 reported to Council that professional advice indicated that it would be more cost effective to construct a new building than attempt to refurbish the existing 82 year old clubhouse. On 22 March 2011, Council resolved to support the development of a new building and consider a one third contribution towards the cost subject to the normal approval processes.



- e. In February 2010 the Denmark Dragon Boat Club commenced activity and was granted a 5 year lease to utilise the John Clark Bandstand (adjacent to the Denmark Bowling Club) as a base to conduct paddling sessions on the Denmark River. The bandstand has:
 - Two small rooms, which provide very basic storage for paddles etc, two toilets and a small undercover area.
 - Power, lighting and water services connected to the bandstand.
 - A grassed area around the bandstand which is subject to regular flooding in winter and is often waterlogged.
 - Ad hoc vehicle parking which is adequate for club level activities but not for bigger multi club events
 - No secure boat or trailer storage is available. Two dragon boats are stored in the open and padlocked to the bandstand building and other boats are stored off site approx 20km from town. In 2012 a dragon boat was stolen from the area.
 - Boat access to the Denmark River is down a sloping riverbank approx 20m from the boat storage site.
- f. The DDBC was incorporated in June 2010 and accepted as a Dragon Boating WA member club in February 2011. The club commenced a Strategic Planning forum in 20 April 2011 which identified the lack of a suitable permanent riverside facility as a key barrier to growth and sustainability of the club. (See Attachment 4.2)
- g. DDBC facilitated an interclub forum on 18 August 2011 to discuss the needs of water based sports in Denmark. This forum was the catalyst for the establishment of a planning committee for a Denmark Riverside Club with

foundation members from the Denmark Bowling Club Inc, Denmark Dragon Boat Club Inc, Denmark Classic Boat Association Inc and Canoe/Kayak enthusiasts in the process of creating a Denmark Canoe and Kayak Club.

- h. Denmark Riverside Clubs Project Team was set up in August 2011 with representatives from each foundation club plus the local Club Development Officer. The initial focus of the project team was to investigate the feasibility of the clubs amalgamating into one multi activity club. A feasibility study (see Attachment 3) was finalised in November 2011 following a vote at general meeting by each club agreeing to amalgamation.



How has the need for the project been identified and assessed?

9. Once each clubs membership gave agreement in principle to amalgamation the Riverside Clubs Project Team took the lead in identifying and assessing the project need. The Project Team is a standing committee with the following membership:
 - Denmark Bowling Club (2)
 - Denmark Dragon Boat Club (2)
 - Denmark Classic Boat Association (2)
 - Denmark Canoe Club (2)
 - Shire of Denmark 1 Councillor, 1 officer
 - Coopted members as agreed by the committee as required.

10. Architects, Pixel Trix Design Studio, were engaged to facilitate the process and preceded as follows:
- Gain input from each clubs membership on the facilities required and the interrelationship between them.
 - Develop and refine a functional relationship 'bubble' diagram at successive Project Team meetings.
 - Develop and refine a Project Brief through successive Project Team meetings (See Attachment 5.1).
 - Determine the site opportunities and constraints (See Attachment 5.2).
 - Based on the finalised Project Brief and site requirements, develop concept layouts and refine through Project Team meetings and membership feedback (See Attachment 6.1).
 - Produce 3D concept views to facilitate further consideration and feedback from membership (See Attachment 6.2).
 - Conduct site survey (See Attachment 6.3)
 - Prepare cost estimates by architect and quantity surveyor (See Attachment 7).



11. Community input has been sought throughout the planning process by the Project Team through presentations to local groups who may have an interest through to inviting public comment. This process commenced with the circulation of a coloured brochure (see Attachment 12) detailing the broad project objectives throughout the Denmark community. This was followed by regular newspaper updates and briefings to the Council.

Is the need or part of the need that you have identified already being catered for?

12. Yes, the existing clubhouse meets part of the need. However, this building has definitely passed its use by date, is expensive to run and maintain and cannot accommodate the current membership of Denmark Riverside Club. It is now the single constraint to further growth of Denmark Riverside Club.
13. The original building structure is 82 years old and has been progressively added to over the years. Some internal walls are clad with asbestos sheet. The timber flooring is subsiding, the old roof tiles cannot be walked on without

- breaking, there is no wall or ceiling insulation and the electrical wiring and plumbing is suspect.
14. The building has been inspected by various building professionals and Shire officers and all recommend it will be cheaper to replace the building that to try and refurbish and extend it. After considering submissions on the matter in 2011 Council confirmed their support for rebuilding.
15. The Dragon Boat paddling, land based exercising and storage facilities are not adequate in good weather conditions and often unusable in wet weather. Membership is constrained due to the tiny storage capacity, lack of showers and slippery and unsheltered prep areas. DBC storage areas are being used by dragon boat and canoe clubs but is itself limited and overcrowded.

How does your project fit into your Clubs Strategic Plan?

16. This Project is a direct result of the Club's Strategic Plan as demonstrated by the following extract of our Club's mission statement, goals and critical success factors:

Mission Statement

Denmark Riverside Club will be a major activities centre offering and promoting a variety of sporting, cultural and social pursuits to the Denmark community.

Goals

To provide safe, functional and modern facilities to meet the sporting, recreational, social and cultural needs agreed by members.

To encourage members to become involved in all aspects of club activities and to strengthen links with schools, local authorities, leagues, sports associations and clubs.

To encourage community members and visitors to use club facilities and resources.

To actively promote club activities and nurture opportunities for members and the community at large in the following areas:

- youth development
- player development
- coach/leader development
- umpire provision and training
- safety and first aid
- administrator development

To advance the pursuit of excellence through access to high quality facilities, coaching and administration.

Critical Success Factors

There are two critical success factors facing Riverside:

- Achieving integration of the foundation clubs in a way which creates a strong sense of ownership and enthusiasm among all members irrespective of background.
- Sourcing funding to enable the construction of planned multi purpose facilities to underpin the club's future growth and operational sustainability.



How Does your project fit into your State Sporting Associations Strategic or Development Plan?

17. **Bowls WA Strategic Plan (2011-2014)** identifies the association's core purpose as "The administration of the game in order to further encourage its continued development at all levels within Western Australia". A key objective identified in the strategic plan is the development of "sustainable club facilities which allow all levels of player to enjoy the game". In considering another key objective (Financial Sustainability) the plan recognises the need to "Encourage partnerships with community organisations" and to "Seek organisational partnerships with similarly structured sporting organisations."

18. **Dragon Boating WA Strategic Plan (2010-2013)**

Mission: "Dragon Boating WA Inc. (DBWA) is the State body responsible for the management, co-ordination, development and promotion of dragon boat racing in Western Australia. To represent the interest of its members to the public, media, sponsors, government and national and international dragon boat organisations.

DBWA state that a key objective in achieving this mission is ".. the development of strong public and private sector partnerships with respect to facility development and planning and funding".

19. **Canoeing WA Strategic Plan (2010-2015)** identifies the following mission:

"Canoeing WA will maintain the highest level of expertise and provide opportunities to all paddlers in competition, recreation, education, training safety

and facilities. The needs of all paddlers will be represented at all levels of government promoting paddle sports as a positive life changing physical activity.”

Facility Development is Canoeing WA’s first strategic objective with a commitment to “Assist all clubs and disciplines to help develop plans for facility development..” along with “..strategic partnerships to ensure facilities have the best opportunity of being funded.”

20. Each of the above State bodies has been consulted over this development and is fully supportive.

How Does your project fit into your Local Authorities Strategic or Development Plan?

21. The mission of the Shire of Denmark’s Strategic Plan for Sport and Recreation is “To provide sound recreation advice, facilities and services to the whole community.”
22. The Strategic Plan gives the following principles regarding new facilities:
- Council will require organisations seeking public funds for developing or refurbishing facilities to have a business plan appropriate to the size of their organisation.
 - Council will require organisations seeking major facility development to demonstrate the need for such development and also their strategies to ensure the development will be viable into the future.
 - Council will give priority support to facility development that shows capacity for collocating or sharing resources.
23. Denmark Riverside Club has met all of these requirements to Council’s satisfaction. The Project Team leading the development includes a councilor and council representative and works closely with Council in all areas.



MANAGEMENT

Have you developed a Management Plan for your facility?

24. Yes. The Management Plan is reviewed annually and was last updated by the Riverside Management committee in March 2013. A copy is at Attachment 9.1.

25. In June 2013 consultants Ian Neil & Associates were engaged to prepare a business plan based on a review of the Management Plan and the facilities development project. The Business Plan has been formally accepted and is at Attachment 9.2.

**How have you catered for management needs in your design (if required)?
Consider access, usage and supervision.**

26. Management of the Denmark Riverside Club is structured as follows:
- Management Committee - responsible for executive control and policy
 - Club Manager (to be appointed) – responsible for day to day operation of facilities
 - Sports Captains & Committees – responsible for scheduling and conduct of sporting events.
27. **Office:** for use by the Club Manager, located centrally in the building to ensure easy access and visibility for oversight of activities.
28. **Sports Activity and Multi-purpose Areas.**
- These areas are centrally located close to the foyer and have their own access to storage and external exercise/activity areas.
 - Internally, each area is separated by sound proof retractable partitions. This is essential for a multi user club as it allows three separate sports events to be conducted concurrently without impinging on each other. Alternatively areas can be combined for running major regional or state sporting carnivals.
 - This flexibility also allows the areas to be transformed into small or large areas, depending on the number of members/visitors involved, for:
 - 1) Management Committee meetings
 - 2) Sports planning and organisations
 - 3) Player briefings and strategy plans
 - 4) Training of officials (umpires, safety and coaches)
 - 5) Training of players (rules, theory, skills and tactics)
 - 6) Wet weather activities (techniques, emergency drills, warm up/down exercises).
 - The primary difference between these areas is that the Multi-Purpose Area opens to the kitchen and bar allowing functions to be held and the Sports Admin Areas have additional fold back paneling to secure first aid and sports administration resources optimizing their use for conducting sports.
29. **Kitchen, store and cool room.** Kitchen facilities are an essential facility to the successful conduct of interclub sporting events.
- Bowling carnivals usually run over one to three days from 9am to 5 or 6pm with short half hour breaks. These events cannot be conducted without providing on site refreshments and lunches prepared by member volunteers. Five or six carnivals are run each calendar year and the number could increase as the popularity of winter bowls grows.
 - Denmark Dragon Boat Club hosts a weekend regional carnival once per year, normally at Nornalup. Essential to scheduling of these events is the ability to feed contestants between races. Warm meals are prepared off site and delivered to contestants as it is not feasible for them to leave the competition

area. Local facilities were hired for this purpose, but proved a most inefficient process and all future carnivals will be based at the Riverside Club.

- Canoes WA has indicated it's preparedness to hold regional and state events in Denmark once the new facilities are in place. In discussions it has advised that apart from normal sports administration areas, the ability to provide meals to contestants, both on site and in hot box form, is a prerequisite.
30. **External Exercise Areas.** These comprise two sun sail covered areas, one at each end of the building, and the viewing area in front of Sports Admin 2. These areas provide for team warm up/cool down exercises prior to physical activity.
 31. **Toilets, change rooms and showers.** These are provided at the south end of the building dual access from either external river and bowls areas or internal club activity areas. This allows members who are wet and muddy to clean up and change prior to entering the clubhouse.
 32. **Storage.** These are located at the south end of the building providing easy access to the outside activity areas.
 33. **Paving and Ramps.** These provide safe access for all members/visitors (including disabled) from the car park into the clubhouse and/or outside playing areas.

Was an experienced facility manager, builder or technical expert involved in planning the design of your project? Please outline their experience.

34. PixelTrix Design Studio of Denmark was engaged at the outset of the project as design consultants and architects. They will continue through detailed design and construction to provide design input, cost estimates and building contract supervision. PixelTrix has extensive experience in design and construction supervision in the Denmark area. A curriculum vita for PixelTrix is at Attachment 8 and indicates their experience on similar projects and also highlights their environmental and social focus.
35. PixelTrix liaised closely with the Riverside Club Committee to develop a Design Brief based on extensive analysis of requirements for the new facility. At various stages the Design Brief was made available to the general membership for comment and input. Proposed designs were benchmarked against comparable facilities to identify functionality issues and assist in preliminary cost estimation.
36. Quantity Surveyors, Nick Whishaw and Associates, were engaged to provide Indicative project cost estimates.
37. During detailed design, in addition to continued use of a Quantity Surveyor, other professionals will be involved as necessary in the design and construction process, notably:
 - Structural/civil engineer
 - Mechanical engineer
 - Electrical engineer
 - Hydraulic engineer
 - Land surveyor
 - Geotechnical engineer
 - Landscape architect

- Interior design/ kitchen consultant



If you propose to share a facility, have other groups been asked what features they need? List these needs and describe how they will be accommodated, either through your project's location, design or the way in which it will be managed.

38. The Denmark Riverside Club is an amalgamation of four existing clubs that focus their activities on or close to the Denmark River, namely the Denmark Bowling Club, Denmark Dragon Boat Club, Denmark Canoe Club and the Denmark Classic Boat Association. Each individual club is represented on the Riverside Club Project Committee to ensure their needs were catered for throughout design development.
39. Extensive consultation has taken place among the member clubs to identify their specific needs. 'Bubble diagrams' were used to illustrate areas devoted to different activities and to test the movement paths between them. In this way the design was optimised for its different functions.
 - As an example of the above consultation process, the design incorporates 'wet' and 'dry' amenities areas to cater for water based sports interacting with the main building facilities.
 - Communal shared facilities are designed to be simultaneously accessible to different groups through the use of internal partitions. This will allow, for example, a bowling tournament to proceed at the same time as a dragon boat training session. Similarly, the main multi-purpose area of the building can be sub-divided (or expanded) for use for sporting tournaments, meetings or conferences.
40. It is members' resolution that Denmark Riverside Club Inc be a fusion of its member clubs. That is member clubs will progressively transfer management functions to Denmark Riverside and relinquish incorporated status. They will remain in being to manage each sport on behalf of members. Members will join Denmark Riverside Club and then choose which sport they wish to engage in.

Members will pay a common subscription plus any capitation to the State Association. The transition to this model is currently in progress.

41. In addition we have had enquiries from local petanque and cycling groups wishing to join the Club in order to promote their sports once the new facility is complete. We are consulting further with these groups with anticipation of a positive outcome.

FINANCIAL VIABILITY

Who will be responsible for any operational deficit and how will it be funded?

42. Club Members are responsible for any operational deficits that may occur. The method of covering any deficit will be decided by the Management Committee and could range from increased subscriptions, budgetary constraints and/or review of business practices.
43. However, the clubs financial performance is monitored by the Management Committee against budget forecasts on a monthly basis and where necessary remedial action is taken to ensure ongoing profitability. The success of this strategy is reflected in the audited accounts at Attachment 12.
44. In respect to the Riverside Project Stage 1, the Club has considered the impact of not receiving the full grant funding applied for from various bodies or cost over runs. The Club has sought Council approval for self supporting loans up to \$285,000 of which \$100,000 is committed under project funding. This leaves the capacity to source \$185,000 in additional loan finance if required. The Club has demonstrated ability to service the full loan and has included this cost in the forward budget estimates at Attachment 10. This capacity has been earmarked to meet various contingencies that could arise in a major development project such as this.

How have you determined the annual contribution to the asset replacement fund?

45. The asset management plan is detailed in the Denmark Riverside Club Management Plan (See Attachment 9) which is reviewed annually by the Management Committee.
46. This plan identifies replacement of the bowling green surfaces and major programmed maintenance of the proposed new pavilion/clubhouse as requiring provision through an Asset Replacement Fund. The annual contributions have been calculated as detailed in the following paragraphs.
47. **Bowling Greens.**
The club has installed synthetic playing surfaces which, in accordance with the manufacturer's guidelines, require minimum maintenance and have an expected life of at least 10 years. Provision for the replacement of synthetic bowling greens is based on the following data:

Green	Year Installed	Year to Replace	Estimated Cost	1/3 DSR Share	Net Est Cost	Annual Prov'n
A	2009	2019	\$149,354	\$49,287	\$100,067	\$16,678
B	2010	2020	\$163,293	\$53,887	\$109,406	\$15,629

48. **Pavilion/Clubhouse.**

Provision for major programmed maintenance of the clubhouse/pavilion and replacement of major equipment is based on 1.25% of build costs (\$20,625 pa).

49. In summary, the contribution to the asset replacement reserve will be \$32,000pa from 2013/14 increasing to \$53,000pa once the new pavilion/clubhouse is complete.

50. The Bowling Club established an asset replacement reserve in 2009 after installing new synthetic greens and had deposited \$130,000 in it by 2013. After a detailed cost/benefit analysis it was decided to allocate these funds to Stage 1 of the Riverside Project on the basis that the reserve be re-established at the rate of \$32,000 per annum from 2013/14 onwards.



PROJECT BUDGET

ESTIMATED EXPENDITURE

Please itemise the components of your project in the table below, indicating their cost and which quote or part of quote was used to estimate this. Quantity Surveyor costs will be accepted however the responsibility lies with the applicant to ensure the validity of the information. A contingency allowance is considered an acceptable component.

Project Description (detailed breakdown of project to be supplied)	\$ Cost ex GST	\$ Cost inc GST	Quote Used (list company name and quote no)
Building Works			
1. Multi-purpose Activity Area	403,000	443,300	Quantity Surveyor Report – Nick Wishaw & Assoc
2. Sports Admin Area 1	195,000	214,500	
3. Sports Admin Area 2	162,000	178,200	
	160,000	176,000	

4. Foyer, Office & Store	70,000	77,000	
5. Bar ¹	158,000	173,800	
6. Kitchen	67,000	73,700	
7. Cool Room & Store ¹	32,000	35,200	
8. Loading Area ¹			
9. Boat Equipment Store	98,000	107,800	
	205,000	225,500	
10. Toilets & Showers	<u>1,550,000</u>	<u>1,705,000</u>	
Removal of existing storage shed, paving, etc, demolition of retaining wall east of the existing building and other site clearance	7,000	7,700	Quantity Surveyor Report – Nick Wishaw & Assoc
Site preparation comprising: - Construction of retaining walls to the west of new building - Construction of retaining wall adjacent boat storage - Construction of retaining wall south west of new building - Compacted fill to suit RL of new building of approx 5.85	136,000	149,600	Quantity Surveyor Report – Nick Wishaw & Assoc
Parking ¹	27,000	29,700	Quantity Surveyor Report – Nick Wishaw & Assoc
Pedestrian paving and footpaths paving to entry and other areas around the new building - steps down to greens - ramp south west of new building - steps east & west of toilet areas - steps and ramp east of boat storage	32,000	35,200	Quantity Surveyor Report – Nick Wishaw & Assoc
PVC coated polyester fabric shade sails covering paved exercise areas north & south of new building including support columns	25,000	27,500	Quantity Surveyor Report – Nick Wishaw & Assoc
Entry statement/ signage wall ¹	3,000	3,300	Quantity Surveyor Report – Nick Wishaw

			& Assoc
Soft landscaping and reticulation ¹	7,500	8,250	Quantity Surveyor Report – Nick Wishaw & Assoc
Stormwater drainage to building	2,500	2,750	Quantity Surveyor Report – Nick Wishaw & Assoc
Sewer drainage comprising environmental disposal system, grease trap & pipework	28,000	30,800	Quantity Surveyor Report – Nick Wishaw & Assoc
External lighting and security	2,000	2,200	Quantity Surveyor Report – Nick Wishaw & Assoc
Professional Fees and Disbursements	180,000	198,000	Quantity Surveyor Report – Nick Wishaw & Assoc
Project Signage required by Dept of Sport & Recreation	1,500	1,650	Allow \$1,500 ex GST if your project exceeds \$250,000
Sub Total	2,001,500	2,201,650	
Contingencies	100,000	110,000	Quantity Surveyor Report – Nick Wishaw & Assoc
Total project expenditure	2,101,500	2,311,650	

¹ CSRFF funding is not sought for these items.

PROJECT FUNDING

Source of funding	\$ Amount ex GST	\$ Amount inc GST		Funding confirmed Y / N	Comments to support claim (please attach relevant support)
Local government	490,852	539,937	LGA cash and in-kind	Y	See Attachment 13
Applicant cash	99,150	109,065	Organisation's cash	Y	See Attachment 12
Volunteer labour	20,000	22,000	Cannot exceed applicant cash and LGA contribution – max \$50,000	Y	It will be a condition of tender that voluntary labour by club members be accommodated
Donated materials	14,000	15,400	Cannot exceed applicant cash and LGA contribution	N	Informal discussions with local building and earthmoving contractors have identified potential contributions
Other State Government funding	245,833	270,416		N	Grant submission to Lotteries WA
Federal	500,000	550,000	RDA funding in	Y	RDAF3 Funding

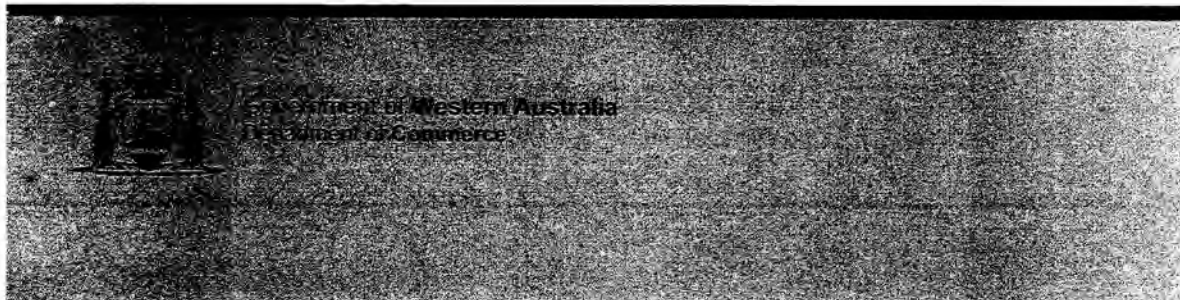
Government funding			conjunction with Shire of Denmark		Approved
Other funding – to be listed	100,000	110,000	Loans, sponsorship etc	Y	Self Supporting Loan Guaranteed by Shire of Denmark. See Council Resolution.
CSRFF requested	631,665	694,832	up to 1/3 project cost	N	1/3 of eligible costs detailed in Project Costs Estimate.
Development Bonus	0	0	Up to ½ project cost		
b) Total project funding	2,101,500	2,311,650			
*Note: If the funding approved is less than funding requested for this project, or the project is more expensive than indicated in this budget, where would the extra funds be sourced from? See Paragraph 44					

Attachments to CSFRR Application

1. Certificate of Incorporation – Denmark Riverside Club Inc.
- 2.1 Site and Locality Maps – Community Mapping
- 2.2 Site and Locality Maps – Site Plan
- 2.3 Aerial Photograph
- 3 Feasibility Study
- 4.1 Strategic Plan – Denmark Bowling Club Inc.
- 4.2 Strategic Plan – Denmark Dragon Boat Club Inc.
- 5.1 Concept Brief – PixelTrix
- 5.2 Site Opportunities & Constraints
- 6.1 Concept Plans – PixelTrix
- 6.2 Concept Views – PixelTrix
- 6.3 Site Survey
- 7 Project Estimates – Nick Wishaw & Assoc, Quantity Surveyor
8. Curriculum Vitae – Pixel Trix
- 9.1 Management Plan
- 9.2 Business Plan
- 10 Budget Estimates (Income & Expenditure Estimates)
- 11.1 Life Cycle Analysis
- 11.2 Life Cycle Cost Analysis Spreadsheet
- 12.1.1 Audited Financial Accounts – Denmark Bowling Club Inc. -2010/11
- 12.1.2 Audited Financial Accounts – Denmark Bowling Club Inc –2011/12 & 2012/13
- 12.2.1 Financial Accounts – Denmark Dragon Boat Club Inc. – 2011
- 12.2.2 Financial Accounts – Denmark Dragon Boat Club Inc. - 2012
- 13 Shire of Denmark - Council Resolution
- 14.1 Letter of Support – Hon Terry Redman MLA
- 14.2 Letter of Support – Hon Colin Holt MLC
- 14.3 Letter of Support – Robyn McSweeney MLA
- 14.4 Letter of Support – Tony Crook MP
- 14.5 Letter of Support – Dragon Boating WA
- 14.6 Letter of Support – Bowls WA
- 14.7 Letter of Support – Canoes WA
- 14.8 Letter of Support – WA Sports Federation
- 14.9 Letter of Support – Munda Biddi Trail Federation

- 14.10 Letter of Support – Denmark Historic Society
- 14.11 Letter of Support – Lower Great Southern Bowling League
- 14.12 Letter of Support – Denmark Senior High School
- 14.13 Letter of Support – Denmark Visitors Centre
- 14.14 Letter of Support – Denmark Agricultural College
- 14.15 Letter of Support – Albany Dragon Boat Club
- 14.16 Letter of Support – Denmark Chamber of Commerce and Industry
- 14.17 Letter of Support – Proposed Petanque Group
- 14.18 Letter of Support – Denmark Arts
- 14.19 Letter of Support – Albany Cancer Council
- 14.20 Letter of Support – Denmark Over 50's Assn

**Attachment 1 to
RIVERSIDE CSRFF APPLICATION**



WESTERN AUSTRALIA

Associations Incorporation Act 1987
(Section 9(1))

Registered No: A1016338X

Certificate of Incorporation

This is to certify that

DENMARK RIVERSIDE CLUB INC

has this day been incorporated
under the *Associations Incorporation Act 1987*

Dated this thirteenth day of August 2012

Commissioner for Consumer Protection

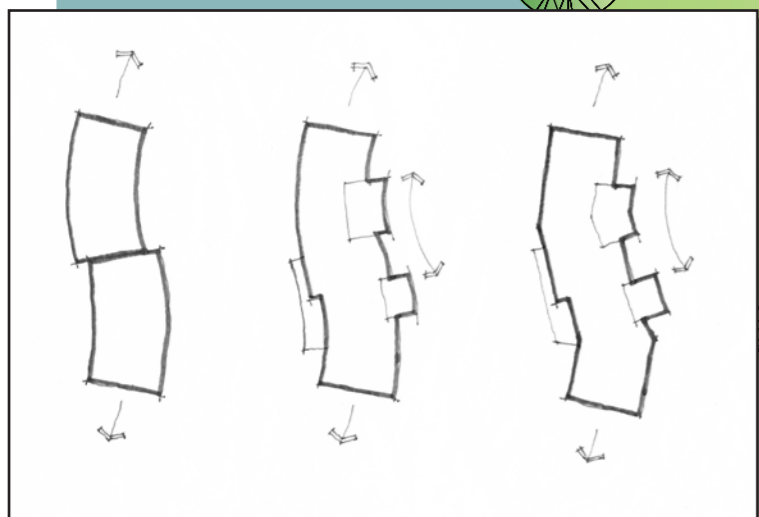
CERTIFICATE

5/1/12

LEGEND:

- RIVERSIDE CLUBS PROJECT SITE
- MAIN ST (STRICKLAND ST) AXIS
- BRIDGES
- COMMUNITY GREEN SPACES
- COMMUNITY FACILITIES
- COMMERCIALLY USED BUILDINGS
- MUNDA BIDDI TRAIL
- MOKARE HERITAGE TRAIL
- HERITAGE RAIL TRAIL





CONCEPT SKETCH:
NOT BLOCKING FLOW



Aerial photograph of A Class reserve 20403 showing the existing Denmark Bowling, Dragon boat, canoe/kayaking and classic boat facilities.



**DENMARK RIVERSIDE CLUB
FEASIBILITY STUDY**

Background

- 1.1 In September 2011 the Riverside Clubs Committee was set up from representatives of the following clubs who had all indicated an interest in investigating the development of a multi-user facility for mutual use:
- Denmark Bowling Club Inc
 - Denmark Dragon Boat Club Inc
 - Denmark Classic Boat Assoc Inc
 - Denmark Canoe Club
 - Denmark Dog Club
- 1.2 The primary task of this committee was to determine the feasibility of the respective clubs combining into a multi-user club. While this concept looked attractive, club members were acutely aware that potentially destructive pitfalls could develop.
- 1.3 This Committees was the natural progression of work that had gone on in each club, summarised as follows:
- DBC had developed a Strategic Plan in 2007 to meet the club's future growth and development.
 - This had seen the club install new synthetic greens in 2008/9 and initiate consultations with the Shire and Country club to investigate the feasibility of amalgamation.
 - The Shire subsequently sponsored the Golf, Bowls Tennis Committee to investigate the needs of these clubs which concluded that it was not feasible for the Bowling Club to amalgamate with the Country Club.
 - This also led to a consultant study into general sports needs in the Shire by Jill Powell & Assoc that was tabled & adopted by Council in September 2008.
 - One of the recommendations of the study was for extensions to the DBC club house and in Apr 2009 the shire was asked to forward budget for one third share of \$m1.2 for extension/new clubhouse in 2013.
 - Formation of the Denmark Dragon Boat Club adjacent to the bowling Club & their efforts to find common interests with other like minded clubs has highlighted the potential for a multipurpose club facility which meets the needs of several clubs, in particular the bowling club, dragon boat club, classic boat club, canoe & kayaking club (yet to be formed) and dog club.
 - The Shire CEO was interested in establishing a river sports precinct and river trail. The Shire is also keen to relocate the existing DBC clubhouse to the historic precinct being established adjacent to the river mouth caravan park.
 - It now appears there is potential for staged development of a multi-purpose clubhouse to replace the DBC clubhouse in 2013 followed by development of boating launch and mooring facilities where the Dragon Boat Clubhouse is.

Objective

- 2.1 To determine the feasibility of the Riverside Clubs merging to form a multi user sports and social club.

Methodology

- 3.1 The committee decided to consider the strengths and weaknesses of merging under the following headings:
 - VALUES
 - FOCUS ON FUTURE SITUATION
 - FUSION or FEDERATION
 - GOVERNANCE
 - LEGAL ASPECTS
 - FINANCES
 - PROGRAM OF USE
 - INFRASTRUCTURE DEVELOPMENT
- 3.2 Assuming the committee still recommended a merger of the clubs into Riverside, the motion should be put to respective membership at a Special General Meeting.

Considerations

4.1 Values.

- 4.1.1 It was vital to consider the established values of each club, especially as member age profiles, history and heritage were quite different.
- 4.1.2 Interestingly, most members believed that social benefits of club activities were more important than the achievement of sporting excellence.
- 4.1.3 A common thread binding each club was also the strong sense of community and desire to include the wider community in club activities.

4.2 Focus on the Future Situation

- 4.2.1 It was important that each club could view the merger proposal in terms of future expectations. Each should look at the external environment (PEST – political, economic, social & technological) and how they fitted into it (SWOT – strengths, weaknesses, opportunities & threats).

4.2.2 PEST dot points

- **Political:** Council and DSR expect clubs to combine to use multi-use facilities to make best use of funding and maximise long term sustainability.
- **Economic:** Individually, no club has the funding to renovate or build a new clubhouse.
- **Social:** Increasingly members wish to enjoy a wide range of retirement interests and so are less willing to be tied to the voluntary work necessary to keep clubs operating as individual entities. Members would rather pay for services than work.
- **Technological:** Build standards are such that a new build will be significantly more energy efficient and maintenance free resulting in much lower operating costs.

4.2.3 SWOT dot points

- A major strength offered by DBC was an existing clubhouse and established operating procedure that was based on self sustainability. The bowling club also had substantial reserves which could be contributed to upgrading facilities.
- DDBC had an energetic growing membership with sound business development skills.
- DCBC membership had slowed in recent years but enshrined a strong sense of local history and ethic of supporting community activities.
- DCC was in it's formative stage but appealed to a wide cross section of the community and showed promise of establishing the largest membership of all clubs
- DDC was at a formative stage but has a sound membership base.
- Potential total membership of a merged Riverside Club was close to 350.
- Merging offered an opportunity for building a new multi user facility that catered for the future growth of all clubs, reduced the administrative burden on all clubs and provided a self sustaining income stream to ensure future development.
- The major threat to merging was the potential for internal conflict caused by individual clubs pursuing self centred agendas.

4.3 Fusion or Federation

- 4.3.1 Fusion implies integrating finances and management processes under one incorporated body with individual clubs giving up their incorporated entity to focus on sports/activity management.
- 4.3.2 Federation implies an incorporated central governing body with strictly defined powers with residue funds going to member clubs who are incorporated and manage their own affairs in exclusion.
- 4.3.3 The Committee considered each option in detail and sought advice from clubs that had merged under both models, including Cranbrook Sports Assoc, Denmark Country Club, Beaumauris Sports Assoc.

Observations were:

- Federation required each club to maintain a management committee in addition to contributing to the central management committee. This was an onerous requirement.
- Federation models often fostered conflict because members tended to develop strong loyalties to their club rather than the central body.
- Fusion provided a simpler organisational structure which allowed individual clubs to focus on organising and running activities.
- Fusion required one management committee allowing the best available talent to run the main club. This structure provided clear management responsibilities and was likely to achieve more positive operational results.
- Fusion created a more harmonious club environment as all members had a common allegiance.

4.3.4 The Committee concluded there were clear advantages in the fusion option and agreed to recommend that option to members.

4.4 Governance

This refers to the way in which the three essential roles of committee (policy, administration and development) should be handled. Under the fusion model there is no difficulty as the responsibilities are clearly with the central body and detailed in the Constitution. If a Federation model was to be adopted the division of responsibilities between the central body and individual clubs would need to be considered in great detail to avoid ongoing conflict.

4.5 Legal Aspects

4.5.1 Under fusion there is only one legal entity which deals with all responsibilities.

4.5.2 There are issues which will need to be addressed due to the clubs affiliation with different state sporting associations. For example each state association has difference indemnity arrangements and minimum age conditions. The extent to which these variations may affect members is yet to be established.

4.6 Finances

4.6.1 This was recognised as a potential cause of trouble unless adequate and binding arrangements are clear to all parties at the outset. The DBC was the only club able to bring substantial funding into the merger and it was important not to allow that to become a future source of irritation.

4.6.2 One of the concerns of DBC will be to obtain guarantees that the new body agrees to take over its current obligations regarding replacement of its bowling green surfaces in 10 years. This is required because the funding being contributed by DBC will come from its sinking fund for that purpose.

4.6.3 The Committee considered that under fusion arrangements all members would pay a common ordinary membership fee plus the capitation fee charged by the state body for the sport or activity they chose to pursue. Event fees would as far as possible be equal, however it was recognised that some cost differences would need to be recognised. For example, bowlers may pay a per event fee when playing at home and using clubhouse facilities, however it would be inequitable to charge the same to canoers who were paddling away from the club location.

4.6.4 The method of funding individual activity expenses was not addressed in detail as it was better left for later negotiation and agreement.

4.7 Program of Use

4.7.1 We need to be able to cater for each activities program of events in addition to activities held to maximise the commercial potential of the premises. This requires each sport within Riverside to negotiate their respective activities for the coming year in a spirit of co-operation.

4.7.2 It was also considered that potential conflicts could be minimised by flexible infrastructure development which allowed concurrent events to occur when necessary.

4.8 Infrastructure Development

- 4.8.1 It was agreed that long term success of Denmark Riverside Club required a major infrastructure redevelopment to:
- Replace the existing DBC clubhouse as it was too small, was expensive to maintain and was difficult to keep to Licensing and Health standards.
 - Provide appropriate and environmentally sustainable water entry points and moorings, storage and equipment maintenance facilities.
- 4.8.2 It was resolved that assuming membership agreement was achieved the priority task should be to define infrastructure development requirements and proceed to detailed planning.

5.0 Obtaining Agreement In Principle

- 5.1 Obtaining Agreement in Principle from each Clubs was an essential step once the Committee had confirmed the feasibility of merger into Denmark Riverside Club. It was agreed that this required individual clubs to hold general meetings to put the appropriate motion to membership.
- 5.2 At a Special General Meeting held 25 Oct 11 Bowling Club members gave enthusiastic support to the project, passing the following motion unanimously:
“That DBC gives approval to becoming part of a multi club riverside precinct, Subject to:
1. *Priority development is to construct a multi purpose club house facility to replace the current DBC clubhouse.*
 2. *Project feasibility is demonstrated and supported by council.*
 3. *The new multi club body accepts responsibility for the repayment of the current DBC loan liability to the shire and agrees to establish a sinking fund to replace the DBC bowling greens from 2019/20 onwards.*
 4. *Detailed terms of the multi club organisation be approved by a general meeting before implementation.”*
- 5.3 At the Denmark Dragon Boat Club AGM held 13 Nov 11 the following motion was passed unanimously:
“That the Riverside Club briefing is noted and that the executive committee is authorised to continue engaging with the project with the view to providing a long term, central riverside facility for dragon boating and related social activities in Denmark”.
- 5.4 Peter Logan advised that Classic Boat Club members had unanimously agreed to the project and tabled a letter of support (attached).
- 5.5 Ian Carter advised that all prospective canoe club members had been advised of the project as part of their introduction regarding the formation of the Denmark Canoe Club their expressions of interest were therefore support for the project.
- 5.6 David Keel advised that Denmark Dog Club members had voted to withdraw from the Riverside project as their activity area was located

on the other side of the river and they would be better off having meetings etc at dog friendly coffee shops in town.

5.7 Unanimous agreement to the merger of the following clubs into the Denmark Riverside Club along a fusion model was achieved:

- Denmark Bowling Club Inc
- Denmark Dragon Boat Inc.
- Denmark Classic Boat Assoc Inc
- Denmark Canoe Club

6.0 Conclusion

- 6.1 There are strong synergies and significant benefits for the member clubs (other than the Denmark Dog Club) in merging to create a multi user club called Denmark Riverside Club.
- 6.2 The fusion model, similar to that used by Cranbrook Sports Assoc, should be used.
- 6.3 The Committee should proceed to incorporate the new club following which respective club Management Committees should commence the merger process taking into account issues outlined in Paragraphs 4.1 to 4.7.
- 6.4 The Committee should proceed to identify the facilities required necessary for future growth and operations.

DCBA

DENMARK CLASSIC BOAT ASSOCIATION INC.

PO Box 504
DENMARK, WA 6321
Phone/Fax: 98422245

Statement of Intent

The Denmark Classic Boat Association welcomes and is fully supportive of the proposal suggested by the Denmark Bowling Club to refurbish their facilities to cater for a combination of community groups.

We suggest that a jetty or landing with power, light and pump out facilities would admirably suit our purposes and provide an aesthetically pleasing riverfront aspect to the proposed new clubhouse.

The DCBA will assist in any practicable way with the implementation of the proposal.

Sincerely,



Peter Logan for
Denmark Classic Boat Association Inc

7th November 2011

**DENMARK BOWLING CLUB INC
STRATEGIC PLAN 2007 - 2012**

1.0 STRATEGIC GOAL

To provide a facility and venue for lawn bowlers in Denmark that:

- First and foremost, provides for the continuing enjoyment and the needs and expectations of members, their families, and for growth in membership as the Shire's population increases.
- Secondly, attracts local recreational bowlers, first timers and lawn bowling tourists who may be travelling from outside the region, and thereby increases Club revenues.
- Thirdly, promotes opportunity for growth in corporate events, and major regional or state tournaments and thereby enhances the Club's bowling development and facilitates the economic growth of Denmark.

2.0 THE EXISTING SITUATION

The existing buildings and the greens are deemed to be inadequate and inhibit further growth in membership. The clubhouse and the greens are currently consuming about 75% of revenues. In the last year, for example, expenditures on the greens were about \$18k - excluding a significant contribution of un-costed voluntary labour. Essential maintenance of the clubhouse cost about \$10k. Major investments will be required to repair/replace/upgrade these facilities.

The existing Clubhouse is not able to adequately accommodate existing members without extensive refitting to reduce noise, upgrading of the bar, kitchen and office facilities, plus extensions to meet current and future growth in usage. The Club is experiencing growth in line with community growth and must plan for a membership of 200 plus by 2020.

The greens are a constant problem due to seasonal and climatic conditions. It is nigh on impossible to access the professional greenkeeping knowledge required to maintain greens on an ongoing basis. Even though new grass has been laid in recent years, the greens are affected by poor drainage which causes the club to constantly battle to provide quality greens. Under these conditions, usage is limited to 31 weeks per year. With the grass greens the Club must allocate rest days for the grass to recover after weekend usage.

Typically, events in Denmark each year are cancelled due to the greens being unsuitable due to rain saturating the playing area. When such occurs the Club suffers loss of income as events can not always be re-scheduled owing to commitments in the League's event calendar. Albany, Mid Beach, Emu Point and Walpole clubs have converted to synthetic surfaces and by comparison to Denmark are able to offer events with confidence even after heavy rain.

Further, while some 250,000 tourists visit the Shire annually, the Club is only attracting a small number of tourist bowlers due to the limited season. Synthetic

greens would allow an extended season and more so if even one green was covered and had lighting to enable night games.

Many members have indicated they would play throughout the year if appropriate facilities were available.

There is considerable potential for the Club to share facilities with other community groups to maximise utilisation and share operating costs. For many years the Club has hosted Denmark Bingo, but there is a need for this approach to be extended in line with Dept of Sport & Recreation (DSR) guidelines.

3.0 THE OPTIONS

Faced with the above issues, the Club needs to consider redevelopment in one form or another. The strategic long term opportunity for the club is to convert both greens to synthetics with cover and lighting subject to Shire approval.

The options, and optional stages, to achieve this are discussed below. A Lifecycle Cost Analysis has been completed for Options 1 to 3 and is appended to this Strategic Plan.

Option 1

"Doing nothing" is, as far as the current membership is concerned, not an option since the club will decline, struggle to hold members and not encourage membership growth nor visitor participation. Moreover, lifecycle cost analysis shows this option to be heavily reliant on continued high level of voluntary labour, and to limit the growth of financial security of the Club.

Option 2

One Synthetic Green plus veranda for Clubhouse: Replace one green with a synthetic surface and improve the short term capacity of the clubhouse by adding a veranda. This will enable the club to minimise cancellation of events due to rain plus extend its social bowls season to twelve months of the year.

Benefits: Increased attraction to members, recreational bowlers and tourists plus a 50% reduction in green keeping. Lifecycle cost analysis shows this option to be more profitable than Option 1 even allowing for repayment of capital costs.

Option 3

Two Synthetic Greens plus Veranda for Clubhouse: Replace both greens with synthetics and improve the short term capacity of the clubhouse by adding a veranda. This will enable the club to minimise cancellation of events due to rain plus extend its social bowls season to twelve months of the year.

Benefits: Increased attraction to members, recreational bowlers and tourists plus replacing Green keeping with non technical, low cost maintenance of surfaces.

Lifecycle cost analysis shows this option to be more profitable than Option 2, even allowing for repayment of capital costs.

Option 4

As for Option 3 but with a full weatherproof cover over one green and new purpose built Clubhouse Facilities.

The Shire has informally indicated this option, if pursued, is unlikely to be approved in our current location by Council due to anticipated community objections. Nevertheless, if it were to be approved, this facility would allow all weather, day/night operation throughout the year and establish Denmark as a premier lawn bowls destination in WA. Such a facility would be a major asset for the whole Denmark community with the potential to attract State, Interstate and International tournaments suitable for television coverage. Life cycle cost analysis has not been completed for this option as it is complex and requires more detailed study.

4.0 ANTICIPATED BENEFITS

The benefits of moving to a synthetic surface (Options 2 and 3) would:

- Provide a facility that can considerably extend the current playing season. This would be achieved by less "no-play days" after rain, and by more "play days" through eliminating the need to rest the greens following any usage (as currently with the grass greens). This ought to increase club revenues (playing fees and bar revenues) and attract more sponsorship. It ought to also attract more tourists to Denmark and extend their stay in the Shire which will add to the local economy.
- Reduce or eliminate the current demand on voluntary labour and water usage as currently required with the grass greens
- Reduce or eliminate the current use and ever-present current risk of chemicals or fertilisers leaching into the Denmark River and adding further to the existing severe algal problems in the Wilson Inlet.

The benefits of providing cover and lighting for one green (Option 4) offers the following additional benefits to those mentioned above:

- Provide a facility that can be used all year, and at night, regardless of the weather or the season.
- Maintenance costs will be significantly reduced. With roof coverage, the life span of the synthetic surface will also be doubled and UV risks lowered compared to an open surface.
- With the roof cover, the Club ought to be able to capture enough water on-site and thus place no demand upon reticulated supplies.
- With the assurance of a guaranteed facility, additional events can be accommodated, as well as regional and even State events. By virtue of the surface being covered, the venue would offer reliance to TV event programmers, sponsors and tourists, particularly during the off-season when other clubs in the region might be closed. Night lawn bowls, particularly during the peak summer period, ought to become a feature attraction in tourist promotion media.
- The option to provide a restaurant facility, that is open to the public and in a pleasant environment for families and members to enjoy, will provide an

additional facility in Denmark, particularly during the peak summer tourist season, when other facilities are over-crowded

5.0 AMALGAMATION WITH COUNTRY CLUB

Adoption of Option 4 is likely to require amalgamation with the Country Club because of the scale of funding required and DSR policy to only provide financial support to sporting clubs that are prepared to co-locate and share facilities.

The feasibility of a 'new' Country Club covering the golf, bowls and tennis clubs, with new sporting and clubhouse facilities, is currently being considered by the GBT Working Group under sponsorship of the Denmark Shire. Each sporting club has been invited to become part of this study on a non-binding basis. If it proceeds, it is anticipated the results of the study will be available for consideration by members in mid 2008.

6.0 CONCLUSIONS

Our Club is strong and vibrant and experiencing a period of strong membership growth. This growth has highlighted long standing difficulties of maintaining grass greens and coping with poorly designed and aging facilities. These difficulties can be overcome by adopting a sound plan for future development.

The identified options for development each have benefits which must be balanced against the costs in terms of location, method of operating and finances.

Option 1 achieves nothing and is therefore considered impractical.

Option 4 probably requires us to amalgamate with the Country Club and relocate in order to access the public funding available through DSR. Whether this option is in our interests or not is not yet clear. Current indications are that it will be at least mid 2008 before we have enough information to allow proper consideration. Further, if we did agree to this option it would take approximately 5-6 years before the necessary new development is completed.

Options 2 & 3 therefore offer us the most appropriate short term options which will overcome current difficulties and provide significant immediate and future benefits. They also fit our longer term needs whether we remain in our current location or amalgamate with the Country Club (if we did relocate it would be possible to take our synthetic carpet with us).

A common denominator in all of the above is the desired outcome of providing members with an extended playing season, a higher degree of availability of the playing surface not otherwise affected by rain or "no play days", a reduction in dependency upon voluntary labour and an increase in revenues.

If all of the foregoing strategic opportunities can be achieved, members, and tourist bowlers, ought to be positively enthused to come to Denmark to enjoy our facilities, especially if "go bowling any day of the year in Denmark" were promoted, alongside all the other major tourist attractions that Denmark offers, in Denmark Visitor Centre

promotions. Seen in this context, the economic advantages to the Denmark economy of the proposed redevelopments are considered to be not insignificant.

7. RECOMMENDATIONS

It is recommended that:

1. Option 2 is adopted for implementation for season 2008/9 on the basis that it is within the Club's financial resources, overcomes many of our existing problem areas and delivers significant cost benefits.
2. The Management Committee investigates the availability of external grants/finance which may be available to enable Option 3 to be proceeded with and reports back to members at the 2008 Half Year General Meeting with recommendations.
3. The Club takes part in the feasibility study sponsored by the Denmark Shire to investigate the feasibility of a new Country Club including bowls (the GBT Working Group) as one possible way of achieving Option 4.

STRATEGIC PLAN 2012 - 2015

Denmark Dragon Boat Club Inc.

PREAMBLE

The Shire of Denmark covers 1859.9 sq kilometres and has a population of 5,194 (2,554 males and 2,640 females; ABS 2011). It is located on the south coast of Western Australia, 52 kilometres west of Albany and 50 kilometres south west of Mount Barker which is north of Albany. Albany is the regional centre, located 408 kilometres southeast of Perth on the Southern Ocean looking out towards Antarctica and rich fishing grounds. The main industries in the Great Southern are agriculture, fishing, forestry, mining, tourism and viticulture.

Denmark Dragon Boat Club Inc. (DDBC) welcomes members from all over the Great Southern and in particular the south coast. Also welcome, are casual paddlers including travellers working on local vineyards and farms.

Incorporation

The first meeting for the formation of the Club took place in December 2009 and Denmark Dragon Boat Club Inc. was incorporated on 09 July 2010; six months after the team of novices first launched a borrowed boat onto the Denmark River. The Constitutional Objects and Aims are included on Page 3 of this document.

Denmark Dragon Boat Club Profile

The Shire of Denmark's median age is 47 years (ABS 2011) and the current Club membership (July 2012) is older:

- There are 35 members over 12 years old and with a range of abilities.
- The majority of members are over 50 years of age, four regular paddling members are over 60 and three are over 70 years of age.

VALUES AND ETHOS

Denmark Dragon Boat Club Inc. is a welcoming and socially inclusive recreational sporting club run by a committee comprised of volunteers. DDBC aims to provide a communal and respectful environment for members to live the experience and history that is the sport of dragon boating.

Denmark Dragon Boat Club is committed to:

- Good governance practices including the development and regular review of the suite of policies that support the ethos of the club and its reputation as a healthy club;
- Reducing any economic barrier by keeping membership fees to the minimum possible; and
- Increasing awareness of the need for lifelong commitment to improving and maintaining our own health.

ORGANISATIONAL GOALS

TO:

- Increase access to physical activity for people over 12 years of age; regardless of their physical or intellectual ability.
- Optimise the team's health, wellbeing and safety.
- Encourage and nurture positive relationships within the community and with other dragon boat clubs.
- Challenge negative stereotypes and display a positive image of aging.
- Ensure the development of a sustainable organisation with club facilities and the capacity to stage events.
- Offer members the opportunity to participate in sanctioned dragon boat regattas.
- Proactively increase the number of dragon boat teams along the south coast of Western Australia.

In particular Denmark Dragon Boat Club aims to provide its members with:

- a welcoming, hospitable environment;
- opportunities for regular attendance and participation;
- effective liaison via newsletters, phone calls and the club's *facebook* page and website;
- thriving multi-level participation - for example establishment of a team for those preferring to paddle for fun and fitness rather than competition; and
- encouragement to build positive relationships, both within and outside their club, to support and promote the sport.

To this end Denmark Dragon Boat Club:

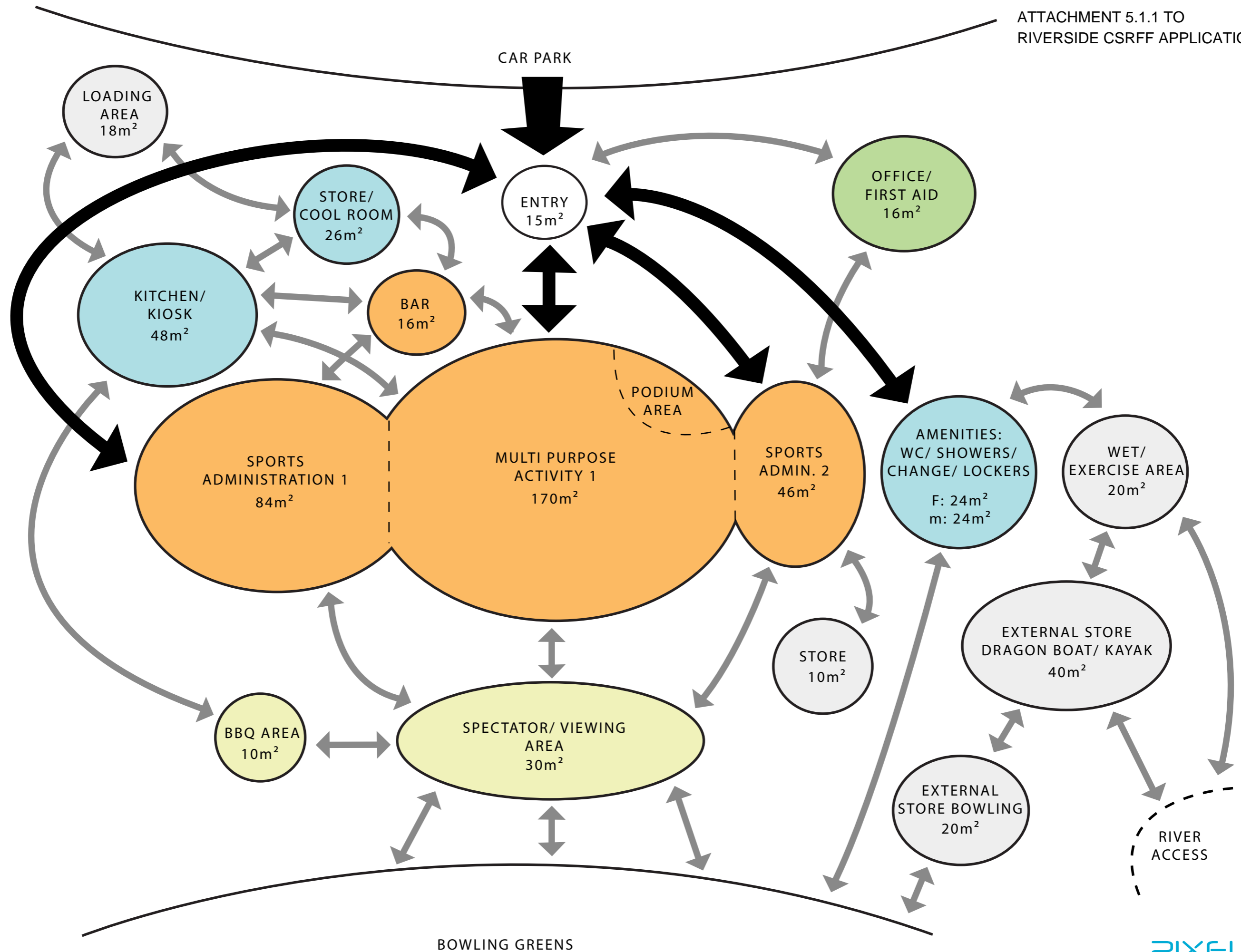
- has ongoing membership recruitment strategies including Have-A-Go days;
- members participate in regular physical activity that builds physical and mental resilience;
- provides pre and post paddling exercises that protect against injury;
- accesses funding and expertise to increase member's knowledge of the benefits of a healthy lifestyle;
- stages local dragon boating events that draw participation by dragon boat clubs state-wide;
- members strive to participate in regional, state-wide, national and international dragon boating events;
- actively engages with local education providers to offer a healthy, safe sporting experience for students;
- is a lead partner in the Riverside Clubs Project developing a precinct for cooperative use by the Denmark Bowling Club, the Classic Boat Club and the canoeing/kayaking fraternity.
- supports the Denmark community and regularly participates in community events;
- encourages members to contribute to all areas of club activities including the setting of personal and team goals; and
- encourages the involvement of casual paddlers such as 'wwoofers' and member's family and friends.

For details please see ACTIVITY PLAN 2012 – 2013

Constitutional Objects and Aims

The objects and aims for which DDBC is established are:

- 1.1. To promote and encourage the development of the Denmark Dragon Boat teams.
- 1.2. To raise awareness of Dragon Boating in the in the Denmark/Walpole community and to actively promote the sport and cultural traditions of the sport.
- 1.3. To raise awareness of cancer survivors/supporters and demonstrate that people can be actively involved in life after cancer by encouraging cancer survivors and their supporters to participate in Dragon Boating and possibly establish their own dragon boating team under auspices of the DDBC.
- 1.4. To maintain contact and liaison with other organisations whose objectives are similar.
- 1.5. To provide the opportunity for breast cancer/cancer survivors, their supporters and others to develop supportive networks.
- 1.6. To ensure Risk Management and Duty of Care policies exist for all members.
- 1.7. To adhere to the rules for dragon boat racing in Australia as advised by the Dragon Boating WA (“DBWA”) and the Australian Dragon Boat Federation (“AusDBF”);
- 1.8. To assist in the promotion of Great Southern Region Western Australia as a venue for national and international dragon boat racing.
- 1.9. To hold funds derived from the fees of members, donations, grants, payments and other such sources as may be approved by DDBC.
- 1.10. To disburse funds in order to settle debts, purchase equipment and/or property and in any other manner so as to further these objects. Provided that in case the DDBC shall take or hold any property which may be subject to trusts, the DDBC may only deal with the same in such manner as is allowed by law having regards to such trusts.
- 1.11. The DDBC shall be empowered to do all such acts and things necessary which are incidental to and necessary for the attainment of the above Objects and Aims of the DDBC.



BOWLING GREENS

PROJECT BRIEF

DATE: 12/03/12
REF: 1041-4
JOB: Denmark Riverside Clubs Project



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Denmark WA 6333
tel 08 9848 3894
info@pixeltrix.com.au
www.pixeltrix.com.au

1. Introduction

This document will provide a contextual basis for the development of the design, documentation and construction of the Denmark Riverside Clubs Project.

This brief is a dynamic document which will be refined throughout the design process. The operational success of the project is directly related to a clear identification of the functions to be performed in the proposed project and resolved through a considered design process.

2. Project Vision

The Denmark Riverside Clubs Project is envisioned to be a landmark building that forms part of the gateway to the town of Denmark.

The building will be as energy efficient as it can be within budget and site restraints, keeping operating costs to a minimum and reducing the buildings environmental impact.

The project will need to connect visually and functionally to the river and provide amenities for the Denmark Bowling Club, the Denmark Dragon Boat Club, the Denmark Canoe & Kayak Club and the Classic Boat Club.

It is important that the aboriginal cultural heritage of the site is recognised & enhanced. This will be done with a physical connection to the existing culturally significant site. It is also envisaged that the aboriginal cultural heritage of the site will be recognised conceptually in the design.

The main building will need to accommodate the requirements of a multi-use activity room and the associated facilities.

The interior spaces are to be light & inviting with a visual and physical connection to the outdoors and the river beyond.

It is envisaged that the design will allow for an efficient construction time.

The main building will need a flexible design to

enable a reduction in the COW if the funding obtained is lower than desired.

3. Site Analysis

The site is significant in the context of the Shire of Denmark. A preliminary site analysis is shown in Appendix 1. Some key points to consider are

- The site is located next to the main access bridge to the town and is highly visible to any persons passing through town.
- The site located adjacent to the Kwoorabup Beelia Denmark River. There is a significant aboriginal cultural heritage site, the Kwoorabup Corroboree Ground, located on the northern side of South Coast Highway. There is a 30m setback from the river from where within building work will require consultation from the traditional indigenous land owners as set out in the Aboriginal Cultural Heritage Plan for Southern Section of Kwoorabup Beelia. The Mokare Heritage Trail runs alongside the river.
- The site is centrally located, visible from the Berridge Park and is a short walk from the main shopping areas.
- The site is located next to a residential area. It currently also provides over-flow parking on market days.
- There is an existing bandstand structure located close to the river.
- The existing bowling club greens have been recently upgraded and are well kept.
- The existing club house has heritage value as it was previously the railway station.
- The current waste disposal is via a septic tank system and dispersal area and is located at the eastern side of the bowling greens. There is a private sewerage line from the Denmark High School located on the northern side of South Coast Highway.

4. Shire Regulations

There is no availability of town sewerage on the eastern side of the river. Therefore waste disposal will need to be done through shire approved septic/ ATU systems or through a possible connection to the high schools private line.

The shires car parking policy requires 1 car bay per 4 persons for a club facility. That would mean 50 car bays would be required for a 200 seat facility.

Due to the site being located next to a significant Indigenous cultural area an Indigenous site survey would need to be submitted for approval for Stage 2.

5. Project Requirements

The project is to be staged in two stages.

1. A main building including a multi-purpose area with a bar, kitchen/ kiosk and ancillary facilities.
2. The river facilities including waterfront jetty/ ramp and indigenous cultural walk.

The existing clubhouse is to be relocated by the shire to the heritage precinct near the river mouth.

The existing bandstand structure is to be incorporated or remodelled depending on a more detailed analysis.

The internal spaces are required to be as flexible as possible to enable multi-use. This includes

- The multi-purpose area can be divided into a large activity room, a small activity room and a Sports Administration
- When combined the multi-purpose area can seat 200 people.
- The Sports Administration room is to have an area for first aid and storage.

The external storage will need to take into account the size of a dragon boat and have a minimum length of 12m.

An external wet area is to be incorporated into the design.

6. Functional Requirements

Space Requirements

The space requirements are displayed as Fully Enclosed and Covered Areas (FECA) and external areas. A more detailed analysis of the requirements of these spaces will be done in the design stages.

Stage 1

FECA	
Multi-Purpose Activity	170 m ²
Sports Administration 1	84 m ²
Sports Administration 2	46 m ²
Bar	16 m ²
Kitchen/ Kiosk	48 m ²
Kitchen Store/ Coolroom	26 m ²
Amenities (WC/Showers/Change)	48 m ²
Office Space	16 m ²
Store	10 m ²

Sub Total: 464 m²

Circulation:
20% for walls and circulation ~32.8m²
(not including multi-use activity room)

Total ~ 496.8 m²

EXTERNAL

BBQ Area	10 m ²
Spectator/ Viewing Area	30 m ²
Exercise/ Wet Area	20 m ²
Loading Area	18 m ²
Dragon Boat/ Paddling Storage	40 m ²
External Storage	20 m ²

Total ~ 138 m²

Stage 2

FECA TBA

Total - m²

EXTERNAL TBA

Total ~ m²

Operational Requirements

Clear line of sight is to be enabled from the office room to the entrance and loading area.

Direct Access is to be provided from a loading area through to the store/ cool room.

The walls dividing the Multi-Purpose Activity and Sports Administration Areas are to be removable and have good acoustic properties.

The bar is to serve the Multi-Purpose Activity area.

The BBQ area and Spectator Viewing area are to be able to be serviced by the kitchen/kiosk.

Functional Relationships

The functional relationship of the spaces is displayed in Appendix 2.

7. Project Budget

Estimates of costs are not a guarantee of the actual cost, a quotation or a tender. At this early stage the costs mentioned are for budget purposes and could vary plus or minus 15 - 20% from actual costs. This estimate is based on prices current as of February 2012 and makes no allowance for future building cost escalation.

Cost estimates will be updated throughout the design stages and a Quantity Surveyor will be engaged to provide a more detailed cost analysis in the design stages.

Cost of Works

The Cost of Works (COW) is exclusive of GST and is defined as the final cost of all work designed, specified or scheduled by *Pixel Trix*, including all work designed, specified and/or scheduled by specialist consultants coordinated by *Pixel Trix*.

As an example of commercial building costs *Pixel Trix* analysed the Cranbrook Recreation Facility. Cranbrook was designed by Howard and Heaver Architects and recently completed.

The work undertaken by H & H had a FECA of approximately **465m²** and cost **\$1.7M**. The extent of the work did not include the work previously done on the existing amenities block or work done on the landscaping or bowling greens. This was part of the overall cost of the project of approximately **\$2.7M**.

The construction method used at Cranbrook was a lightweight building envelope with feature limestone block walls and a slab on ground. All appliances and equipment were supplied by the client.

Our analysis shows an estimated building cost of approximately **\$3000/m²**. It must be noted that our analysis is indicative only. We were not provided with a breakdown of the costs and therefore are unable to provide a more accurate assessment.

The construction method envisaged for Riverside is a lightweight building envelope with thermal mass provided by a concrete slab and feature masonry/ heavy weight internal walls. This type of construction method will be the most cost efficient for the site. Lightweight construction also allows for the possibility of some prefabrication which can save cost and time. It is also a method used extensively locally. Lightweight enables for a highly energy efficient building with passive design principles such as high insulation, direct solar gain and ventilation. It can also enable a low embodied energy building through the use of components such as timber framing.

From our experience to achieve a commercial piece of architecture through lightweight construction we would allow a minimum preliminary cost of **\$2500/m²** for the FECA. With a 20% regional loading for Denmark this would take the cost to **\$3000/m²**.

This estimate includes fixed cabinetwork and fittings. It does not include the kitchen appliances and equipment. It also does not include loose furniture.

The Rawlinson's Construction Cost guide for suburban clubs and function centres gives an estimate of **\$2490/m²**. *Pixel Trix* recently worked on a submission by Archadia architects for the Wembley Golf Course Competition where the cost of works was set at **\$2750/m²** by the Town of Cambridge. This also did not include appliances, equipment or loose furniture and had no regional loading.

The external areas could be as little as **\$500/m²** for open areas and **\$1000/m²** for storage and semi enclosed areas.

Stage 1

FECA	496.8 m ² x \$3000/m ² ~ \$1,490,400
EXTERNAL	
BBQ, spectator, exercise, loading area	78 m ² x \$500/m ² ~ \$39,000
dragon boat storage, storage	60 m ² x \$1000/m ² ~ \$60,000
Sub Total:	\$99,000
Total COW estimate	~ \$1,589,400

Total Project Cost

The Total Project Cost (TPC) is inclusive of GST and is defined as the Cost of Works plus all other costs to the client associated with the project. The Denmark Riverside Clubs are responsible for monitoring and controlling the Total Project Cost.

The Total Project Cost will need to appropriately take into account the initial budget for the Cost of Works.

For this project *Pixel Trix* would suggest the following costs may also need to be included. Please note it is likely that other costs will need to be included in the Total Project Costs and the costs shown below are indicative only.

Cost of Works	~ \$1,589,400
Building Contingency (10%)	~ \$158,940
Professional Fees (8%)	~ \$127,152
Design Contingency (10% of Fees)	~ \$12,715
Kitchen, Bar + Equipment	~ \$50,000
Loose Furniture	~ \$50,000
Shire & Regulatory Fees	~ \$5,000
Landscaping and Car park	~ \$100,000
Sub Total:	~ \$2,093,207
GST	~ \$209,321
Total TPC estimate:	~ \$2,302,528

8. Specialist Consultants

The project will require other Specialist Consultants in support of the services provided by Pixel Trix. Consultants may include

- Quantity surveyor/cost consultant
- Structural/civil engineer
- Mechanical engineer
- Electrical engineer
- Hydraulic engineer
- Land surveyor
- Geotechnical engineer
- Landscape architect
- Interior design/ kitchen consultant

9. Project Program

The projects program is subject to revision at various stages in the design process. It does not allow for unreasonable time delays caused by the work or activities of others including the client.

Milestones

1. Completion of the *Concept Design* stage. The Concept is presented to the clubs members.
Time. 6-8 weeks
Date. May 14th 2012
2. Completion of *Members Consultation* period.
Time. 2 weeks
Date. May 28th 2012
3. Completion of *Funding Documents*. Documents submitted for funding application.
Time. 4 months
Date. September 30th 2012
4. *Funding* approved.
Time. 9 months
Date. July 2013
5. Completion of the *Design Development* stage.
Time. 1 month
Date. August 2013
6. Completion of *Planning Application*.
Time. 2 weeks
Date. August/ September 2013
7. *Planning Application* approved.
Time. 2 -4 weeks
Date. September/ October 2013
8. Completion of *Construction Documentation* stage and *Building License* application. Tender Documents submitted for tender.
Time. 3 - 4 months
Date. December 2013
9. *Building Licence* Granted. Tenders received.
Time. 2 - 4 weeks
Date. January/ February 2014
10. Contract documents negotiated and signed with selected building contractor.
Time. 2 weeks
Date. February 2014
11. Construction Commencement.
Date. February 2014
12. Practical Completion.
Time. 9-12 months
Date. Approximately December 2014

The practical completion date will be determined by the selected building contractor. Pixel trix will endeavour to create a design that allows for an efficient construction time.

10. Summary

Successful planning decisions are an outcome of clearly defined design and operational policies by the client. In this way the completed project will express the client's personal and corporate objectives, and also satisfy the functional requirements of individual users.

The client will approve the initial brief before the design stages commence and the revised brief at the end of concept design stage, confirming that all the requirements have been met, as a basis for detailed design.

If there are any questions about the above document please don't hesitate to contact us.

Kind Regards,

Melanie & David

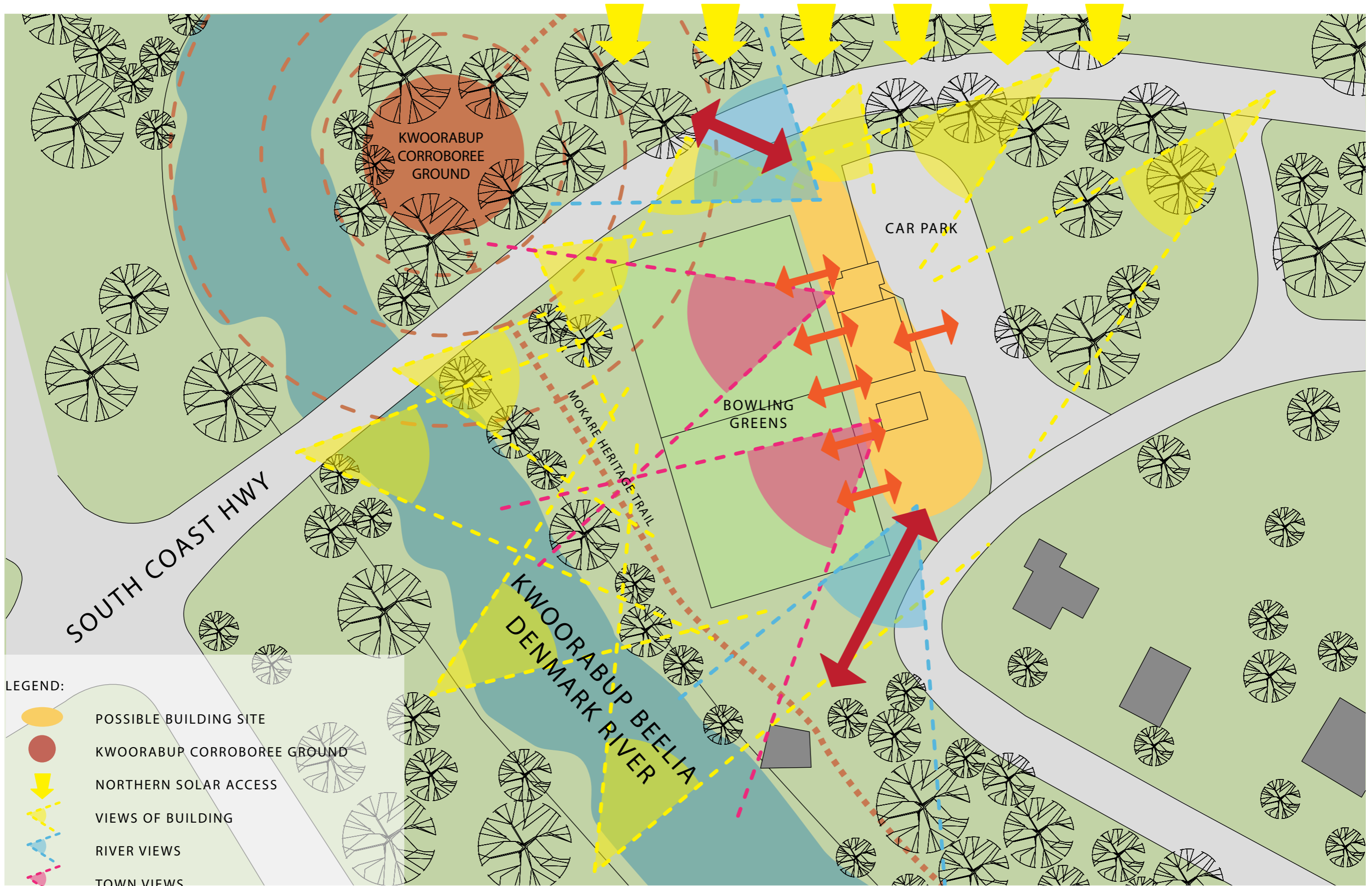


Melanie Hoessle | Partner
Dipl.Ing. (FH), B.Eng



David Gibson | Architect
B.Env.Des, B.Arch (hons) RAlA





- LEGEND:
-  POSSIBLE BUILDING SITE
 -  KWOORABUP CORROBOREE GROUND
 -  NORTHERN SOLAR ACCESS
 -  VIEWS OF BUILDING
 -  RIVER VIEWS
 -  TOWN VIEWS
 -  CONNECTION TO GREENS & CAR PARK
 -  CONNECTION TO RIVER & HERITAGE SITE





FECA: Main Building incl. Walls 517m²
+ Change/ Shower incl. Walls 15m²
= **532m²**

SECA: Store (Bowling)+ Boat Store + Locker/ Kitchenette incl. Walls = **67m²**



View01 - View from South Coast HWY

CONCEPT

The concept for the design was derived from the opportunities and constraints analysis. The proximity to the river and to the Corroboree Ground along with the site's position near the main entry to town - the Denmark River Bridge - were key influences of the design.

The concept was to provide a building that could provide flowing spaces and this sense of flow, an inherent indigenous association with the river, was reflected in the buildings aesthetic fabric. It was

important that the the building would suit the site and blend in with it's surrounding trees and views. When seen from town a larger scale was required to be noted as a focal point across the river. The vertical elements on the western facade were incorporated to reference the trees surrounding and adjacent to the building.

The theme of "not blocking flow" seemed to suit this site and the purpose of a community building that hopefully will have meaning beyond it's boundaries.

ESD

ESD - Environmentally Sustainable Development:

In this early stage many of ESD features can be incorporated and planned for.

The most important aspect in this regard is the orientation of the building. Given the site opportunity and constraints there is only a limited space available for a new building on a north - south orientation. Ideally this should be an east - west orientation.

This limitation due to the orientation of the building means other aspects will have to work harder to achieve similar thermal comfort. Our main concern is restricting solar gain in summer though the large glazing areas on the western facade. External sunshading will be of great importance to reduce cooling costs. To achieve this we are showing external metal louves and partially filled in panels in this early stage of the design.

There are many more ESD features to be considered in the detailed design such as thermal mass, high R-Values in wall and roof insulation and the use of double glazing, etc.



View02 - View from North end of Bowling Green B

STRUCTURE

We envisage the structure for the building to be a concrete slab on ground with steel structural columns and beams. The walls would be timber framed with high R-Value insulation and light weight cladding. The roof structure is to be steel to reduce member sizes and increase ceiling height.

This cost effective building approach has great advantages in achieving thermal comfort and a short construction time frame. We also envisage the concrete slab to be insulated against the ground.

Raising part of the building to carpark level has the advantage of easy pedestrian and wheel chair access, maximum views to the river and less potential for storm water and ground water problems.



View03 - View from South end of Bowling Green A

MATERIALS

The majority of the external cladding will be painted CFC panels. There will be feature timber battening facing the carpark and the northern facade facing South Coast Hwy. The western facade will have feature plywood clad blades that reference the trees surrounding the building.

The southern facade will have timber battens to tie in with the other facades, some of which will be semi enclosed to save cost and increase transparency.

Most of the joinery would be clear glazing in metal frame; in some instances colour back glass will be incorporated.

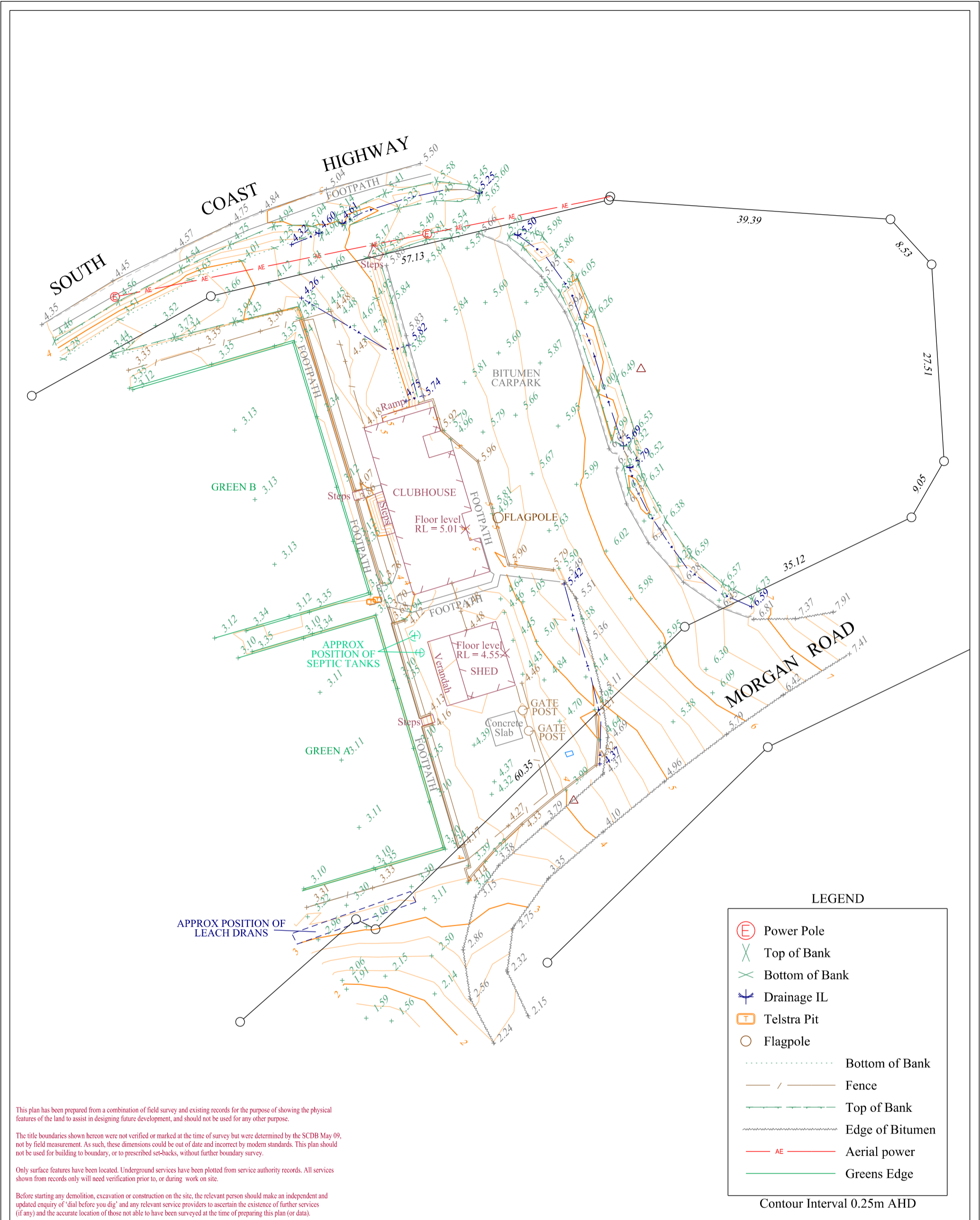
The roof will be metal in a light colour to minimise summer solar gain.

The floor will be a mix of polished concrete, carpet and tiles for wet areas. There is the opportunity to reduce environmental impact by using a high flyash content in the concrete mix as well as recycled carpet tiles.

Overall we were hoping to keep the materials simple and non toxic with a long life span and low maintenance.



View04 - View towards main entry



This plan has been prepared from a combination of field survey and existing records for the purpose of showing the physical features of the land to assist in designing future development, and should not be used for any other purpose.

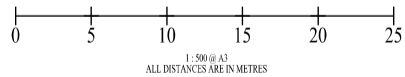
The title boundaries shown hereon were not verified or marked at the time of survey but were determined by the SCDB May 09, not by field measurement. As such, these dimensions could be out of date and incorrect by modern standards. This plan should not be used for building to boundary, or to prescribed set-backs, without further boundary survey.

Only surface features have been located. Underground services have been plotted from service authority records. All services shown from records only will need verification prior to, or during work on site.

Before starting any demolition, excavation or construction on the site, the relevant person should make an independent and updated enquiry of 'dial before you dig' and any relevant service providers to ascertain the existence of further services (if any) and the accurate location of those not able to have been surveyed at the time of preparing this plan (or data).

LEGEND

- ⓔ Power Pole
 - ✕ Top of Bank
 - ✕ Bottom of Bank
 - ✕ Drainage IL
 - Telstra Pit
 - Flagpole
 - Bottom of Bank
 - / — Fence
 - Top of Bank
 - ~~~~~ Edge of Bitumen
 - AE — Aerial power
 - Greens Edge
- Contour Interval 0.25m AHD



FEATURE & CONTOUR SURVEY
DENMARK BOWLING CLUB
DENMARK WA 6333



REVISION	DESCRIPTION	DRAFTER	DATE
J			
I			
H			
G			
F			
E			
D			
C			
B			
A	ORIGINAL	ABS	27/04/2012

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ORIGINAL PLANNER:	N/A
ORIGINAL DRAFTER:	ABS
CREATED DATE:	27/04/2012
AERIAL DATA:	N/A
CADASTRAL DATA:	Survey 25/04/2012
TOPOGRAPHIC DATA:	Survey 25/04/2012

Ref: 1720-01A



Denmark Survey & Mapping
PO Box 339
1 / 55 Strickland St, Denmark 6333
(08) 9848 2262

Denmark Riverside Clubs

Proposed New Clubhouse

Morgan Street, Denmark, W.A.

Indicative Estimate

PixelTrix Design Studio

Nick Wishaw & Associates - Quantity Surveyors

Date: 16 July 2013

Ref. 3374-4

1. INTRODUCTION

This Indicative Estimate has been based on drawings SK16 and SK17 issued by Pixeltrix Design Studio in May 2012 and has been priced at cost per square metre rates.

The estimate allows for a good quality standard of construction including:

- Commercial type kitchen with splashback wall tiling and fitted out with stainless steel benches & exhaust hood but excluding food preparation, cooking & dish washing equipment.
- Bar counter and coolroom
- Air conditioning to Activity, Admin & Office areas by package units
- Glazing on the west elevation with extensive sunscreening.
- Feature blade columns on west elevation and timber wall panelling to selected external walls

2. FLOOR AREAS

2.1 Building Areas (Fully Enclosed Covered Areas)

2.1.1	Clubhouse	564 m ²	
2.1.2	Boat Store	35 m ²	
	Total of Building Areas (Fully Enclosed Covered Areas)		599 m ²

2.2 Other Areas (Unenclosed Covered Areas)

2.2.1	Entry canopy & covered walkways (Unenclosed Covered Areas)	79 m ²	
2.2.2	Loading area (Enclosed Uncovered Area)	19 m ²	
	Total of Other Areas		98 m ²

Gross Floor Area	<u>697 m²</u>
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3 INDICATIVE ESTIMATES OF COST

3.1 Building Cost

3.1.1	Single storey part air conditioned building with kitchen, bar and cabinetwork		\$1,550,000
3.1.1.1	Multi Purpose Activity	\$403,000	
3.1.1.2	Sports Admin 1	\$195,000	
3.1.1.3	Sports Admin 2	\$162,000	
3.1.1.4	Foyer Office & Store	\$160,000	
3.1.1.5	Bar	\$70,000	
3.1.1.6	Kitchen	\$158,000	
3.1.1.7	Cool Room & Store	\$67,000	
3.1.1.8	Loading Area	\$32,000	
3.1.1.9	Boat & Equipment Storage	\$98,000	
3.1.1.10	Toilets & Showers	\$205,000	

3.2 External Works and Services

3.2.1	No allowance for removal of asbestos (if any), relocation of old railway station section of the existing clubhouse, demolition of non original portions of current building and similar items	Excluded
3.2.2	Removal of existing storage shed, paving, etc, demolition of retaining wall east of the existing building and other site clearance	\$7,000
3.2.3	Site preparation comprising: <ul style="list-style-type: none"> - Construction of retaining walls to the west of new building - Construction of retaining wall adjacent boat storage - Construction of retaining wall south west of new building - Compacted fill to suit RL of new building of approx 5.85 	\$136,000
3.2.4	Parking <ul style="list-style-type: none"> - 2 coat bitumen seal on limestone base to loading dock - Making good to bitumen seal to 50% of existing parking area (21 bays) - Minor site clearance and levelling to 25 bays in upper parking area and constructing limestone base 	\$27,000
3.2.5	Pedestrian paving and footpaths <ul style="list-style-type: none"> - paving to entry and other areas around the new building - steps down to greens - ramp south west of new building - steps east & west of toilet areas - steps and ramp east of boat storage 	\$32,000
3.2.6	PVC coated polyester fabric shade sails covering paved exercise areas north & south of new building including support columns	\$25,000

3 INDICATIVE ESTIMATES OF COST (Cont'd)

3.2.7	Entry statement/ signage wall	\$3,000
3.2.8	Soft landscaping and reticulation.	\$7,500
3.2.9	Stormwater drainage to building - assumed soakwells (no allowance for stormwater drainage to parking areas)	\$2,500
3.2.10	Sewer drainage comprising environmental disposal system, grease trap & pipework	\$28,000
3.2.11	External lighting and security	\$2,000
3.2.12	No allowance for Headworks (Power, Sewer, Water & Telstra).	Excluded
3.3	Professional Fees and Disbursements	\$180,000
3.4	Allowance for Design & Construction Contingencies	\$100,000
	ESTIMATED TOTAL CONSTRUCTION COSTS EXCL. GST	<hr/> \$2,100,000 <hr/>
3.5	GST	<u>\$210,000</u>

4. COSTS PER SQUARE METRE

4.1 Building Cost/m2

Estimated Building Cost from 3.1.1	\$1,550,000
Gross Floor area	697 m2
Estimated cost per square metre	\$2,224 /m2

5. EXCLUSIONS

5.1 The Estimates make no allowances for the following:

- 5.1.1 Relocation/demolition of existing clubhouse
- 5.1.2 Kitchen equipment
- 5.1.3 Loose furniture, fittings and equipment
- 5.1.4 Temporary accommodation during reconstruction
- 5.1.5 Upgrade of existing power & water supply
- 5.1.6 Headworks
- 5.1.7 Connection of sewer drains to main sewer (if on site sewerage disposal unit is not acceptable to authorities)
- 5.1.8 Escalation from July 2013

CURRICULUM
VITAE

2012

PIXELTRIX
Design Studio

Who We Are

Pixel Trix |

Pixel Trix was formed in 2007 as a partnership between architectural graduates David Gibson and Melanie Hoessle. *Pixel Trix* is a creative design studio with a focus on providing innovative, sustainable building designs. We have a combined experience of 20 years experience working in architectural offices throughout Australia, the UK and Germany.

As well as for its own projects *Pixel Trix* provides specialist consultant services to award winning architectural firms. These firms include *Bollig Design Group*, *James Christou Architects* and *Taylor Robinson Architects*.

At the beginning of 2008 *Pixel Trix* relocated its studio from Perth to the town of Denmark on the Western Australian south coast. Since then *Pixel Trix* has been commissioned to undertake a number of residential, commercial and community projects including designing the new Denmark Environment Centre, a significant 'green' building for the town, and the Riverside Clubs project which will form part of the gateway to the town.

Pixel Trix's aim is to provide innovative design solutions that truly respond to the site, the environment and the clients specific needs. We believe in a well considered approach that explores all opportunities that the site offers.

We are passionate about providing sustainable design solutions that reduce environmental impact through consideration of space efficiency, solar passive principles and careful choice of materials. Each of our projects aims to be the most energy efficient it can possibly be given the site and budget constraints.

Pixel Trix have extensive experience and training in planning and design, construction documentation and detailing, development and building approvals, tendering and contractor selection and administering building contracts.



David Gibson | B.Env.Des, B.Arch (hons), Aff RAlA

David graduated from the University of Western Australia with a Bachelor of Environmental Design and a Bachelor of Architecture with honours. Since graduating David has worked for various award winning Architectural firms in Perth and Melbourne. David also spent time in the UK working as a 3d artist on architectural projects for clients including internationally recognised architects *Foster & Partners* and *Rogers Stirk Harbour & Partners*.

As well as being involved in all facets of *Pixel Trix's* projects David performs the role of studio manager, overseeing the running of the studio and coordinates contract administration and tendering services. David also has particular skill and experience in 3d visualisation an important tool in helping communicate accurately the look and feel of an architectural project.

Professional Membership

- Member of Royal Australian Institute of Architects.
- Completed Part 1 of Registration with Architects Board of Western Australia in 2012.
- Currently completing Part 2 and 3 of Registration with Architects Board of Western Australia.

Employment Record

2007 -	Principal, Pixel Trix
2004 - 2006	Architectural Graduate, Bollig Design Group, Perth Australia
2002 - 2004	3d Artist, Pod Productions, E3d Interactive, Hush Design, London Uk
2001 - 2002	Architectural Graduate, Woods Bagot Architects, Melbourne Australia
2000 - 2001	Architectural Graduate, Sarris Interior Design, Melbourne Australia
1999	Architectural Student, CODA Architects, Perth Australia

Academic Qualifications

1998-2000	Bachelor of Architecture (hons), University of Western Australia
1995-1997	Bachelor of Environmental Design, University of Western Australia

Melanie Hoessle | Dipl.Ing (FH) Germany

Melanie graduated from the University of Wurzburg in 2004 with the German equivalent of an Australian Masters of Engineering degree. Melanie worked for *Wood Marsh Architects* in Melbourne as her required internship and after graduating for *Taylor Robinson Architects* in Perth, both whom have won multiple national architecture awards. Melanie has also worked for German project management firm *Zietz Homola* as an architectural consultant on large scale building projects in Germany including the Frankfurt Airport.

Like David, Melanie is also involved in all facets of *Pixel Trix's* projects and plays a key role in design, coordinating specialist consultants and liaising with the client, local authorities and contractors. Melanie heads the documentation team and has specialised experience and training in structure and detailing.

Professional Membership

- Currently completing Part 1 of Registration with Architects Board of Western Australia.

Employment Record

2007 -	Principal, Pixel Trix
2004 - 2007	Architectural Graduate, Taylor Robinson Architects, Perth Australia
2003 - 2004	Architectural Consultant, Zietz, Homola, Frankfurt Germany
2001	Architectural Student, Wood Marsh, Melbourne Australia

Academic Qualifications

1999-2004	Diplom Ingenieur (FH), University of Applied Science Wurzburg Germany <i>German Equivalent of Australian Masters of Engineering degree</i>
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Services

Pixel Trix offers a comprehensive service beginning with the initial pre design planning of a project and ending with the administration of the building contract.

Our service includes the constant monitoring of project costs and time. We also coordinate the services of other specialist consultants that are required on most building projects.

As members of the Royal Australian Institute of Architects (RAIA) and currently in the process of registering with the Western Australian Board of Architects we adhere to the National Competency Standards of Architecture (NCSA) set out by the Architects Accreditation Council of Australia (ACCA) and guidelines issued by the RAIA.

Our projects also adhere to the regulations set out by the Building Code of Australia, Australian Standards and the relevant approving government authorities.

Our core service includes

- Masterplanning & Feasibility Studies
- Concept Design
- Design Development
- Town Planning/ Development Applications
- Construction Documentation
- Building License Applications
- Contractor Selection & Tendering
- Contract Administration

As part of our service *Pixel Trix* uses extensive 3D Modelling and Visualisation to help accurately communicate our projects to our clients, government authorities and the public. We also provide this service to other companies.

Projects

Pixel Trix is currently engaged or has recently completed a variety of residential, commercial and community projects as the primary professional consultant. These include

- Denmark Riverside Clubs Project \$2M
- Denmark Environment Centre \$1.2M
- Denmark Medical Centre \$500,000
- Powy's Residence \$1M
- Poole Residence \$1.6M
- Kellies Residence \$700,000
- Spaggiari and Tyler Residence \$700,000
- Denmark Chocolate Company \$200,000
- Schmidt Residence \$250,000

Pixel Trix has also recently worked as a specialist consultant on a number of high profile commercial and government projects including

- Wembley Golf Course Clubhouse
- City Beach Surf Club
- Augusta Margaret River Shire Offices*
- Scotch College Middle School, Dickenson Centre and Design & Technology Building
- City of Canning Leisure & Community Centre
- Cockburn Health & Community Centre
- WACA Ground Redevelopment
- Raine Square Redevelopment

* *This building was awarded the Jeffery Howlett Award for Public Architecture in the 2012 WA Architecture Awards*

Contact Us

Should you require any more information please don't hesitate to contact us.

Kind Regards



David Gibson
B.Env.Des, B.Arch (hons) Aff RAIA



Melanie Hoessle
Dipl.Ing. (FH)

DENMARK RIVERSIDE CLUB INC

MANAGEMENT PLAN

Background

Denmark Riverside Club Inc. evolved from the need of the four foundation clubs to ensure sustainability and achieve modern facilities for their members.

Separately each of the clubs, although successful, struggled to provide new facilities in an environment of escalating costs and with members increasingly less inclined to devote themselves to the burden of club administration.

Department of Sport and Recreation has had a multi use policy for some years and actively encourages clubs to share sports facilities to ensure limited resources are used more efficiently.

The Riverside club concept quickly gained a momentum of its own once the project team began to look at things. The benefits of a combined membership of over 300 members were quite evident, but the strategic location of the club was an added bonus.

It became clear that the Denmark Riverside Club would compliment the popularity of Berridge Park by developing the opposite bank of the river, breathe new life into the John Clark memorial bandstand and link with the indigenous corroboree ground via the Mokare trail. It would also link with other developments such as the planned south coast water trail and the Munda Bididi trail for cyclists.

The project team was aware of the potential pitfalls for amalgamating clubs with different histories and operating procedures and much of the early work was dedicated to ensuring such issues were minimised. It is noteworthy that respective club members gave 100% support to the Riverside concept when asked to consider the issue at general meetings of members. It is also noteworthy that the Denmark community has given strong support and there have been no voices of dissent to the time of writing.

Foundation Clubs

Riverside foundation clubs are Denmark Bowling Club Inc, Denmark Dragon Boat Club Inc, Denmark Classic Boat Club Inc and the newly formed Denmark Canoe Club. All these clubs operate from the A Class reserve which is bisected by the South Coast Highway as it crosses the Denmark River going out of town. Also on the reserve are the John Clark Memorial bandstand, corroboree ground, boat ramp & shed and part of the Mokare trail.

Of all the clubs the Denmark Bowling Club is the oldest and largest, having been incorporated in 1969. The club is well established with an aging clubhouse and in 2008 installed two synthetic greens costing approximately \$480k. The club has a well tuned business model and in recent years has made sound net profits. The bowling club has provided the majority seed capital for the Riverside project and its business plan will be used as a basis for Riverside's operation.

The Denmark Dragon Boat Club was formed three years ago and has an active and energetic membership. They have been given temporary access to the John Clark Memorial bandstand until more permanent and suitable clubhouse facilities are found.

The Denmark Classic Boat Club was formed in the 1990's and has use of a workshop in the Denmark LIA plus moorings in the Denmark River adjacent to the corroboree ground. They have no clubhouse and this has caused their membership to fluctuate over the years.

The Denmark Canoe Club is the newest club in the group being formed in autumn 2012. They use the bowling club storage and clubhouse facilities and share launch sites with the dragon boat club. They have an active paddling membership despite the prevailing winter months and can look forward to strong membership growth in 2013.

Operational Philosophy

When fully functional the Denmark Riverside Club will be the sole incorporated entity responsible for all aspects of management including the provision of facilities. Foundation clubs will drop their incorporated status and focus on the sports administration for their respective activities.

All full members will pay a standard annual subscription plus where applicable a capitation fee charged by their respective state associations.

Vision Statement

To create a vibrant multi activity sport & social centre on the Denmark River opposite Berridge Park, providing:

- Safe, purpose built river access for dragon boats, canoes and other water craft.
- A start point of a south coast water trail linking our inlets & rivers
- A sports pavilion and club house for river based water activities, lawn bowls and other surrounding leisure activities.
- Public access and modern hall hire facilities.
- Significant addition to the community's social capital promoting inclusiveness across all socio-economic groups including indigenous and disabled, social integration and cross generational interaction.

Mission Statement

Denmark Riverside Club will be a major activities centre offering and promoting a variety of sporting, cultural and social pursuits to the Denmark community.

Goals

To provide safe, functional and modern facilities to meet the sporting, recreational, social and cultural needs agreed by members.

To encourage members to become involved in all aspects of club activities and to strengthen links with the wider community, including schools, local authorities, leagues, sports associations and clubs.

To encourage members, the community and other visitors to use club facilities and resources.

To actively promote club activities and nurture opportunities for members and the community at large in the following areas:

- youth development
- player development
- coach/leader development
- umpire provision and training
- safety and first aid
- administrator and supervisory development

To advance the pursuit of excellence through access to high quality facilities, coaching and administration.

Critical Success Factors

There are three critical success factors facing Riverside:

- Achieving integration of the foundation clubs in a way which creates a strong sense of ownership and enthusiasm among all members irrespective of background.
- Engaging with the wider community.
- Sourcing funding to enable the construction of planned multi purpose facilities to underpin the club's future growth and sustainability.

Major initiatives aimed at achieving these critical success factors are detailed later in this paper.

Market Research

Market research has been aimed at identifying opportunities which will ensure the long term sustainability of Riverside. This requires the club to make sufficient profit to meet sporting, social and cultural objectives and accumulate reserves necessary to maintain and replace equipment and facilities as required.

Market research has been limited to investigating the potential for building on the strengths of the Denmark Bowling Clubs successful business model. This has built considerable income from the following sources outside of normal membership services:

- Sponsorship
- Advertising
- Functions and facilities hire
- Temporary membership & visitors

Sponsorship.

The bowling club has over 70 sponsors who provide approximately \$20,000 each year in cash, advertising and prizes. The other clubs have not yet developed substantial sponsorships. There is potential for Riverside to build on the sponsorship base of the bowling club by establishing a more structured marketing plan to promote its greater membership and wider demographics. As a first step it has been resolved to reward all sponsors with social membership and to engage with them on a more regular basis. Our initial aim is to increase sponsorship by 10% each year for the next three years.

Advertising.

Current income comes from bowling club sponsors who advertise in the fixtures book, on rink score boards and/or signage around the greens. Advertising is tied to sponsors on a reciprocal loyalty basis and future marketing and growth must be considered under sponsorship marketing plans.

Functions and Facilities Hire.

Income from outside functions and hiring clubs facilities has fluctuated from year to year depending on management committee focus and the willingness of members to volunteer their time. In general activities have been limited to events for members or ex members.

Through 2012 the bowling club had several requests to hold family functions from the community and as a result developed a more formalised range of charges. This resulted in a significantly higher margin on those functions which were accepted. The Management Committee estimated the club could achieve at least \$10,000 net each year from outside functions while in the current premises.

There is considerable potential to grow this estimated income by catering for larger functions once the new pavilion/clubhouse has been completed. Denmark currently has no venue capable of seating from 150 - 200 people and Riverside could exploit this end of the functions market. Apart from seating capacity, it's location within walking distance of the town centre is a particular advantage for prospective patrons. Discussions with the Shire,

Chamber of Commerce, and the local hotel indicates that 4 - 8 functions per year providing a minimum \$12,000 net could be secured.

Human Resources Plan

The organisational structure is based on overall control exercised by the Management Committee as specified in the constitution and sports & other activity operations being managed by respective sports/activity clubs within Riverside. Day to day control of operations will be the responsibility of a part time manager who answers to the Management Committee.

The move to employ a part time manager will be conditional on achieving income growth to cover staffing costs. Therefore the duty statement will need to be structured to strike a balance between administrative and sales responsibilities.

Asset Management Plan

Asset management is a key responsibility of the Management Committee, but equally every member is charged with responsible for the care and oversight of the clubs assets. Where possible, maintenance will be conducted by members on a voluntary basis.

The Management Committee is responsible for maintaining an Asset Register to assist in the efficient use, maintenance, disposal and replacement of the clubs assets. The Asset Register is to integrate with management, financial and user systems and record:

- the existence of an asset
- determine its residual value
- apportion a 'life of asset' value
- factor changes in either economic or service values
- responsibility for maintenance and record of service book

Bowling Greens.

The club has installed synthetic playing surfaces which, in accordance with the manufacturer's guidelines, require minimum maintenance and have an expected life of at least 10 years.

- Care in use procedures have been established and must be observed by all players and overseen by the Bowls Captain.
- Routine maintenance, in accordance with the manufacturer's recommendations, is the responsibility of the Greenkeeper.
- Provisions for the replacement of synthetic bowling greens is based on the following data:

Green	Year Installed	Year to Replace	Original Cost	Surface Ppn	Est Cost	1/3 DSR Share	Net Est Cost	Annual Prov'n
A	2009	2019	\$186,692	80%	\$149,354	\$49,287	\$100,067	\$16,678
B	2010	2020	\$204,116	80%	\$163,293	\$53,887	\$109,406	\$15,629

Pavilion/Clubhouse.

A routine maintenance program will be established by the Management Committee in accordance with the suppliers' recommendations and implemented by the Club Manager. Costs related to this will be included in the normal operating budget.

Provision for major programmed maintenance of the pavilion/clubhouse and replacement of major equipment is based on 1.25% of build costs (\$20,625 pa).

The establishment of an asset replacement reserve (sinking fund) of \$53,000pa is required based on:

- For replacement of synthetic greens: \$32,000pa from 2013/14
- For programmed maintenance of the Pavilion/Clubhouse: \$20,625pa from completion of new build.

Financial Plan

Club policy is to be financially self sustaining and operate at a surplus which meets all outgoings, funds asset replacement reserves and allows the club to sponsor future development of membership and the community in a progressive way.

Financial planning is a key responsibility of the Management Committee who must establish financial targets and budgets, monitor performance against budgets and maintain regular oversight of the club managers operations.

The success of respective foundation club operations relied heavily on the use of voluntary labour by members. This will continue with the formation of Riverside. However there will be a progressive move towards salaried employees as the business plan is implemented.

Future Considerations

The Management Committee is responsible for preparing and updating a Rolling Five Year Strategic Plan which details the future development objectives for Riverside. This plan is to be reviewed annually and presented to the AGM so that future considerations are progressively firmed up as they move from five years to one year into the future. The objectives for year one of the plan will form the basis of the financial budget for the coming year.

Major Initiatives

2012 – 2014. Successful incorporation of Denmark Riverside Club and merging of foundation clubs (Denmark Bowling Club Inc, Denmark Dragon Boat Club Inc, Denmark Classic Boat Club Inc and Denmark Canoe Club) into a cohesive and enthusiastic membership.

2013 – 2015. Replacement of the existing clubhouse with a new multi purpose facility which underpins the efficient operation of the club and provides modern amenities to members, the wider community and visitors.

2013 – 2015. Upgrading of adjacent river foreshore to provide modern staging and water entry areas for water based sport and recreational activities promoted by Riverside for the general community.

2013 – 2016. Progressive evolution of the business model successfully operated by the Denmark Bowling Club into a more streamlined business model which is less dependant on voluntary labour and has the flexibility to respond to a wider range of membership needs.

2013 – 2016. Promote the Riverside complex as an attractive sport, recreational and social venue for the local and regional community to enjoy.

Key Performance Areas

KPA	Focus Area	Goal
Administration	Membership	Introduction of bar coded membership card system allowing flexibility of control and easy integration with other functional areas such as sports administration, accounts & functions
	Corporate Governance	Evolution into a more streamlined business model
Finance	Budgeting	Establishment of a review based financial management system
	Cash Management	Introduction of non-cash payment systems
Marketing	Facilities Hire	Target major functions market
	Sponsorship	Establish clear policy & objectives
	Advertising	Establish clear policy & objectives
Community & Social Capital	Inclusiveness	Target marginalised groups
		Promote community use
		Encourage use by smaller activity groups
	Youth	Continue to Grow Youth participation based on school & agricultural college programs
		Initiate programs with Rec Centre & Yha House
	General	Promote non alcohol/smoking consumption as an integral feature of social activities
Sports Development	Canoe Club	2013/14 Membership target - 55

		Focus on membership skills training and coaching
		Progressively develop competition agenda
	Dragon Boat Club	2013/14 Membership target - 40
	Classic Boat Club	2013/14 Membership target - 15
	Bowling Club	2013/14 Membership target - 240
	Riverside	2013/14 Membership target - 350
		Promote Junior sports membership
Facilities Management	Pavilion/Club House	Submit CSRFF, Lotteries Commission, RDA & DoC funding submissions
		Achieve funding
	Water Entry Areas	-ditto- plus DoT

Key Performance Indicators

KPA		KPI
Administration	Membership	Numbers
		Qualified members
		Attendance patterns
Finance	Budgeting	Monthly Reviews
	Cash Management	Monthly Reviews
		Non cash systems usage
Marketing	Facilities hire	Events growth
	Sponsorship	Improved systems
	Advertising	Sales growth
Club Activities	Youth Programs	Social Inclusiveness
		Improved achievements
		Continued growth

Implementation

This Management Plan was formally adopted by Denmark Riverside Club Management Committee in January 2013 and reviewed in May 2013.

RIVERSIDE CLUB –BUSINESS PLAN

1. Executive Summary

The Riverside Club occupies an ideally located position at the eastern entry point to Denmark with superb access to the Denmark River.

Historically the Denmark Bowling Club has been the substantive tenant having occupied the site since 1969 and has established a clubroom and two bowling greens.

The river has become a focus for a number of organised water based activities. Three clubs: Dragon Boat, Classic Boat and Canoeing have formed an alliance with the Bowling Club to redevelop and enhance the facilities at the site.

This plan is designed to assist in the following tasks

- a) integrate four foundation clubs to form the Riverside Club Incorporated,
- b) design, fund and construct a multipurpose clubroom on the site of the current clubrooms and
- c) grow the business of the club to ensure its long term viability.

In doing so the club has identified the following as key issues;

- a) The need for ethical and transparent rules, and governance which reflects the needs and aspirations of all clubs.
- b) A focus on developing quality funding submissions
- c) The need to appoint a paid management position
- d) Professional and substantive financial processes and control

The membership of the club is very passionate and supportive of the proposal.

2. Background

Denmark Riverside Club Inc. evolved from the need of the four foundation clubs to ensure sustainability and achieve modern facilities for their members.

Separately each of the clubs, although successful, struggled to provide new facilities in an environment of escalating costs and with members increasingly less inclined to devote themselves to the burden of club administration.

The Department of Sport and Recreation has had a multi-use policy for some years and actively encourages clubs to share sports facilities to ensure limited resources are used more efficiently.

The Riverside Club concept quickly gained a momentum of its own once the project team began to look at things. The benefits of a combined membership of over 300 members were quite evident, but the strategic location of the club was an added bonus.

It became clear that the Denmark Riverside Club would complement the popularity of Berridge Park by developing the opposite bank of the river, breathe new life into the John Clark memorial bandstand and link with the indigenous corroboree ground via the Mokare trail. It would also link with other developments such as the planned south coast water trail and the Munda Bididi trail for cyclists.

It is noteworthy that respective club members gave 100% support to the Riverside concept when asked to consider the issue at general meetings of members. It is also noteworthy that the Denmark community has given strong support and there have been no evident voices of dissent.

Foundation Clubs

Riverside foundation clubs are Denmark Bowling Club Inc., Denmark Dragon Boat Club Inc., Denmark Classic Boat Club Inc. and the newly formed Denmark Canoe Club. All these clubs operate from the A Class reserve which is bisected by the South Coast Highway as it crosses the Denmark River going out of town. Also on the reserve are the John Clark Memorial bandstand, corroboree ground, boat ramp and shed and part of the Mokare trail.

Of all the clubs the Denmark Bowling Club is the oldest and largest, having been incorporated in 1969. The club is well established with an aging clubhouse and in 2008 installed two synthetic greens costing approximately \$480k. The club has a well-tuned business model and in recent years has made sound net profits. The bowling club has provided the majority seed capital for the Riverside project and its business plan will be used as a basis for Riverside's interim operation.

The Denmark Dragon Boat Club was formed three years ago and has an active and energetic membership. They have been given temporary access to the John Clark Memorial bandstand until more permanent and suitable clubhouse facilities are found.

The Denmark Classic Boat Club was formed in the 1990s and has use of a workshop in the Denmark Light Industrial Area plus moorings in the Denmark River adjacent to the corroboree ground. They have no clubhouse and this has caused their membership to fluctuate over the years.

The Denmark Canoe Club is the newest club in the group being formed in autumn 2012. They use the bowling club storage and clubhouse facilities and share launch sites with the dragon boat club. They have an active paddling membership despite the prevailing winter months and can look forward to strong membership growth in 2013.

3. The Business

When fully functional the Denmark Riverside Club will be the sole incorporated entity responsible for all aspects of management including the provision of facilities. Foundation clubs will drop their incorporated status and focus on the sports administration for their respective activities.

The Club will operate through a fusion model which integrates finances and management processes under one incorporated body with individual clubs giving up their incorporated status.

All full members will pay a standard annual subscription plus where applicable a capitation fee charged by their respective state associations.

Vision Statement

To create a vibrant multi activity sport and social centre on the Denmark River opposite Berridge Park, providing:

- Safe, purpose built river access for dragon boats, canoes and other water craft.
- A start point of a south coast water trail linking our inlets and rivers
- A sports pavilion and club house for river based water activities, lawn bowls and other surrounding leisure activities.
- Public access and modern hall hire facilities.
- Added focus and amenity to Berridge Park, Denmark's iconic leisure area.

Mission Statement

Denmark Riverside Club will be a major activities centre offering and promoting a variety of sporting, cultural and social pursuits to the Denmark community.

Goals

1. To provide safe, functional and modern facilities to meet the sporting, recreational, social and cultural needs agreed by members.
2. To encourage members to become involved in all aspects of club activities and to strengthen links with schools, local authorities, leagues, sports associations and clubs.
3. To encourage community members and visitors to use club facilities and resources.
4. To actively promote club activities and nurture opportunities for members and the community at large in the following areas:
 - youth development
 - player development
 - coach/leader development
 - umpire provision and training
 - safety and first aid
 - administrator development
5. To advance the pursuit of excellence through access to high quality facilities, coaching and administration.

Critical Success Factors

There are two critical success factors facing Riverside:

1. Achieving integration of the foundation clubs in a way which creates a strong sense of ownership and enthusiasm among all members irrespective of background.
2. Sourcing funding to enable the construction of planned multi-purpose facilities to underpin the club's future growth and operational sustainability.

4. The Plan

Environmental Analysis

The club has undertaken an environmental analysis through a SWOT analysis both at a committee level and at a meeting of members held on Saturday 15th June 2013.

Strengths: characteristics of the business that give it an advantage over others

Weaknesses: are characteristics that place the business at a disadvantage relative to others

Opportunities: elements that the business could exploit to its advantage

Threats: elements in the environment that could cause trouble for the business

Strengths and Weaknesses are viewed as internal influences

Opportunities and Threats are viewed as external influences.

The outcomes of the club's process can be summarised as follows:

Strengths

1. *Commitment.* Members have demonstrated their commitment to the new entity and future plans by attending meetings, filling committee positions and providing feedback.
2. *Large Membership Base.* The combined clubs give a total membership over 300. This number allows for financial viability and patronage of the new facilities,
3. *Location.* The building is ideally located on the river bank, at the eastern entry point into Denmark and within walking distance of the centre of town.
4. *Activity mix.* The merging of different clubs and the design of the new facility should result in a mix of activities which will assist in the all year round viability of the club,
5. *Volunteers.* All clubs are made up of volunteers which results in a positive culture and commitment to the running of the facilities and clubs' activities.
6. *Common Goals.* The clubs have common aspirations, particularly in the development of the multi-purpose clubroom and facilities.
7. *External Support.* The Shire of Denmark is supportive of the Club and is acting as the applicant for funding; it also is encouraging positive development of the riverfront in line with the Club's aspirations. Regional Development Australia supports the project outcomes and has provided funding.

Weaknesses (Refer to Risk Management for mitigation strategies)

1. *Diversity of membership.* This issue is both a positive and a negative, it is listed here as a weakness as it is felt that the different expectations and needs of the member clubs have to be managed effectively. The perception of one club dominating or issues of poor communication can escalate to become major issues which could detrimentally affect the club's operations.
2. *Age profile.* The membership is primarily made up of people over 40; this is not representative of the general community. Whilst it may be that this is a natural membership profile for this type of club, the members would like to see a broader age group represented in the membership.
3. *Volunteers.* This is listed as a strength as well. It is listed here due to the perception that the same people are being called on, or volunteering. It was felt that this reliance on volunteering may not be a good thing if the volunteers were not always available or skilled in the particular task.

Opportunities

1. *Location.* The location presents an opportunity in terms of an entry statement to the Shire and quality access to the riverfront. The location could be used to leverage additional funds from organisations wanting to enhance the features of the location, i.e. river front strategic planning and development.
2. *Social Media.* The club's data base of members is to be viewed as a resource, particularly the listing of corporate bowlers. This class of member is "outside" the normal membership profile due to the nature of corporate bowling events. It was agreed that marketing through social media to this membership would be of benefit and increase the patronage of the club.
3. *Develop Key Stakeholder Relationships.* There are a number of relationships which if developed could be of benefit to the club, these would include the various visitor centres in the region, peak sporting bodies and recreational facilities such as the Munda Biddi Trail.
4. *Riverfront Development.* This is listed again as the membership felt it was a large opportunity to develop the east bank of the river to complement Berridge Park. The right development could become iconic, increase visitation and in turn increase patronage of the club.
5. *Participate in Community Issues.* The increased community profile could give the club a greater voice in local issues and it can lobby for change in line with its values and in the best interest of the club.
6. *Additional Club's Involvement.* Once the new facility is established it was agreed that it would attract other groups wishing to be part of the facility, clubs with complementary goals could become partners and enhance the club's operations.
7. *Greater External Funding.* A successful establishment phase would allow the club to access additional funding for equipment, innovative landscaping, sporting association grants and other government funds. The club should lobby government to be a suitable and politically obvious asset and club to support.
8. *Ability to host major events.* The region does not have a facility to hold a major function such as a wedding or corporate event; this represents a fantastic opportunity for the new facility. A functional facility would be a venue for regional and state events, particularly for river based activities. Successful events will increase profitability and profile.

Threats (Refer to Risk Management for mitigation strategies)

1. *Funding Shortfall.* The club has already attracted a substantial amount of funding however the project is dependent on additional funding, particularly in the form of a grant from the Department of Sport and Recreation. If this funding was not acquired the project may not proceed. This may apply also to a change of Government, which may affect funding priorities.
2. *Competition.* If the club becomes successful in attracting patrons to functions outside of its normal operations it may face increased competition from other licensed venues in the area. This competition may not just be market based; it may become political in that a community facility is taking revenue from private operators in the region.
3. *Complexity of Operations.* The dynamics of operating a club with diverse members is complex, and with the added burden of it being a new concept with a major infrastructure development, the complexity compounds. There is a threat that the current availability of committee members and relevant skill set may not be able to manage the process effectively.
4. *Site Limitations.* The current site is small, future expansion has to be tempered. There may be planning, indigenous and heritage issues with the development of the riverfront.
5. *Construction Period.* During the development of the new club rooms there will be a substantial period when the site will not be available for a clubroom. There will have to be some sort of temporary facility which may alienate some members in the short term and have a negative impact on revenue.

Risk Management

The Club has identified and analysed a number of risk factors that have to be considered, and in cases of high risk, strategies have to be developed to lesson, or mitigate this risk.

- **Risk Identification**
A number of methods can be used to identify risk including brainstorming sessions, workshops, council planning sessions and other councils.
- **Risk Analysis**
Risk is assessed in terms of consequence and likelihood. The consequence of an event is rated from insignificant to catastrophic. The likelihood is rated from almost certain to rare.
- **Risk Evaluation**
The risk is then evaluated by referencing the consequence of an event against the likelihood of it happening. An event which is likely with a catastrophic consequence would be dealt with in a different way to an event which is rare and insignificant.
- **Risk Mitigation**
The next step in the process involves identifying a range of options for treating risks evaluating the options and developing additional controls for implementation.

Selecting the most appropriate option involves balancing the costs of implementing each option against the benefits derived from it.

The objective is not to eliminate all risk but rather to ensure that the risk is maintained at a tolerable level in a cost effective manner.

Risk Identification

Through the Environmental Analysis the following Risks were identified

- *Diversity of membership.*
- *Age profile.*
- *Volunteers.*
- *Funding Shortfall.*
- *Competition.*
- *Complexity of Operations.*
- *Site Limitations.*
- *Construction period*

Risk Analysis

The analysis looked at the likelihood of an event happening and classified it as one of the following;

Likelihood Rating	Description
E. Almost Certain	Is expected to occur in most circumstances
D. Likely	Will probably occur in most circumstances
C. Possible	May occur at some time
B. Unlikely	Could occur at some time
A. Rare	May occur only in exceptional circumstances

The analysis then looked at the consequence of the event happening, the consequence is classified as follows

	Consequence	Short Description
1	Insignificant	No adverse effect on public image, low financial loss – impact of less than \$10k, no injuries or no significant injuries. minor encroachment on legislation/standard, contamination – on-site release immediately contained
2	Minor	Minor adverse effect on public image, medium financial loss – impact of between \$10k and \$50k, first aid treatment required resulting in lost time (> 1day), minor legal, regulatory or internal policy failure, contamination contained on site.
3	Moderate	Moderate adverse effect on public image, high financial loss – impact of between \$50,000 and \$100,000, medical treatment/ hospitalisation required, moderate legal, regulatory or internal policy failure, contamination – on-site release contained with outside assistance
4	Major	Major adverse effect on public image, major financial loss - impact of between \$100,000 and \$1 million, serious and extensive injuries requiring hospitalisation/ rehabilitation, major legal, regulatory or internal policy failure, contamination – off-site release with no significant detrimental effects
5	Catastrophic	Huge effect on public image, huge financial loss/exposure – impact greater than \$1 million, fatality of a member of staff or public, critical legal, regulatory or internal policy failure, toxic release off-site with detrimental effect

Risk Evaluation

The Likelihood and Consequence are cross referenced using the following table to arrive at an assessment of the risk.

<i>Consequence</i> <i>Likelihood</i>		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Moderate	Moderate	High	High	Extreme
Possible	C	Low	Moderate	Moderate	High	Extreme
Unlikely	B	Low	Moderate	Moderate	High	High
Rare	A	Low	Low	Moderate	Moderate	High

Risk Mitigation

Those identified risks which are evaluated at high or extreme need procedures put in place to lessen that risk, this is called Risk Mitigation. Mitigation may not remove the risk; it hopefully will reduce its impact.

The following table summarises the assessment and the strategies designed to mitigate the risk.

Risk	Likelihood	Consequence	Evaluation	Mitigation (see Future Strategies)
Diversity of Membership (Weakness)	Almost Certain	Minor	High	Reflect the different groups aspirations and develop good governance procedures within the constitution and rules of the Club
Age Profile (Weakness)	Almost Certain	Minor	High	Use the current membership list as an asset and develop a marketing plan which targets younger members, important to use social media
Volunteers (Weakness)	Almost Certain	Moderate	High	Reliance on the same people consistently, can cause issues for the Club. The use of volunteers can be an asset if managed appropriately, a club manager could undertake this role.
Significant Funding Shortfall (Threat)	Possible	Catastrophic	Extreme	Use the skills of the club members to create a quality submission, liaise with funding bodies and generate community and government support, engage professional services to assist with business planning.

Risk	Likelihood	Consequence	Evaluation	Mitigation (see Future Strategies)
Competition (Threat)	Possible	Moderate	Moderate	Moderate Risk only
Complexity of Operations (Threat)	Likely	Moderate	High	Consider the appointment of a manager to coordinate club operations
Site Limitations (Threat)	Possible	Moderate	Moderate	Moderate Risk only
Construction Period (Threat)	Almost Certain	Moderate	High	Temporary facilities to be planned and constructed, an interim operational plan will be required for the construction period.

Future Strategies

Review governance documentation

It is important that the needs of all members are included in the rules and operations of the Club. The constitution, make up of committees and other groups and the rules of operations must reflect the needs and aspirations of all groups.

It may well be that the current documentation reflects these needs; however the importance of having good and representative operating procedures is important.

Undertake marketing strategy including the use of social media

The profile of the membership is in the main over 40, while this is a natural profile for a club such as this, there is an opportunity to market the proposed facilities to a wider market. The current membership base is an asset to the club and represents an opportunity to market the new club, particularly to the corporate bowling members (social members).

The corporate bowling members, due to the nature of the event, have a different profile to the current membership body. The details of these members are on the database and can be specifically targeted in a marketing campaign through social media to encourage social use of the club, particularly if functions, entertainment or events are tailored to suit this group of customers.

Consider the appointment of a club manager with a volunteer coordination role

The creation of a paid management position is a constant theme in discussion and consultation with members, the evolution of such a position could be viewed as a natural progression and would provide a significant resource to the club.

To further consider the strategy it is important to look at the likely tasks to be undertaken by a manager the skills required and the timing of the position.

Typical Duties/Responsibilities could include

- Finances, budget development and reporting
- Ordering and stock control
- Bookings and event scheduling
- Volunteer coordination and rosters

- Strategic planning and future growth strategies
- Marketing and community liaison
- Undertake operational duties
- Coordinating contractors
- Reports to committee
- Training

Depending on timing there could be a role in coordinating the operation of the club around the construction of the new facility, there could be role for a Club manager in this phase. Currently the Manager position is scheduled to be phased in 12 months after the commencement of the Budget as outlined in this plan.

Members believe that a management role should have an emphasis on growing the business; the position should substantially “pay for itself”.

With this in mind there needs to be consideration as to when a Club Manager position commences.

The current financial plan takes the less risky approach of appointing a manager “once the dust is settled” and the operating position is clear. This is a prudent and sensible approach.

In doing so it assumes that the Club has the capacity and resilience to trade through the construction period and the manpower to transition into the new building including the initiation and monitoring of a defects liability period.

A Manager could assist the Club during this phase, alternatively the Club could appoint a Project Manager for the whole project, or the Shire may be able to provide this service.

A duty statement is included in Appendix One

Develop an interim operation plan for construction period.

The construction phase of the business could have a negative impact on the short term cash flow of the Club. This needs to be considered when developing the annual budget.

During the construction period the following needs to be considered;

- A temporary facility on site
- Ability to hold events during construction
- Length of disruption
- Budget implications

It is important for the Club to consider the impact of these strategies now so that it is in a position to implement them when required. There has been some discussion that the Club will form working groups to look at the various areas.

To assist in this process some notes have been included in Appendix Four.

5. The Finances

A three year budget forecast has been developed based on the past operating results of the Bowling club and incorporating the following main assumptions, a full list of assumptions and detailed finances is attached in Appendix Two.

Membership Assumptions

Bowling Club Ordinary	134
Bowling Club Social (Corporate)	82
Dragon Boat	40
Classic Boat	10
Canoe Club	20
Other (Croquet etc.)	30
Total	316

Events

Pennant Bowls	132
Social Bowls	8
Dragon Boat	52
Open Events	6

Manager Salary

Based on \$30.00 per hour @ 20 hours per week = \$600 per week

This equates to a salary of \$31,200 per annum

Allowing for 25% on cost, the cost to the club is assumed to be \$39,000 per annum, say \$40,000.

CPI Forecast of 3%

Membership Fees Adult \$75.00 Social \$10.00

It is assumed that the budget as follows will commence once the new club rooms are operational. It currently factors in a management role in year 2. However this is to be assessed by the club with a view to introducing the role earlier in the process as discussed in this report.

Three Year Budget

	YEAR 1	YEAR 2	YEAR 3
INCOME			
Members Subscriptions (Net)	\$18,370	\$18,921	\$19,489
Members Activity Fees	\$35,270	\$36,328	\$37,418
Bar Operations	\$35,685	\$42,700	\$43,981
Catering - Members Events	\$10,800	\$11,124	\$11,458
Entertainment - Members Events	\$9,569	\$9,856	\$10,152
Other Income			
Venue Hire	\$10,000	\$22,000	\$24,200
Advertising	\$7,000	\$7,700	\$8,470
Interest Income	\$7,500	\$1,700	\$3,400
Sponsorship	\$6,325	\$6,958	\$7,654
Fundraising	\$11,600	\$11,600	\$3,600
TOTAL INCOME	\$152,119	\$168,887	\$169,822
LESS EXPENSES			
Salary - Manager	\$0	\$40,000	\$40,000
Association fees	\$4,000	\$4,120	\$4,244
Advertising	\$500	\$515	\$530
Accountancy/Audit	\$1,200	\$1,236	\$1,273
Bank charges	\$255	\$263	\$271
Cleaning	\$10,000	\$10,300	\$10,609
Fixture Book	\$500	\$515	\$530
Gas & Electricity	\$6,000	\$6,180	\$6,365
Insurance	\$8,000	\$8,240	\$8,487
Licenses & Permits	\$650	\$670	\$690
Grounds Maintenance	\$1,100	\$1,133	\$1,167
Office supplies & Postage	\$1,200	\$1,236	\$1,273
Prizes	\$8,900	\$9,167	\$9,442
Rubbish removal	\$2,000	\$2,060	\$2,122
Repairs	\$600	\$618	\$4,000
Telephone	\$1,000	\$1,030	\$1,061
Training Courses	\$500	\$515	\$530
Water	\$400	\$412	\$424
Interest paid	\$12,440	\$12,030	\$11,600
Travel	\$300	\$309	\$318
Expensed Equipment	\$1,500	\$1,545	\$1,591
Representational Events	\$750	\$773	\$796
Taxation (GST)	\$3,000	\$3,090	\$3,183
Donations	\$500	\$515	\$530
Honorariums	\$1,500	\$1,545	\$1,591
TOTAL CASH EXPENSES	\$66,795	\$108,017	\$112,627
NET CASH PROFIT	\$85,324	\$60,870	\$57,195
Non Operating Cash Outlays			
Asset Replacement Reserves	\$32,000	\$32,000	\$53,000
Loan Repayments, existing	\$9,150	\$9,550	\$9,960
	\$41,150	\$41,550	\$62,960

6. The Timetable

November 2013 – Establish Riverside Club

To have the Riverside Club Incorporated established with a structure which addresses the following

- Equitable representation on the committee and in the decision making processes of the club
- Financial structures which meet the needs of each member club both in terms of current operation and future capital requirements
- Sponsorship income to be integrated and coordinated at the committee level whilst still reflecting the activities of each member club
- Capitation & insurance issues
- Social committee responsibilities transferred
- Bar responsibilities transferred
- Determine subs & membership classes (align)
- Event fees & prizes alignment
- Treatment of DBC loans (acquit prior to transfer?)
- Events calendar coordination
- Financial management procedures

February 2014 – Finalisation of Funding

To have all finances approved for the development of new clubrooms and facilities on site, this includes,

- Shire contribution,
- Club contribution,
- RDA Funding, and
- Sport and Recreation Funding
- Lotterywest Funding

July 2014 – Prepare Tender and Agreements

To have

- heads of Agreement with Shire and funding bodies determining reporting requirements and project management responsibilities
- developed a tender document prepared for the design and construction of new clubrooms
- agreed upon an interim operation plan during construction period

August 2014 – Appoint Builder and Final Design

To appoint a builder and negotiate final design

October 2014 – Commence Construction

Commence Construction

July 2015 – Appoint Manager

Appoint Club Manager, interim duties include

- Fit out and interior design coordination
- Coordinate construction defect period
- Opening event

October 2015 – Complete Construction

A simple Gantt chart outlining the above is in Appendix Three

7. Summary

The club finds itself in a strong position with funding already approved and quality submissions being prepared for further funding. It has an enthusiastic and professional membership which has demonstrated complete commitment to the Club's vision and mission.

As outlined in the plan there are a number of areas which needs to be addressed, monitored and developed to ensure the success of the plan.

These areas can be summarised as follows

- Development of Governance Structure
- Finalisation of Funding
- Confirm Financial Forecasting
- Design and Construct Documentation
- Construction Planning, and
- Appointment of a Manager.

These tasks are listed with more detail in Appendix Four.

The Club may wish to appoint working groups to work on these issues, if so the information in Appendix Four could act as a guide to those working groups.

Appendix One – Manager’s Duty Statement

MANAGER – RIVERSIDE CLUB

Position statement

Under the direction of the committee of management to coordinate the activities of the Club to ensure its goals and objectives are met

Duties

Manage finances in line with adopted budgets

Institute financial controls to reduce risk

Ordering and stock control

Establish integrated marketing material for club which incorporates

- Functions
- Sponsorship
- Membership, and
- Events

Develop a database of volunteers and coordinate rosters

Assist the committee in developing future strategies to grow the business of the club

Undertake operational duties such as cleaning, bar and kitchen duties as required

Coordinate works being undertaken by contractors or third parties at the club

Provide monthly reports to the committee on club operations.

Attend club meetings as required.

Key Performance Indicators

Club turnover to increase by XXX per annum

Net profit to increase by XXX per annum

Sponsorship to increase by XXX

Number of functions in first year is XXX, then growing to XXX in XXX years

Desired Experience and Qualities

Excellent customer service skills

Experience in operations of a licensed community club

Highly developed interpersonal skills

Previous marketing experience and/or functions and event management

Appendix Two – Finance Assumptions

ASSUMPTIONS

Basis for Budget Estimates

The past operating results for Denmark Bowling Club (DBC) have been used as the start point for our budget estimates as that club has a successful business model which will form the basis of Denmark Riverside Club operations.

The rationale for variations between the DBC results for 2012/13 & the budget estimates are detailed below.

CPI Forecasts

An annual rate of 3% has been used.

Membership Growth

Denmark's forecast population growth according to ABS is approximately 3%. Therefore assume that membership & future growth of Riverside will be as follows:

Activity	Ordinary Members	Corp Cup Members	Growth Rate	Rationale
Bowls	134	82	3%	Established club so growth should mirror Denmark growth rate
Dragon Boating	40		5%	Young club & membership still has to plateau
Classic Boats	10		10%	Minimum growth possible
Canoes	39		20%	Expressions of interest & current popularity of sport
Other Activities (choral, petanque, croquet)	30*		static	Popularity of activities yet to be confirmed
Total	253	82		

*Based on informal discussions and letters received this number could be closer to 55.

Membership Subscriptions

\$19,795 based on annual net subscriptions of \$75(full members) and \$10 (Social members).

Note Capitation or fees paid to state bodies not included.

Members Activity Fees (Green fees, championships, etc)

Bowls - 3% growth on 2011/12	\$28,552
Dragon Boat - see assumptions	\$7,608
Canoes - see assumptions	\$5,350
Classic Boats - estimate	\$250
	\$41,760

Dragon Boat Club:

52 meets pa, average 18 members @ \$5/head = \$2808

3 carnivals pa, average 80 members @ \$20/head =\$4800

Total \$7,608

Canoe Club:

15 meets at Riverside pa, average 18 members @ \$5/head = \$1350

2 carnivals pa, average 100 members @ \$20/head =\$4000

Total: \$5,350

BAR TRADING

Bowling Club, actuals 2011/12 plus 3% = \$28,000

(ie, ave sales of \$5 per member attending 190 pa)

Dragon Boat (55 events, 18 members ave @\$5) \$4,950

Canoe Club (26 events, 18 members ave @ \$5) \$2,475

Classic (13 events, 4 members ave @ \$5) \$260

Total: \$35,685

Year 2 onwards:

Introduce keg beer (gp increases from 50% to 70%) \$42,700

CATERING - MEMBERS EVENTS

Bowling Club actuals 2011/12 plus 3%	\$8,000
Increase due to membership	\$2,800
Total	\$10,800

ENTERTAINMENT

Bowling Club actuals 2011/12 plus 3%	\$9,290
Increase due to membership 3%	\$ 279
Total	\$9,569

OTHER INCOME

Venue hire & catering:

Year 1, small events in existing facilities	\$10,000
Year 2 on, plus 4 large events @ \$3k net each	\$12,000

Advertising:

Bowling Club actuals 2011/12 plus increase due to additional fixtures books

Est. potential for 10% growth from Years 2 onwards	\$7,000
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Interest income:

Year 1, \$150k in Sinking Fund	\$7,500
Year 2, \$52,000 in Sinking Fund	\$2,600
Year 3, \$52,000 in Sinking Fund	\$5,200

Sponsorship:

Bowling Club actuals 2011/12 plus

Est. potential for 10% growth each year	\$6,325
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ASSUMPTIONS ON EXPENSES

With the following exceptions expenditure is based on Denmark Bowling Club actuals for 2011/12.

Salary - Manager

Year 1	None employed as management systems evolving	
Year 2	Part time	\$40,000
Year 3	Part time	\$40,000

Building Operating & Maintenance Costs: Assume costs double with move to new facilities based on increased floor area, but savings achieved through more economic systems:

Cleaning	\$10,000
Gas & Electricity	\$ 6,000
Insurance	\$ 8,000
Rubbish	\$ 2,000
Water	\$ 400

Building Repairs: Assume routine maintenance in accordance with Life Cycle Cost Analysis, see Attachment 11 to Riverside CSRFF Application.

Sensitivity Analysis – Operating Budget

The budget projections provided on page 1 are conservative representing the average and most realistic outcome. The best and worst case scenarios are as follows:

Best case. Income growth increases significantly quicker than envisaged due to one or more of the following factors:

- Dramatic membership increase in one of the clubs
- More rapid growth of regional and state competition within one of the clubs
- Riverside becoming a favoured venue for a major sporting event

Should this occur there would need to be a corresponding increase in sports development and administrative costs to ensure maximum community benefit was achieved, however that would still result in a net increase in funds which would be applied to increasing reserves.

Worst Case, either:

1. A drop in membership due to:

- Poor management
- One of the clubs withdrawing from Riverside or losing community support

This would lead to a corresponding drop in revenue and a potential loss situation. However, the experienced leadership group in each club should minimise the chance of a significant breakdown in management procedures and we would anticipate remedial action to be taken. The multi functional nature of Riverside will also minimise the impact of a downturn in any one club. Our experience to date is that there is likely to be more groups wishing to join Riverside than leaving it.

2. A drop in income due to:

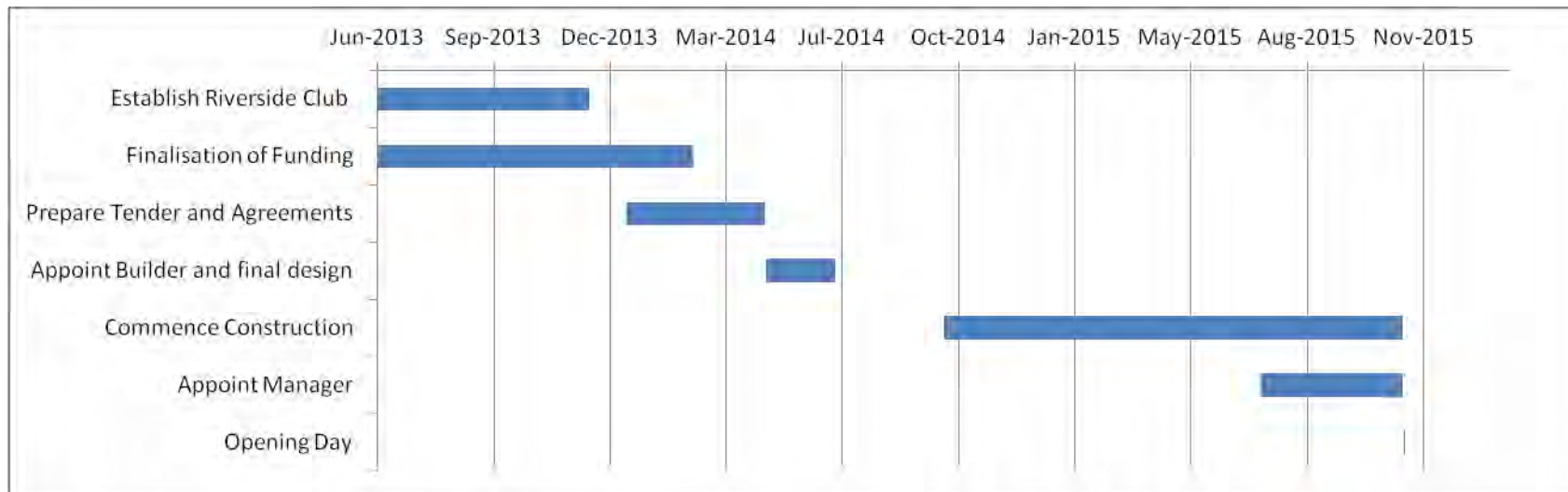
- Business income falling dramatically
- Sponsorship falling dramatically

In either case we would expect the Management Committee to recognise the trend and take early action to remedy. There is room in our budget for cost tightening and if necessary the manager position can be dropped. In any economic downturn it would be more probable that members' become more inclined to volunteer for club administration so this would provide immediate relief.

Appendix Three – Timetable

Riverside Club Timetable

Activity	Start Date	Duration	End Date
1 Establish Riverside Club	01-Jun-13	182	30-Nov-13
2 Finalisation of Funding	01-Jun-13	272	28-Feb-14
3 Prepare Tender and Agreements	01-Jan-14	119	30-Apr-14
4 Appoint Builder and final design	01-May-14	60	30-Jun-14
5 Commence Construction	01-Oct-14	395	31-Oct-15
6 Appoint Manager	01-Jul-15	122	31-Oct-15
7 Opening Day	01-Nov-15	1	02-Nov-15



Appendix Four – Task Lists

The following is a summary of the critical tasks facing the club to achieve its goals and objectives by October 2015.

The summary can be used as guidelines for any working groups set up to consider the matters

Establishment of the Club.

Tasks

Ascertain the thoughts of member clubs on governance structures,

Review documentation to ensure that the needs and aspirations of members are addressed,

Establish a committee structure which is equitable and agreed by member clubs.

Institute a financial structure which meets the needs of member clubs in terms of current operations and future capital requirements,

Look at an integrated approach to sponsorship, and

Deadline

November 2013

Finalisation of Funding

Tasks

Liaise with current funding bodies to communicate progress,

Develop the funding application for the Department of Sport and Recreation,

Communicate with financial institutions regarding the raising of funds, and

Quantify the club's contribution both in kind and cash.

Deadline

February 2014

Appointment of Builder and Construction

Tasks

Finalise draft preliminary designs,
Develop tender documentation and building contract,
Liaise with Shire of Denmark regarding processes,
Conduct Tender process and award tender,
Finalise design and construction schedule, and
Oversee construction.

Deadline

October 2015

Develop Interim Operation Plan

Tasks

Develop siting and construction of temporary clubrooms,
Ensure smooth running of events during construction,
Look at budget and financial implications of construction, and
Timetable important stages of temporary operations.

Deadline

October 2015

Appointment of Manager

Tasks

Develop position statement for position,
Look at advertising strategy,
Decide on timing of appointment and modify budget accordingly,
Develop interim duty statement during construction period if required.

**DENMARK RIVERSIDE CLUB INC
INCOME & EXPENDITURE PROJECTIONS 2014 - 2016**

	YEAR 1	YEAR 2	YEAR 3
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ASSUMPTIONS

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Canoe Club (26 events, 18 members ave @ \$5)	\$2,475
Classic (13 events, 4 members ave @ \$5)	\$260
Total:	\$35,685

Year 2 onwards:

Introduce keg beer (gp increases from 50% to 70%)	\$42,700
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CATERING - MEMBERS EVENTS

Bowling Club actuals 2011/12 plus 3%	\$8,000
Increase due to membership	\$2,800
Total	\$10,800

ENTERTAINMENT

Bowling Club actuals 2011/12 plus 3%	\$9,290
Increase due to membership 3%	\$ 279
Total	\$9,569

OTHER INCOME

Venue hire & catering:

Year 1, small events in existing facilities	\$10,000
Year 2 on, plus 4 large events @ \$3k net each	\$12,000

Advertising:

Bowling Club actuals 2011/12 plus increase due to additional fixtures books	
Est. potential for 10% growth from Years 2 onwards	\$7,000

Interest income:

Year 1, \$150k in Sinking Fund	\$7,500
Year 2, \$52,000 in Sinking Fund	\$2,600
Year 3, \$52,000 in Sinking Fund	\$5,200

Sponsorship:

Bowling Club actuals 2011/12 plus	
Est. potential for 10% growth each year	\$6,325

ASSUMPTIONS ON EXPENSES

With the following exceptions expenditure is based on Denmark Bowling Club actuals for 2011/12.

Salary - Manager

Year 1 None employed as management systems evolving	
Year 2 Part time	\$40,000
Year 3 Part time	\$40,000

Building Operating & Maintenance Costs: Assume costs double with move to new facilities based on increased floor area, but savings achieved through more economic systems:

Cleaning	\$10,000
Gas & Electricity	\$ 6,000
Insurance	\$ 8,000
Rubbish	\$ 2,000

Water

\$ 400

Building Repairs: Assume routine maintenance in accordance with Life Cycle Cost Analysis, see Attachment 11 to Riverside CSRFF Application.

Sensitivity Analysis – Operating Budget

The budget projections provided on page 1 are conservative representing the average and most realistic outcome. The best and worst case scenarios are as follows:

Best case. Income growth increases significantly quicker than envisaged due to one or more of the following factors:

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Should this occur there would need to be a corresponding increase in sports development and administrative costs to ensure maximum community benefit was achieved, however that would still result in a net increase in funds which would be applied to increasing reserves.

Worst Case, either:

1. A drop in membership due to:
 - Poor management
 - One of the clubs withdrawing from Riverside or losing community support

This would lead to a corresponding drop in revenue and a potential loss situation. However, the experienced leadership group in each club should minimise the chance of a significant breakdown in management procedures and we would anticipate remedial action to be taken. The multi functional nature of Riverside will also minimise the impact of a downturn in any one club. Our experience to date is that there is likely to be more groups wishing to join Riverside than leaving it.

2. A drop in income due to:
 - Business income falling dramatically
 - Sponsorship falling dramatically

In either case we would expect the Management Committee to recognise the trend and take early action to remedy. There is room in our budget for cost tightening and if necessary the manager position can be dropped. In any economic downturn it would be more probable that members' become more inclined to volunteer for club administration so this would provide immediate relief.

**DENMARK RIVERSIDE CLUB INC.
LIFE CYCLE COST ANALYSIS**

Life Cycle Cost Analysis (LCCA)

1. Refer to the LCCA spreadsheet at Attachment 11.2 which details the major costs which must be provided for in the development and maintenance of Riverside Club assets over the next 20 years. These are the synthetic bowling greens, new pavilion/club house and in due course water entry facilities.

Bowling Greens

2. The club has installed synthetic playing surfaces which, in accordance with the manufacturer's guidelines, require minimum maintenance and have an expected life of at least 10 years.
 - Care in use procedures have been established and must be observed by all players and overseen by the Bowls Captain.
 - Routine maintenance, in accordance with the manufacturer's recommendations, is the responsibility of the Greenkeeper.
 - Provisions for the replacement of synthetic bowling greens is based on the following data:

Green	Year Installed	Year to Replace	Original Cost	Surface Ppn	Est Cost	1/3 DSR Share	Net Est Cost	Annual Prov'n
A	2009	2019	\$186,692	80%	\$149,354	\$49,287	\$100,067	\$16,678
B	2010	2020	\$204,116	80%	\$163,293	\$53,887	\$109,406	\$15,629

Note: Provisions have not been adjusted for future dollar values as these have been offset by significant reductions in synthetic green costs due to the strong Australian dollar.

Pavilion/Clubhouse

3. A routine maintenance program will be established by the Management Committee in accordance with the suppliers' recommendations and implemented by the Club Manager. Costs related to this for damage, wear and tear, servicing and appliance breakdown will be included in the normal operating budget and are not expected to exceed \$4000 per annum.
4. Provision for major programmed maintenance of the pavilion/clubhouse and associated major equipment essentially relates to HVAC systems, refrigeration and cooking equipment. Technical and commercial advice indicates a functional life of 10 – 15 years (an average of 12 years is adopted here) for HVAC systems and an estimated replacement cost of \$40,000 in 2012 dollars. Functional life for refrigeration equipment is 10 – 15 years (12 years average used) with a

replacement cost of \$20,000 and cooking equipment 13 – 15 years (14 years average used) with a replacement cost of \$15,000.

5. Provision for major programmed maintenance of the pavilion/clubhouse detailed in Paragraph 4 indicates an annual provision of \$6,100 is required. Property management advice indicates an annual provision of 1.25% of build costs (\$20,625pa) is more prudent.

Asset Replacement Reserve

6. The establishment of an asset replacement reserve (sinking fund) has been implemented as follows:
 - For replacement of synthetic greens: \$32,000 pa from 2013/14
 - For major programmed maintenance of Pavilion/Clubhouse, including replacement of HVAC systems, refrigeration and cooking equipment): \$21,000 pa from completion of new build.

Calculations		Net Present Value Result		Sensitivity Test 1		Sensitivity Test 2	
Year	20	Discount Rate	#REF!	Sensitivity	#REF!	Sensitivity	#REF!
Periods	2.00%	Inflation Rate	2.00%	Inflation Rate	2.00%	Inflation Rate	2.00%
Discount Rate	#REF!	Option 1	#REF!	Option 1	#REF!	Option 1	#REF!
Sensitivity 1	#REF!	Option 2	#REF!	Option 2	#REF!	Option 2	#REF!
Sensitivity 2	#REF!	Option 3	#REF!	Option 3	#REF!	Option 3	#REF!
(all values in \$A)							

Inflated Values																					
Year	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Option 1 - Capital	\$-14,650	\$-1,071,765	\$-1,093,200	\$0	\$0	\$0	\$-168,197	\$-187,572	\$0	\$0	\$0	\$0	\$0	\$-77,616	\$0	\$-20,188	\$0	\$0	\$0	\$0	\$0
Option 1 - Operating	\$82,279	\$83,272	\$59,743	\$65,786	\$67,102	\$68,444	\$125,318	\$133,109	\$72,634	\$74,086	\$75,568	\$77,079	\$78,621	\$80,193	\$81,797	\$83,433	\$85,102	\$86,804	\$88,540	\$90,311	\$92,117

Uninflated Values																					
Option 1	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Capital Costs	\$-14,650	\$-1,050,750	\$-1,050,750	\$0	\$0	\$0	\$-149,354	\$-163,293	\$0	\$0	\$0	\$0	\$0	\$-60,000	\$0	\$-15,000	\$0	\$0	\$0	\$0	\$0
Operating Costs	\$-66,155	\$-66,795	\$-108,017	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627	\$-112,627
Revenues	\$148,434	\$148,434	\$165,440	\$174,619	\$174,619	\$174,619	\$223,906	\$228,506	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619

Consolidated Option Values																					
Option 1	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Concept and Definition	\$-1,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design and Development	\$-13,600	\$-60,315	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Manufacture and Installation	\$0	\$-990,435	\$-1,050,750	\$0	\$0	\$0	\$-149,354	\$-163,293	\$0	\$0	\$0	\$0	\$0	\$-60,000	\$0	\$-15,000	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$-1,700	\$-1,751	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667	\$-5,667
Support Service	\$-66,155	\$-65,095	\$-106,266	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960	\$-106,960
Revenues	\$148,434	\$148,434	\$165,440	\$174,619	\$174,619	\$174,619	\$223,906	\$228,506	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619	\$174,619
Total	\$67,629	\$-969,111	\$-993,327	\$61,992	\$61,992	\$61,992	\$-338,075	\$-47,414	\$61,992	\$61,992	\$61,992	\$61,992	\$61,992	\$1,992	\$61,992	\$46,992	\$61,992	\$61,992	\$61,992	\$61,992	\$61,992

OPTION 1 PAVILLION & CLUB HOUSE																						
ASSUME YEARS ARE FINANCIAL YEARS																						
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cost Generating Activities	Capital or Operating	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Life Cycle Phases																						
Concept and definition																						
Market research	Op	0	0																			
Project management	Op	0	0																			
Concept and design analysis	Op	-500	0																			
Product requirement spec. preparation	Op	-550	0																			
Total		-1050	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1050
Design and development																						
Concept Design (14 May 12)	Cap	-13600	0																			
Members Consultation Period (28 May 12)	Cap	0	0																			
Funding Documents(31 Aug 12)	Cap	0	0																			
Funding Approval (Jul 13)	Cap	0	0																			
Design Development(Aug 13)	Cap		-13600																			
Planning Application(Aug/Sep 13)	Cap		-6400																			
Planning Approval (Sep/Oct 13)	Cap																					
Construction Documentation (Dec 13)	Cap		-25600																			
Building Licence & Tender Process (Jan/Feb 14)	Cap																					
Contract Negotiation & Signing (Feb 14)	Cap		-2000																			
Design Contingency	Cap		-12715																			
Total		-13600	-60315	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-73915
Construction																						
Construction (Dec 14)	Cap	0	-928835	-989150																		
Project, superintendance and contract management	Cap	0	-11600	-11600																		
Contingencies	Cap		-50000	-50000																		
PROGRAMMED MAJOR UPGRADES																						
Replacement of A Green Surface								-149354	-163293													
Replacement of B Green Surface																						
Replacement of Club house HVAC Systems															-40000							
Replacement of Clubhouse Refrigeration Equipment															-20000							
Replacement of Clubhouse Cooking Equipment																-15000						
Total		0	-990435	-1050750	0	0	0	-149354	-163293	0	0	0	0	0	-60000	0	-15000	0	0	0	0	-2428832
Maintenance																						
Pavilion/Club House Routine Maintenance	Op		-600	-618	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000	-4000
Grounds Routine Maintenance	Op		-1100	-1133	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667	-1667
	Op																					
	Op																					
Total		0	-1700	-1751	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667	-5667
Other Operating Expenses																						
As per Income & Expenditure Projections (less Maintenance shown Above)		-66155	-65095	-106266	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960
Total		-66155	-65095	-106266	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960	-106960
Total Capital Costs		-14650	-1050750	-1050750	0	0	0	-149354	-163293	0	0	0	0	0	-60000	0	-15000	0	0	0	0	
Total Operating Costs		-66155	-66795	-108017	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	-112627	
Gross Revenues		148434	148434	165440	174619	174619	174619	223906	228506	174619	174619	174619	174619	174619	174619	174619	174619	174619	174619	174619	174619	
																						3708624

DENMARK BOWLING CLUB PROFIT & LOSS

1st April 2010 to 31st March 2011

INCOME			EXPENSES		
	2011	2010		2011	2010
Green fees			Association Fees		
Social & Scroungers	\$ 12,224.29	\$ 13,366.12		\$ 4,047.00	\$ 3,960.30
Corporate Cup	\$ 4,287.91	\$ 3,794.85	Advertising	\$ 846.95	\$ 456.50
Pennants	\$ 1,693.59	\$ 1,434.38	Audit	\$ 440.00	\$ 400.00
Championships	\$ 1,272.29	\$ 1,580.00	Bank Charges	\$ 175.30	\$ 205.15
Open Days	\$ 4,954.29	\$ 4,370.13	Cleaning	\$ 4,669.95	\$ 5,045.80
Honour Box	\$ 1,005.25	\$ 995.60	Fixture Book	\$ 1,687.29	\$ 1,282.05
	\$ 25,437.62	\$ 25,541.08	Gas & Electricity	\$ 2,915.20	\$ 2,535.35
Bar Operations			Insurance	\$ 4,209.02	\$ 4,741.13
Sales	\$ 52,672.30	\$ 52,049.30	Licenses and Permits	\$ 566.75	\$ 789.00
Purchases	-\$ 21,697.65	-\$ 23,536.60	Miscellaneous	\$ 1,351.98	\$ 427.69
Management		-\$ 1,120.00	Green Expenses	\$ 647.98	\$ 1,212.87
Gross Profit	\$ 30,974.65	\$ 27,392.70	Office Supplies	\$ 1,125.09	\$ 724.15
Catering			Prizes	\$ 7,099.00	\$ 5,878.70
Sales	\$ 20,784.53	\$ 16,892.80	Wheel Prizes Corp Cup	\$ 1,870.00	
Purchases	-\$ 10,411.31	-\$ 11,002.75	Rubbish Removal	\$ 970.00	
Gross Profit	\$ 10,373.22	\$ 5,890.05	Repairs	\$ 1,119.48	\$ 526.60
Entertainment			Telephone	\$ 1,140.57	\$ 937.14
Bingo Sales	\$ 62.90	\$ 393.31	Training Courses	\$ 515.80	\$ 409.00
Bingo Purchases		-\$ 207.20	Water	\$ 109.55	\$ 274.95
	\$ 62.90	\$ 186.11	Interest Paid	\$ 11,547.61	\$ 9,855.81
Wheel Sales	\$ 3,979.85	\$ 4,145.15	Recipe Book Purchase		\$ 590.00
Raffle Sales	\$ 3,506.20	\$ 3,848.25	Travel	\$ 250.00	\$ 142.00
	\$ 7,486.05	\$ 8,179.51	Bld Equipment	\$ 1,774.19	\$ 2,821.41
Membership Dues	\$ 14,505.00	\$ 13,345.00	Junior Bowls	\$ 3,631.55	\$ 1,935.30
Other income			League Event	\$ 524.00	\$ 572.00
Club Hire	\$ 820.00	\$ 370.00	ATO	\$ 932.00	
Donations	\$ 555.00	\$ 482.85	GST Write-Off	\$ 3,709.00	
Advertising	\$ 4,863.00		Donations	\$ 1,048.00	
Bingo Float	\$ 100.00		Kitchen Equipment	\$ 512.39	
Miscellaneous	\$ 66.00	\$ 73.40	Honorarium	\$ 300.00	
Sponsorship	\$ 9,567.00	\$ 27,619.85			
Insurance Claim		\$ 317.80			
Sale Recipe Books	\$ 130.00	\$ 139.00			
Grant	\$ 2,940.00	\$ 1,430.00			
Interest income	\$ 4,616.51	\$ 2,119.68			
	\$ 23,657.51	\$ 32,552.58	Total Operating Income	\$ 110,437.96	\$ 94,854.28
Uniform Sales	\$ 2,255.00	\$ 1,031.48	Total Operating Expenses	\$ 59,735.65	\$ 37,667.19
Uniform Purchases	-\$ 4,313.99	-\$ 1,294.48	Operating Net Income	\$ 50,702.31	\$ 57,187.09
	-\$ 2,058.99	-\$ 263.00	Extraordinary Income		\$ 99,204.00
Sale of Equipment			Depreciation	\$ 56,329.91	\$ 15,057.00
Profit		\$ 250.00	Net Income	-\$ 5,627.60	\$ 141,334.09

DENMARK BOWLING CLUB BALANCE SHEET
as at 31st March 2011

<u>ASSETS</u>		<u>2011</u>	<u>2010</u>
Current Assets			
Cash Management Account	\$	6,121.25	\$ 18,758.20
Club Cheque Account	\$	819.26	\$ 4,942.15
Telenet Saver Account	\$	47,265.48	\$ 25,900.71
Term Deposit	\$	53,794.06	\$ 50,630.14
	\$	<u>108,000.05</u>	\$ <u>100,231.20</u>
Accounts Receivable			
GST to come			\$ 3,709.00
Other Current Assets			
Petty Cash	\$	950.00	\$ 980.00
Stock			
Bar	\$	2,571.14	\$ 3,480.70
Bingo			
Uniforms	\$	484.49	\$ 502.98
Other Assets			
Total Stock	\$	3,055.63	\$ 3,983.68
Buildings	\$	11,700.00	\$ 11,700.00
Synthetic Greens-Cost	\$	412,689.70	\$ 412,689.70
Accumulated Depreciation	-\$	94,574.97	-\$ 53,306.00
Greens Equipment-Cost	\$	25,012.40	\$ 25,642.40
Accumulated Depreciation	-\$	14,646.48	-\$ 9,644.00
Miscellaneous Equipment-Cost	\$	41,624.00	\$ 41,624.30
Accumulated Depreciation	-\$	14,954.80	-\$ 6,630.00
Greens Shade	\$	17,336.55	\$ 2,285.00
Accumulated Depreciation	-\$	1,733.66	
TOTAL ASSETS	\$	<u>382,452.74</u>	\$ <u>424,361.40</u>
	\$	<u>494,458.42</u>	\$ <u>533,265.28</u>
<u>LIABILITIES</u>			
Current Liabilities			
General Accounts Payable			\$ 4,713.36
Account Payable to Berry			\$ 11,526.00
Total Accounts Payable			\$ <u>16,239.36</u>
Long-term Liabilities			
Shire Loan A	\$	69,089.95	\$ 75,714.82
Shire Loan B	\$	63,384.96	\$ 73,699.99
Total Long Term Liabilities	\$	<u>132,474.91</u>	\$ <u>149,414.81</u>
TOTAL LIABILITIES	\$	<u>132,474.91</u>	\$ <u>165,654.17</u>
NET ASSETS	\$	<u>361,983.51</u>	\$ <u>367,611.11</u>
<u>EQUITY</u>			
Opening Balance	\$	367,611.11	\$ 344,217.09
Net Income	-\$	5,627.60	\$ 23,394.02
TOTAL EQUITY	\$	<u>361,983.51</u>	\$ <u>367,611.11</u>

Denmark Bowling Club
Independent Auditor's Report to the Members

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report, of Denmark Bowling Club (the association), which comprises the Statement by Members of the Committee, Income and Expenditure Statement, Balance Sheet, notes comprising a summary of significant accounting policies and other explanatory notes for the financial year ended 31 March 2011.

Committee's Responsibility for the Financial Report

The committee of Denmark Bowling Club are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the Associations Incorporation Act and is appropriate to meet the needs of the members. The committee's responsibilities also includes such internal control as the committee determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Denmark Bowling Club as at 31 March 2011 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act .

Denmark Bowling Club
Independent Auditor's Report to the Members

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Denmark Bowling Club to meet the requirements of the Associations Incorporation Act . As a result, the financial report may not be suitable for another purpose.

Signed on 22 September, 2011:



Karen Mills, Partner
Focused Results Management
19 South Coast Hwy, Denmark WA

Denmark Bowling Club

Financial Statements
For the year ended 31 March 2013

Denmark Bowling Club

Profit and loss

1 April 2012 to 31 March 2013

<u>Income</u>	<u>2013</u>	<u>2012</u>	<u>Expenses</u>	<u>2013</u>	<u>2012</u>
Green fees					
Social & Scroungers	\$ 13,911.30	\$ 11,854.45	Affiliation & Capitation	\$ 4,999.00	\$ 4,617.00
Corporate cup	\$ 3,842.55	\$ 4,251.85	Advertising	\$ 425.70	\$ 314.80
Pennants	\$ 2,090.65	\$ 1,771.95	Accountancy & Audit	\$ 625.00	\$ 716.00
Championships	\$ 1,059.50	\$ 2,610.95	Bank charges	\$ 10.50	\$ 255.76
Open days	\$ 4,155.66	\$ 6,168.50	Cleaning	\$ 5,116.12	\$ 5,291.30
Honour box	\$ 777.35	\$ 1,062.35	Fixture book	\$ 450.00	\$ 300.00
	\$ 25,837.01	\$ 27,720.05	Gas & Electricity	\$ 3,070.31	\$ 2,982.08
Bar Operations					
Sales	\$ 57,556.17	\$ 52,593.05	Insurance	\$ 4,045.00	\$ 3,578.00
Purchases & Expenses	\$ 23,394.07	\$ 25,180.07	Licences & Permits	\$ 597.05	\$ 645.90
Profit	\$ 34,162.10	\$ 27,412.98	Miscellaneous	\$ 134.04	\$ 291.40
Catering					
Sales	\$ 23,880.74	\$ 22,792.25	Green expenses	\$ 687.60	\$ 1,059.18
Purchases & Expenses	\$ 13,453.12	\$ 14,983.24	Postage & Stationery	\$ 646.22	\$ 756.96
Profit	\$ 10,427.62	\$ 7,809.01	Prizes	\$ 6,090.00	\$ 7,458.61
Entertainment					
Raffles & Sweeps	\$ 3,082.50	\$ 3,743.10	Corporate cup prizes	\$ 500.00	\$ 1,300.00
Wheel	\$ 3,631.10	\$ 4,482.95	Rates & Rubbish	\$ 1,355.20	\$ 1,165.00
Profit	\$ 6,713.60	\$ 8,226.05	Repairs & Servicing	\$ 870.59	\$ 582.30
Membership dues					
	\$ 15,484.00	\$ 13,935.00	Riverside Planning	\$ 16,709.00	\$ 1,155.00
Other Income					
Clubhouse hire	\$ 838.00	\$ 1,180.00	Riverside Expenses	\$ 6,197.05	\$ -
Donations	\$ 1,840.00	\$ 3,830.00	Telephone	\$ 998.01	\$ 977.02
Advertising	\$ 4,620.00	\$ 6,127.00	Training fees	\$ 295.00	\$ -
League events	\$ 290.00	\$ -	Uniform purchases	\$ 1,423.20	\$ -
Miscellaneous	\$ 20.00	\$ 215.00	Water	\$ 240.75	\$ 210.60
Sponsorship	\$ 5,100.00	\$ 5,750.00	Interest paid on loans	\$ 7,072.98	\$ 7,978.48
Book Sales	\$ 142.00	\$ 142.00	Travel	\$ 80.00	\$ 200.00
Bank Interest	\$ 5,462.88	\$ 5,960.79	Building equipment	\$ 893.10	\$ 1,067.67
Uniform sales	\$ 395.00	\$ 180.00	League Events	\$ 946.00	\$ 766.00
Trade table	\$ 238.00	\$ 747.00	Tax Office - GST	\$ 1,422.00	\$ 1,980.00
Riverside grant	\$ -	\$ 1,000.00	Donation- Cancer	\$ 255.00	\$ 375.00
Riverside	\$ 12,929.16	\$ 1,064.80	Kitchen Equipment	\$ 734.49	\$ 301.84
	\$ 31,875.04	\$ 26,196.59	Book purchases	\$ 96.00	\$ -
	\$ 124,499.37	\$ 111,299.68	Petty cash	\$ -	\$ 103.00
				\$ 66,984.91	\$ 46,428.90
			Operating Income	\$ 124,499.37	\$ 111,299.68
			Operating expenses	\$ 66,984.91	\$ 46,428.90
			Total Income	\$ 57,514.46	\$ 64,870.78
			Depreciation	\$ 57,415.30	\$ 57,714.70
			Net Income	\$ 99.16	\$ 7,724.08

Denmark Bowling Club**Balance Sheet**

As at 31 March 2013

<u>Assets</u>	<u>2013</u>	<u>2012</u>
<u>Bank Accounts</u>		
Riverside account	\$ 2,663.85	\$ -
Cash Management account	\$ 48,619.54	\$ 42,608.42
Club Cheque account	\$ 8,602.88	\$ 6,679.88
Telnet Saver account	\$ 9,684.15	\$ 9,346.25
Term Deposit	\$ 122,196.75	\$ 97,490.90
	<u>\$ 191,767.17</u>	<u>\$ 156,125.45</u>
<u>Current Assets</u>		
Petty cash -floats	\$ 1,050.00	\$ 1,050.00
Bar stocks	\$ 3,959.60	\$ 5,148.19
Uniforms	\$ 1,463.10	\$ 645.99
Junior bowls	\$ 3,631.55	\$ 3,631.55
Accumulated depreciation	<u>\$ 726.30</u>	<u>\$ 363.15</u>
	<u>\$ 9,377.95</u>	<u>\$ 10,112.58</u>
<u>Other Assets</u>		
Buildings	\$ 11,700.00	\$ 11,700.00
Greens	\$ 412,689.70	\$ 412,689.70
Accumulated depreciation	<u>\$ 177,112.91</u>	<u>\$ 135,843.94</u>
Greens equipment	\$ 25,012.40	\$ 25,012.40
Accumulated depreciation	<u>\$ 24,651.44</u>	<u>\$ 19,648.96</u>
Miscellaneous equipment	\$ 42,967.00	\$ 41,624.00
Accumulated depreciation	<u>\$ 31,873.00</u>	<u>\$ 23,279.60</u>
Greens shade	\$ 21,873.04	\$21,873.04
Accumulated depreciation	<u>\$ 6,108.26</u>	<u>\$ 3,920.96</u>
	<u>\$ 274,496.53</u>	<u>\$ 330,205.68</u>
<u>Total Assets</u>	<u>\$ 475,641.65</u>	<u>\$ 496,443.71</u>
<u>Liabilities</u>		
Shire Loan A	<u>\$ 52,774.19</u>	<u>\$ 60,108.24</u>
Shire Loan B	<u>\$ 49,846.66</u>	<u>\$ 57,893.89</u>
Total Liabilities	<u>\$ 102,620.85</u>	<u>\$ 118,002.13</u>
<u>NET ASSETS</u>	<u>\$ 373,020.80</u>	<u>\$ 378,441.58</u>
<u>Equity</u>		
Opening balance	\$ 369,707.59	\$ 361,983.51
Net Income	\$ 99.16	\$ 7,724.08
<u>TOTAL EQUITY</u>	<u>\$ 369,806.75</u>	<u>\$ 369,707.59</u>

Denmark Bowling Club
Statement by Members of the Committee
For the year ended 31 March 2013

The Committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Committee the Income and Expenditure Statement, Statement of Financial Position, and Notes to the Financial Statements:

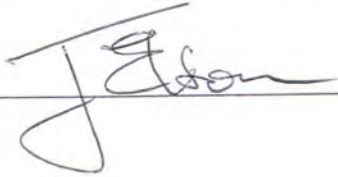
1. Presents fairly the financial position of Denmark Bowling Club as at 31 March 2013 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:

President


A. ROBERTSON

Treasurer



Denmark Bowling Club
Independent Auditor's Report to the Members

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report, of Denmark Bowling Club (the association), which comprises the Statement by Members of the Committee, Income and Expenditure Statement, Balance Sheet, notes comprising a summary of significant accounting policies and other explanatory notes for the financial year ended 31 March 2013.

Committee's Responsibility for the Financial Report

The committee of Denmark Bowling Club are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the Associations Incorporation Act and is appropriate to meet the needs of the members. The committee's responsibilities also includes such internal control as the committee determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Denmark Bowling Club as at 31 March 2013 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act .

Denmark Bowling Club
Independent Auditor's Report to the Members

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Denmark Bowling Club to meet the requirements of the Associations Incorporation Act . As a result, the financial report may not be suitable for another purpose.

Signed on 29 July, 2013:



Karen Mills, Partner
Focused Results Management
19 South Coast Hwy, Denmark WA

Fairman
Tax & Accounting Services

PO Box 411,
Joondalup DCWA 6919
email: info@fairmantax.com.au

Tel: (08) 9305 4664
Fax: (08) 9305 4665

8th November, 2011

Denmark Dragon Boat Club, Inc
P.O. Box 980
DENMARK, W.A. 6333

Auditors Report
For the year ended 31st August, 2011

We have undertaken an audit of the above Statement of Receipts and Payments for the above mentioned year ended 31st August, 2011.

As with all organizations of this size and nature receipts prove difficult to establish until their initial entry into the books of accounts. Our audit was therefore limited to checking receipts from their initial entry into the books of account only.

A review of payments made was conducted whilst their entry into the books of account reflected transactions via the bank account. A number of random receipts and payments were individually sited and were true and correct. It is not feasible to site every individual receipt and payment and as such no opinion in regard to payments is expressed. Subject to the above, we believe the attached statement of receipts and payments gives a true and fair reflection of transactions made through your club's National Australia Bank; Account number 17-391-3342.

Yours Faithfully,

Fairman Tax & Accounting Services



Mr Royston M Fairman

Denmark Dragon Boat Club Inc Financial Statements

Year Ending 31st August 2011

Treasurers Statement

The attached accounts including Income Statement and Balance Sheet, accompanied by detailed supporting notes were prepared on an accrual accounting basis and in my opinion represent a true and fair financial position of the Denmark Dragon Boat Club at the 31st August 2011.



Dallas Newcombe
Club Treasurer

Date 10th November 2011

**Denmark Dragon Boat Club Inc
Income Statement
31-August-2011**

Income	\$
Total Income	8,692.96
Expenses	
Actual	6,076.77
Depreciation	601.52
Total	6,678.28
Net Income	2,014.67

**Denmark Dragon Boat Club Inc
Balance Sheet**

Assets	\$
Bank Account	2,059.87
Receivables	0.00
GST	-1.31
Fixed Assets Net	5,171.21
Total	7,229.77

Liabilities

Current Payables	-860.24
GST Payable	-15.00
Loan - Bob Cowdell & Local Heros	0.00
Total	-875.24

Net Worth This Period	2,014.67	
Net Worth Prior Year	4,339.86	
Net Worth	6,354.53	0.00

**Denmark Dragon Boat Club Inc
Detailed Balance Sheet**

31-August-2011

Assets	\$
Nab Bank Account	2,059.87
Receivable	
GST - Assets	
GST - Expenses	-1.31
Fixed Assets	
Boat Trolley - 11/07/2011	318.18
Depreciation- 20%	(10.61)
Gold Dragon Boat- 31/07/2010	5,454.55
Depreciation - 10%	(590.91)
Net Assets	5,171.21
Total Assets	7,229.77

**Denmark Dragon Boat Club Inc
Liabilities**

Healthway Grant Accrual	300.00
Regatta Insurance	120.00
Payable DBWA 4 memberships	190.00
Bowling Club Social Fees	210.00
Peter	
Reggatta - Drinks	140.24
Less Registration Fees 2011	-100.00
Owed To Peter	40.24
Payable For Boat	0.00
GST Payable	15.00
Total Liabilities	-875.24

This Year Activity	2,014.67
Net Worth 31 August 2010	4,339.86
Net Worth	6,354.53

Denmark Dragon Boat Club Inc
Membership Funds Received
31-August-2011

Surname	Fee Type	\$	GST	Net
Nekel	Year 31/08/2011	\$ 100.00		
Rowland	Year 31/08/2011	\$ 100.00		
Cowdell	Year 31/08/2011	\$100.00		
Praed	Year 31/08/2011	\$ 70.00		
Bowley	Year 31/08/2011	\$100.00		
Collis	Year 31/08/2011	\$30.00		
Collis	Year 31/08/2011	\$100.00		
Yewers	Year 31/08/2011	\$100.00		
Yewers	Year 31/08/2011	\$100.00		
Langridge				
Osborne	Year 31/08/2011	\$100.00		
Cowdell	Year 31/08/2011	\$100.00		
Baker	Year 31/08/2011	\$100.00		
Hithersay	Year 31/08/2011	\$100.00		
Lyas	Year 31/08/2011	\$100.00		
Newcombe	Year 31/08/2011	\$ 100.00		
Carter	Year 31/08/2011	\$ 100.00		
Watkins				
Foster				
Mitchell	Year 31/08/2011	\$100.00		
Liebech	Year 31/08/2011	\$100.00		
	Paddling Fees	\$15.00		
Langridge	Sept Membership	\$50.00		
Yewers	Paddling Fees	\$40.00		
d	Paddling Fees	\$10.00		
	Year 31/08/2011	\$5.00		
	Year 31/08/2011	\$10.00		
	Year 31/08/2011	\$70.00		
	Year 31/08/2011	\$200.00		
	Year 31/08/2011	\$100.00		
	Year 31/08/2011	\$100.00		
	Year 31/08/2011	\$5.00		
	Year 31/08/2011	\$5.00		
	Year 31/08/2011	20.00		
	Year 31/08/2011	10.00		
Richardson Newton	Year 31/08/2011	140.00		
Jacobs	Year 31/08/2011	70.00		
Total		\$2,550.00	231.82	\$2,318.18

Grants & Other Income

Regatta - Food	\$347.50	\$31.59	\$315.91
Regatta- Registrations	\$395.00	\$35.91	\$359.09
Regatta -Donations/raffle	\$485.00		\$485.00
Advertising Sun Land	\$1,100.00	100.00	\$1,000.00
Fletcher International Advertising	\$500.00	45.45	\$454.55
Dept Sport & Rec Grant	\$1,500.00		\$1,500.00
Donation	\$25.50		\$25.50
Drinks and etc	\$58.00	5.23	\$52.77
High School Leavers	\$165.00	15.00	\$150.00
Donations (tin)	\$18.80		\$18.80
Bulletin Donation	\$22.00		\$22.00
Shire Xmas Party	\$220.00	20.00	\$200.00
Willoughby Sales	\$469.05	42.64	\$426.41
Willoughby Donation	\$187.00		\$187.00
Willoughby Gate Donaton	\$160.00		\$160.00
Shelf Donation	\$10.00		\$10.00
International Womens Day Grant	\$550.00	50.00	\$500.00
Graham Donation	\$50.00		\$50.00
Donations (tin)	\$7.75		\$7.75
Year 8 Regatta	\$165.00	15.00	\$150.00
Grant Healthway	\$300.00		\$300.00
Total	\$6,735.60	\$360.82	\$6,374.78
Total Income	\$9,285.60	592.64	\$8,692.96
			8,692.96

Denmark Dragon Boat Club Inc
Expenses
31-August-2011

Date	Detail	Paid By	\$	GST	Net	
	Spot News	Dallas & Lex	12.00	1.09	10.91	
4/09/2010	Regatta- Drinks	Peter Cowdell	140.28	12.75	127.53	
	Regatta- Food etc	Jen	43.43	1.32	42.11	
	Regatta - Food		324.27	18.24	306.03	
	Regatta - Shields		368.80	33.53	335.27	
	Regatta - breakfast		24.50	2.23	22.27	
	Regatta - breakfast	Dallas & Lex	87.50	7.95	79.55	
	Regatta - Gloss & paper	Dallas & Lex	22.39	2.04	20.35	
	Regatta - Gas Bottle	Dallas & Lex	33.50	3.05	30.45	
	Boat Rollers	Maureen & Bob	58.00	5.27	52.73	
	Denmark Bulletin - Raffle Ad		22.00	2.00	20.00	
	Replace Tyre Trailer		60.00	5.45	54.55	
	Porta Loo		110.00	10.00	100.00	
	Regatta Insurance	40 X \$3	120.00	10.91	109.09	
14/10/2010	Regatta Lions Club Donation		40.00	0.00	40.00	
20/10/2010	Regatta Yacht Club - Denmark Donation		100.00	0.00	100.00	
	Regatta Yacht Club - Boat Hire		50.00	0.00	50.00	
1/09/2010	Maureen Cost Of Cards		27.95	2.54	25.41	
	Denmark Bowling Club membership fees		510.00		510.00	
10/01/2011	Bread Rolls & Cream - Willoughby Fund Raiser		42.75	2.55	40.20	
10/01/2011	Onions- Willoughby		12.55		12.55	
	WA Transport		82.80	1.00	81.80	
	Denmark Bowling Club Electricity		50.00		50.00	
	Cheese Willoughby		177.80	16.16	161.64	
	Sausages Willoughby		96.00	8.73	87.27	
	Libby Reeves	Intl Womens Day	155.00	14.09	140.91	
	Libby Other	Intl Womens Day	158.37	5.77	152.60	
	Jen Vegies	Intl Womens Day	20.45		20.45	
	Geoff Salads Cake	Intl Womens Day	16.40		16.40	
2/03/2011	DBWA 24 members @ \$47.50 each		1,140.00		1,140.00	
4/04/2011	Hose/Hardware - Geoff Bowley		23.26	2.11	21.15	
	Denmark Bowling Club membership fees		210.00		210.00	
	Denmark Yacht Club For Intl Womens Day		50.00		50.00	
	DBWA 1 members @ \$47.50 each		47.50		47.50	
	IGA food - For Planning Forum		39.99	3.64	36.35	
	Pizzas for Planning Forum		60.50	5.50	55.00	
	Logo Design - Denmark Creative		420.00	38.18	381.82	
	Peter -Fuel & Straps transport Dragon Boats		209.26	19.02	190.24	
	Dallas-Fuel & Straps transport Dragon Boats		327.27	29.75	297.52	
	Local Heros- Uniforms		355.50	32.32	323.18	
	Denmark Yacht Club For School Regatta		50.00		50.00	
	DBWA 3 members @ \$47.50 each		142.50		142.50	
18/08/2011	Food for Forum Future Club location		29.36	1.59	27.77	
18/08/2011	Adj GST			-2.90	2.90	
	Rounding				0.78	
	Healthway Grant		300.00		300.00	
	Total Expenses		6,371.88	295.89	6,076.77	6,075.99
	Depreciation				601.52	

Denmark Dragon Boat Club Inc
Cash Book

31-August-2011

NAB

BSB 086-595
Account 173913342

Deposits

17-May-10 Libby Foster	50.00	
28-May-10 Ian Osborne	50.00	
17-May-10 Maureen Cowdell	50.00	
1-Jun-10 Raffle Proceed	61.20	
24-Jun-10 El Kotze	50.00	
24-Jun-10 Donations	5.35	
28-Jun-10 Rob Liebich	50.00	
28-Jun-10 Cancer Council	200.00	
1-Jul-10 Jan Nekele	50.00	
5-Jul-10 Melissa Taylor	50.00	
28-Jul-10 Sausage Sizzle	506.65	
20-Jul-10 Geoff Bowley	50.00	
8-Aug-10 Maureen Colliis	50.00	
8-Aug-10 Libby Foster	200.00	
8-Aug-10 Lunch Christening	3.00	
8-Aug-10 Ken R-N	250.00	
13-Aug-10 Christie Membership	50.00	
17-Aug-10 Sandy P Fees	10.00	
18-Aug-10 Ray White	275.00	
8-Sep-10 Sun Land Pty Ltd	1,100.00	
6-Sep-10 Regatta Raffle & Registrations	875.00	
10-Sep-10 Regatta Food & Drinks	597.50	(includes Float \$250)
14-Sep-10 Jen Langridge Fee Sept	50.00	
1-Oct-10 Sport & Rec	1,500.00	
2-Oct-10 Fletcher Intl	500.00	
8-Oct-10 Fees Received	50.00	
8-Oct-10 Fees Received Suzanne	40.00	
12-Nov-10 High School Receipt - Leavers Regatta	165.00	
15-Nov-10 Cash Registrations	498.80	
15-22/11/10 EFT Registrations	730.00	
25-Nov-10 Ad Bulletin	22.00	
2-Dec-10 KatrinaHithersay Rego	100.00	
15-Dec-10 Simon Rego	100.00	
8-Dec-10 Donations	18.00	
29-Dec-10 Shire Denmark Xmas Party	220.00	
10-Jan-10 Receipts Net Willoughby	656.05	
17-Jan-11 ATO - BAS Return Receipt	339.00	
19-Jan-11 International Womens Grant	550.00	
28-Jan-11 Willoughby Gate Receipt	160.00	
31-Jan-11 Dawn Michell Membership Fees	100.00	
31-Jan-11 Rob Liebeck Membership	100.00	
31-Jan-11 Shelf Sold	10.00	
31-Jan-11 Kristy	5.00	
15-Feb-11 Kym Edwards Fees	70.00	
28-Feb-11 Kristy	10.00	
9-Mar-11 Ross & Susan Nash	200.00	
17-Mar-11 Terry Mitchell	100.00	
17-Mar-11 Casual Fee Bron	5.00	
31-Mar-11 Graham Fees	100.00	
31-Mar-11 Graham Donation	50.00	
31-Mar-11 Kristy Fee	5.00	
16-May-11 Kristy Fee	20.00	
16-May-11 Casual Fees	10.00	
16-May-11 Donations	7.75	

**Denmark Dragon Boat Club Inc
Cash Book**

31-August-2011

NAB	BSB	086-595	
	Account	173913342	
16-May-11	Ken & Anne Richardson Newton membership		140.00
15-Jun-11	Claire Jacobs membership		70.00
25-Jul-11	ATO - BAS Return Receipt		140.00
10-Aug-11	School - Year 8 Regatta		165.00
17-Aug-11	Grant		300.00
	Total Deposits		11,890.30
Payments			
28-May-10	Lunch Expenses		100.00
	Advert Walpole - Libby		12.00
	Various Lexie		45.95
	Boat Rollers		104.00
	Secretarial Expense & Stamp		68.00
01-Sep-10	Southwaty Distributors - Reggatta food		240.00
09-Sep-10	Denmark Engraving - Medals		368.80
06-Sep-10	IGA - Food Purchase		95.76
06-Sep-10	IGA - Food Purchase		15.89
14-Sep-10	Jen Langridge		43.43
14-Sep-10	Dallas & Lex		566.59
14-Sep-10	Maureen & Bob Boat Rollers		58.00
21-Sep-10	Porta Loo		110.00
02-Oct-10	Dallas & Lex Tyre Repair Stationary Less Fees		57.00
02-Oct-10	Maureen & Bob Boat Loan & Ad in Bulletin		1,522.00
04-Oct-10	Maureen & Bob Boat Loan & Ad in Bulletin		527.95
12-Oct-10	Denmark Lions Club Chq 2		40.00
12-Oct-10	Denmark Yacht Club Chq 1		100.00
12-Nov-10	IGA - Food Purchase		41.80
06-Dec-10	Yacht Club Boat Hire		50.00
16-Dec-10	Bowling Club Fees		510.00
10-Jan-10	Willoughby Bread & Cream		42.75
10-Jan-10	Willoughby Onions		12.55
12-Jan-11	WA Transport		82.80
13-Jan-11	Loan Repayment		1,000.00
13-Jan-11	Electricity Bowling Club		50.00
19-Jan-11	Cheese Willoughby		177.80
19-Jan-11	Sausages Willoughby		96.00
15-Feb-11	ATO - GST		218.00
02-Mar-11	DBWA Fees		1,140.00
21-Mar-11	Jen Langridge - Veg's Expense Intl Womens Day		20.45
28-Mar-11	Libby Foster -Expense International Womens		313.37
28-Mar-11	Geoff Bowley - International Womens Day		16.40
04-Apr-11	Geoff Bowley - Hardware items re plumbing		23.26
19-Apr-11	IGA food - For Planning Forum		39.99
13-May-11	Pizzas for Planning Forum		60.50
29-Apr-11	Logo Design - Denmark Creative		420.00
20-Apr-11	ATO - GST		68.00
11-Jul-11	Peter -Fuel & Straps transport Dragon Boats		209.26
11-Jul-11	Dallas-Fuel & Straps transport Dragon Boats		327.27
11-Jul-11	Denmark Yacht Club		50.00
11-Jul-11	Local Heros- Uniforms		355.50
11-Jul-11	Suzanne P Guyler - Boat Trolley		350.00
20-Jul-11	Denmark Yacht Club		50.00
18-Aug-11	Food For Forum Future Plans		29.36
	Total Expense		9,830.43
	Bank Balance		2,059.87
			2,059.87

**DENMARK DRAGON BOAT CLUB INC
STATEMENT OF INCOME
YEAR ENDED 31 AUG 2012**

	\$	GST	Net
Membership Fees Year End 31/08/2012(Registration 2011-2012)	\$3,770.00	342.73	\$3,427.27
Casual Paddling Fees	\$50.00	4.55	\$45.45
Total Paddling Fees	\$3,820.00	\$347.27	\$3,472.73
Grants & Other Income			
Healthway Grant	\$880.00	\$80.00	\$800.00
Healthway & Seniors Grant	\$1,100.00		\$1,100.00
Total Grants	\$1,980.00	\$80.00	\$1,900.00
Donations Dept Sport & Rec	\$1,500.00		\$1,500.00
Donations	\$67.45		\$67.45
Lunches - Trial Marathon	\$180.00	\$16.36	\$163.64
Registration Marathon & Meals Sold	\$4,855.00	\$441.36	\$4,413.64
Total Marathon Income	\$6,602.45	\$457.73	\$6,144.72
Donation Marathon Trial	\$141.00		\$141.00
Donation Seniors day	\$5.00		\$5.00
Donations Tin	\$10.80		\$10.80
Donations (Trees)	\$1,650.00		\$1,650.00
Total Donations	\$1,806.80		\$1,806.80
Tree Top Walk Fund Raiser	\$1,341.00	\$121.91	\$1,219.09
Popstick Raffle	\$54.00		\$54.00
Raffle Kayak	\$2,526.00		\$2,526.00
Raffle (select #)	\$137.80		\$137.80
Raffle Proceeds	\$669.85		\$669.85
Fund Raisers & Raffles	\$4,728.65	\$121.91	\$4,606.74
Sale Hats Uniforms	\$96.00	\$8.73	\$87.27
Water Sales	\$69.34		\$69.34
Boddington Fees	\$20.00		\$20.00
Other Income	\$185.34	\$8.73	\$176.61
Total Grants Donations & Other Income	\$15,303.24	\$668.36	\$14,634.88
Total Income	\$19,123.24	\$1,015.64	\$18,107.60
	Paid BAS	1,014.73	

DENMARK DRAGON BOAT CLUB INC
STATEMENT OF EXPENDITURE
YEAR ENDED 31 AUG 2012

Date	Detail	\$	GST	Net
19-Oct-11	Purchas Raffle Prize (Kayak)	558.95	50.81	508.14
24-Oct-11	Cheq 0003 Food Have A Go	77.34	4.31	73.03
24-Oct-11	Cheq 4 Advertising Bowling Club	110.00	10.00	100.00
01-Nov-11	Cheq 5 Raffle Permit	45.00		45.00
31-Oct-11	DBWA Fee for DDBC	390.00		390.00
14-Nov-11	IGA _ Food AGM Healthway	16.10	0.90	15.20
14-Nov-11	IGA _ Food AGM Healthway	34.59	0.69	33.90
15-Nov-11	DBWA Fee for Members	1,540.00		1,540.00
15-Nov-11	Healthway Grant Expense	800.00		800.00
16-Nov-11	Secretarial Expenses Jen \$50 Mo \$100	150.00		150.00
16-Nov-11	Food Seniors Day Bread Onions	23.35		23.35
16-Nov-11	Drain Cleaner	52.60	4.78	47.82
16-Nov-11	Toilet Roll olders	34.88	3.17	31.71
09-Dec-11	DBWA Fee for Members	110.00		110.00
09-Dec-11	Audit Fee	341.00	31.00	310.00
09-Dec-11	Flowers Brenda	65.00	5.91	59.09
16-Jan-12	Trailor Registration	84.35	1.00	83.35
30-Jan-12	Healthway Grant Expense	313.07	28.46	284.61
30-Jan-12	Bulletin Raffle Add	16.00	1.45	14.55
01-Feb-12	Toilet Paper	5.13	0.47	4.66
08-Feb-12	Food for Trial Marathon	47.43	4.31	43.12
09-Feb-12	Fruit for Trial Marathon	28.22	2.57	25.65
24-Feb-12	Food for Trial Marathon	157.80	14.35	143.45
24-Feb-12	6 x Caps & Storage Box	95.99	8.73	87.26
24-Feb-12	Hose Reel & fittings	61.60	5.60	56.00
24-Feb-12	IGA BBQ Extrodinary Meeting	60.00	0.00	60.00
12-Mar-12	Boat Maintenance	333.89	30.35	303.54
31-Mar-12	Trailer Tyre	33.00	3.00	30.00
31-Mar-12	Tree Walk Costs Cash	205.20	14.55	190.65

31-Mar-12	IGA Tree Walk		332.59	2.03	330.56
31-Mar-12	Coaching Clinic		500.00		500.00
31-Mar-12	DBWA Fee 4 members		220.00		220.00
31-Mar-12	Caps Marathon		271.25	24.66	246.59
31-Mar-12	Caps Club		28.50	2.59	25.91
31-Mar-12	Pop Stick Game Expense		54.00	4.91	49.09
31-Mar-12	Handwsh etc for Bandstand		21.34	1.94	19.40
31-Mar-12	Outboard Fuel		25.05	2.28	22.77
7/05/2012	Icky Finks	Marathon Expense	97.50	8.86	88.64
	Various	Boat Repairs	202.43	18.40	
	Blue Wren Pins	Marathon Expense	391.60	35.60	356.00
	IGA - Food Marathon	Marathon Expense	870.68	3.60	867.08
	Mc Sweeneys Lasagne	Marathon Expense	60.00	3.60	56.40
	Golden Wattle Milk	Marathon Expense	11.70	0.00	11.70
	IGA - Food Marathon	Marathon Expense	260.55	13.08	247.47
	BP Denmark Boaat Fuel	Marathon Expense	27.02	2.46	24.56
	Various Expenses	Marathon Expense	239.59	9.46	230.13
	Hall Hire	Marathon Expense	264.00	24.00	240.00
	Printers Thankyou Cards	Marathon Expense	151.50	13.77	137.73
	Crockery - Scouts	Marathon Expense	321.00		321.00
	Reeves Butchers	Marathon Expense	2,114.75	192.25	1,922.50
	Thorntons Hardware	Keys Cut	11.00	1.00	10.00
	Will's Handi bins	Porta loos	220.00	20.00	200.00
	Yacht Club Donation	Marathon Expense	100.00		100.00
	Exclusive Trophies	Marathon Expense	265.80	24.16	241.64
21-Jun-12	BBQ (second hand)		100.00		100.00
Jul-12	Peter - Payable	Trailer Repairs	242.77	22.07	220.70
May-12	Lexie Payable	Frankland Map	12.65	1.15	11.50
Aug-12	Country Tool - Trailer Repair	Trailer Repairs	95.00	8.64	86.36
Aug-12	Super Cheap Auto	Trailer Repairs	97.88	8.90	88.98
Aug-12	Bowling Club	Advert	110.00	10.00	100.00
Aug-12	Thorntons	Key Cut	5.50	0.50	5.00
	Total Expense		13,516.14	686.32	12,645.79

DENMARK DRAGON BOAT CLUB INC
BALANCE SHEET
AS AT 31 AUG 2012

Assets	\$	
Nab Bank Account	8,267.06	
Receivable		
GST - Assets	109.39	
GST - Expenses	51.25	
Fixed Assets		
Storage Box 31/07/12	718.45	
Depreciation- 33%	-19.76	
Gazebo X 2 - 31/07/12	375.45	
Depreciation- 33%	-10.33	
Boat Trolley - 11/07/2011	318.18	
Depreciation- 20%	(68.94)	
Gold Dragon Boat- 31/07/2010	5,454.55	
Depreciation - 10%	(1,136.36)	
Net Assets	5,631.24	
Total Assets	14,058.95	
Denmark Dragon Boat Club Inc		
Liabilities		
Lexie (Map)	11.82	
Peter (Boat Expense)	242.77	
Bowling Club (Advert)	110.00	
Regatta Insurance	120.00	
Winter Wise Up Dept Sport & Rec	2,000.00	
Payable DBWA memberships (2012)	355.00	
Riverside Club Tree Walk Fund Raiser Share	220.00	
Current Liabilities	(3,059.59)	
GST Payable	(0.91)	
Total Liabilities	(3,060.50)	
Net Worth 31 August 2012	4,827.95	
Net Worth 31 August 2011	2,014.67	
Net Worth 31 August 2010	4,339.86	
Net Worth	11,182.48	

SHIRE OF DENMARK



Minutes

ORDINARY MEETING OF COUNCIL

HELD IN THE COUNCIL CHAMBERS,
953 SOUTH COAST HIGHWAY, DENMARK ON
TUESDAY, 27 NOVEMBER 2012.

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The positive social interaction between members, as well as the health benefits derived from the physical exercise of active participation in the sport result in a sense of personal wellbeing/good health in each member and, collectively, within the community.

Voting Requirements:

Simple majority.

COUNCIL RESOLUTION & OFFICER RECOMMENDATION	ITEM 8.2.1 (a)
<p>MOVED: CR ROWLAND</p> <p>That with respect to request by the Riverside Clubs of Denmark (Inc.) to lodge a Round Three (3) Regional Development Australia Expression of Interest application submitted, Council;</p> <ol style="list-style-type: none"> 1. Recognise the community value of the Riverside project; 2. Agree to act as the sponsor for a RDA Round 3 Expression of Interest; 3. Agree to contribute a maximum of \$490,852 (22%) towards the total project cost of \$2,211,500 (all plus GST) subject to successful RDA and CSRFF applications and the conditions in point 4; 4. Note that it retains complete control over the financial commitment to the project and even if successful with the RDA application, Council reserves the right to evaluate their financial position dependent upon external factors such as continuation of the Country Local Government Fund and Royalties for Regions funding levels; and 5. Consider the funding of the contribution of \$490,852 in the adoption of the 2014/15 Municipal Budget, subject to the conditions in point 4 and dependent upon success of the two (RDA and CSRFF) grant applications, which should be known by approximately March 2013 (stage two) and June 2013 (final approval) for RDA and March 2014 for CSRFF. 	<p>SECONDED: CR OSBORNE</p>
AMENDMENT	
<p>MOVED: CR PEDRO</p> <p>That part 6 be added which reads as follows; Note that should the application be successful Council expects that the application will be required to be lodged as a development application with Council with the expectation that there would be requirement for comprehensive community consultation.</p>	<p>SECONDED: CR SEENEY</p>
<p>CARRIED: 10/2</p>	<p>Res: 141112</p>

6.59pm – The Director of Finance & Administration left the room.

7.05pm – The Director of Finance & Administration returned to the room.

7.07pm – Cr Gillies left the room.

7.08pm – Cr Gillies returned to the room.

AMENDED MOTION	
<p>That with respect to request by the Riverside Clubs of Denmark (Inc.) to lodge a Round Three (3) Regional Development Australia Expression of Interest application submitted, Council;</p> <ol style="list-style-type: none"> 1. Recognise the community value of the Riverside project; 2. Agree to act as the sponsor for a RDA Round 3 Expression of Interest; 3. Agree to contribute a maximum of \$490,852 (22%) towards the total project cost of \$2,211,500 (all plus GST) subject to successful RDA and CSRFF applications and the conditions in point 4; 	

Terry Redman MLA

Member for Warren-Blackwood
Minister for Training and Workforce Development
Deputy Leader of the Nationals WA

OUR REF:JT2678/Sub-56A

31 May 2013

Alan W Robertson
President
Denmark Riverside Club Inc
PO Box 48
DENMARK WA 6333

Dear Alan

Thank you for your letter, received on 27 May, inviting me to be a Patron of the Denmark Riverside Club Inc. In addition, in your capacity as President of the Denmark Bowling Club, you have also invited me to be a Patron for the 2013/2014 bowling season.

It is an honour to be invited to be the patron of a club and it gives me much pleasure to be able to accept both of your invitations. Both the Denmark Riverside Club and the Denmark Bowling Club have demonstrated a commitment to the future of the community and a willingness to work hard to achieve their goals. I commend both Clubs for the work being undertaken through the redevelopment plans to make Denmark a more vibrant community and am proud to be associated with both.

To this end, it gives me great pleasure to extend my sincere congratulations to the Denmark Riverside Club on securing the full \$500,000 funding sought from the Federal Government's Regional Development Australia fund towards the Club's proposed redevelopment costs. This significant funding allocation is testament to the hard work and dedication of members working towards that common goal.

In addition, the Shire of Denmark was recently successful in securing over \$30,000 in the recently announced State Government's Recreational Boating Facilities Scheme towards the cost of preparing a strategic plan for boating facilities on the Denmark River. I am aware Denmark Riverside Club is very closely aligned to this project and am pleased this funding provides another step forward for the Club's future plans.

I am delighted at these recent successes for the Club and wish all members well in your future endeavours.

Please don't hesitate to contact me if I can be of any assistance with either Club.

Yours sincerely



Terry Redman MLA
MEMBER FOR WARREN-BLACKWOOD



Hon **Colin Holt** MLC
Member for South West Region

Our Ref: 3116/120

26th March 2013

The Denmark Riverside Club Planning Committee
PO Box 48
DENMARK WA 6333

To Whom it may concern;

RE: DENMARK RIVERSIDE CLUB

I write in strong support of the Denmark Riverside Planning Committee and their application for funds through the Regional Development Australia Fund. Funding gained will allow the Denmark Bowling Club to be transformed into an exciting multi use facility.

The additional element of a function centre outlines the multi-use nature of this project and will contribute to filling a void in function centre capacity in the Denmark community.

The establishment of a steering committee with relevant stakeholders outlines the broad level of community support for this project.

I strongly support this application as I recognise the immense benefit this project will bring to the Denmark and surrounding community.

If I can be of any assistance on this issue or any other in the future please don't hesitate to contact me.

Kind regards



Hon Colin Holt MLC
MEMBER FOR THE SOUTH WEST REGION





Hon. Robyn McSweeney JP MLC

Member for South-West Region
Legislative Council

ATTACHMENT 14.3 to
RIVERSIDE CSRFF APPLICATION

12c "The Link Shopping Centre"

Cnr St. Emilie Way & Aberdeen Sreet, Albany WA 6330

P: 08 9841 2250 F: 08 9841 1847

E: robyn.mcsweeney@mp.wa.gov.au

27 March 2013

To Whom it May Concern

Re : Denmark Riverside Club Project

I write in support of the Denmark Riverside Project and their application for funding through various Federal and State avenues.

Successful completion will achieve a significant community resource for Denmark and the Great Southern by providing a multi-use sport and recreational centre for both land and water based activities, plus providing a modern function centre within walking distance of the town centre.

This Project will promote community cohesion by providing amenities which encourage inclusive use by all age groups and socio-economic levels. It integrates completely with the Shire of Denmark's existing strategies on infrastructure development, co-location, and promotion of community health, youth, seniors and indigenous wellbeing.

Any way that the community can keep people actively involved, is to be applauded. I see this project as a useful asset to the Denmark community. I ask that favourable consideration be given to their request for funding.

Yours sincerely

Hon Robyn Mc Sweeney JP MLC

Member for South West Region



Tony Crook MP

Member for O'Connor

Please reply to: Jude Codner (Albany Office)
Jude.Codner@aph.gov.au
Ph: (08) 9847 4467

25 February 2013

Alan Davis
PO Box 2554
DENMARK WA 6333

Dear Alan

Denmark Riverside Clubs Project

I am pleased to offer my support for the proposed Denmark Riverside Clubs Project to create a shared sporting and social precinct on the banks of the Denmark River.

This project brings together a number of sporting groups in Denmark (with a combined membership of over 300) to develop a multi-purpose facility to provide an important locality focus for the clubs involved, as well as a significant social amenity for the entire Denmark community.

I understand that stage one of the project will see the development of a new sports pavilion and clubhouse to replace the ageing clubhouse currently in that location. A second stage will involve development of the foreshore and existing John Clarke Memorial Bandstand to provide safe and sustainable river access for water craft.

I believe this project will provide an important community hub for sport and recreation in Denmark and I look forward to hearing of your success in securing funding. .

Yours sincerely



TONY CROOK

tony.crook.mp@aph.gov.au | www.tonycrook.com.au

Canberra Office
PO Box 6022
House of Representatives, Parliament House
Canberra ACT 2600
ph 02 6277 4105 fax 02 6277 8471

Kalgoorlie Office
PO Box 10415 Kalgoorlie WA 6433
345 Hannan Street Kalgoorlie WA 6430
ph 08 9021 1241 or 1300 772 061
fax 08 9021 1506

Albany Office
PO Box 5077 Albany WA 6332
Shop 5, The Link Shopping Centre, Albany WA 6330
ph 08 9847 4467 or 1300 301 868
fax 08 9847 4480





22 June 2012

The Riverside Clubs Project
PO Box 48E
DENMARK WA 6333

**Dragon Boating
Western Australia**
PO Box 387
LEEDERVILLE WA 6903
Email dbwa@optusnet.com.au
www.dragonboatingwa.asn.au

Dear Sir

MULTI-PURPOSE SPORTS PAVILLION - DENMARK

On behalf of Dragon Boating WA (DBWA), the state sporting association for dragon boating in Western Australia, I would like to express our support for the proposed multi-purpose sports facility planned for Denmark.

The current facilities used by the Denmark Dragon Boat Club are inadequate (50-year old bandstand) and more practical facilities are urgently needed. The new facility planned will assist our club in developing the sport in the south coast area of WA.

DBWA supports multi-purpose facilities and the proposed facility embraces this. By joining forces with the Denmark Bowling Club, the Classic Boat Club and the Canoe and Kayak Club, this provides a combined membership of over 300. It is my understanding that all of these sporting groups are committed to this project as they recognise this is required to develop sport in the area.

The finished result of this project will provide a wonderful facility for the Denmark community.

Yours sincerely

A handwritten signature in black ink, appearing to read "K.P.", written in a cursive style.

Kristin Priest
President



Department of
Sport and Recreation





BOWLS WA

1ST Floor, 158 Main Street
Osborne Park WA 6017

Telephone (08) 9340 0800

Facsimile (08) 9242 1866

Email enquiries@bowlswa.com.au

Web www.bowlswa.com.au

All correspondence to:
PO Box 123
Osborne Park WA 6917

9th July 2013

Mr Alan Davis
Denmark Bowling Club
PO Box 48
DENMARK WA 6333

Dear Alan,

Re: Proposed new clubhouse

Thank you for the update on the proposed new clubhouse and facilities for the Denmark club.

The project is clearly a tremendously exciting one, which incorporates not only the needs of the bowling club, but also other sports within the region, thereby significantly boosting the operational viability of the project.

The planning undertaken with all stakeholders ensures the greatest possibility of success as will the strong support shown by the Shire and the town itself. As has previously been advised BOWLS WA is committed to assisting where possible the continual improvement of bowling facilities both in metropolitan and regional areas. Clearly this project accommodates this and from our discussions would become an outstanding boutique facility in the Great Southern.

BOWLS WA looks forward to seeing the project come to fruition and again offers its full support in any way possible.

With very best wishes,

Ken Pride
Chief Executive Officer

F:\Administration\Clubs\Denmark\letter of support - csrff funding.docx

Proudly sponsored by:

BURSWOOD
ENTERTAINMENT COMPLEX

BCIB
BOWLING CLUB
INSURANCE BROKERS



Department of
Sport and Recreation



Canoeing Western Australia Inc

ABN: 54 768 331 599

Sports Lotteries House, Stephenson Ave,
Mt Claremont, Western Australia 6010

PO Box 57, Claremont WA 6910

Phone: (08) 6364 3659**Fax:** (08) 9387 8018**Web:** www.wa.canoe.org.au

20 June 2013

TO WHOM IT MAY CONCERN

On the weekend of the 25 and 26 May 2013, I went with a group including the CWA Development Officer to visit the newly formed proactive Denmark Riverside Canoe Club and run some paddling sessions with them as well as a Q&A forum.

The forum was held at the Denmark Riverside Club where we were all made very welcome; at the forum I was introduced to Alan Davis who explained the plans that were on display at the Club, which I found very exciting, not just for the paddling Club or the other Clubs associated with this group but a fantastic community hub for all of Denmark.

After the weekend of paddling we caught up with the Secretary of the Riverside Canoe Club to concentrate on the procedural part of running a canoe club correctly, during the time spent with her at her home, she asked if it would be possible for us (CWA) to help run a multi-sport event in Denmark and from the Club.

Having grown up in Denmark, this area would be the perfect place to run such an event. Since being back in the office I was having a conversation with Nature Play and we are thinking (early days yet) of running a multisport event for both juniors one day and seniors the next around the very beautiful Denmark area during the month of May.

From the passion of all that I met that are involved with the Denmark Riverside Club, I can see many visits to this Club and envisage holding regional and state events from there and with the foresight of what the new club could offer we would not hesitate in planning such events.

The location is ideal (right on the river and in the middle of town), the actual area that is on the plan would be perfect to hold a big event and the fact the plans for the kitchen would have the capacity to handle big multi day events and large numbers would be so fantastic for this inaugural event and many others after that.

To complete this project the Denmark Riverside Club will be seeking support for the Department of Sport and Recreation's Community and Sporting Recreation Facilities Fund and on behalf of the Canoeing Western Australia Board and members I cannot not offer enough support for the fantastic initiative for this regional area.

Yours sincerely

ROSALIE EVANS (JP)
Executive Officer



29 July 2013

Mr A Davis
Consortium Chairman
Denmark Riverside Club
PO Box 48
Denmark WA 6333

Dear Alan,

Re: Letter of Support

Thank you for the opportunity to be briefed on your proposed multi-purpose community facility at Denmark.

The WA Sports Federation (WASF) commends you and the project team on the concept design and the future flexibility to add other community groups.

Very commendable in your planning are the following:

- The multi-purpose intent of the project
- The Riverside facilities will be available to other sport and recreation clubs
- The facilities will enable Denmark to host a variety regional and state events with access to modern facilities for catering and multi-purpose activities/sports administration areas
- The club complex will be a significant asset to sport and recreation tourism in WA with its ability to support activities on the Munda Biddi Trail and the proposed South Coast Water Trail.

Congratulations on your initiative to attract Federal Government investment and gain the support of the Shire of Denmark.

WASF wishes you well in attracting further investment in this very valuable community asset.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rob Thompson', is written over a vertical line that extends from the signature down to the printed name below.

Rob Thompson
Chief Executive Officer



19th July 2013

President
Denmark Riverside Club Inc
Denmark.

Denmark Riverside Project Stage 1: New Pavilion/Clubhouse

Dear Sir

I would like to express the support of the Munda Bididi Trail Foundation Inc. for your redevelopment project which will see a significant recreational facility provided for residents and visitors in the Denmark community.

We are aware that the Riverside Club is keen to welcome Munda Bididi Trail riders to use club facilities and understand that your facilities would also be available to assist us in hosting organised events. We have seen your concept plans and your central location together with facilities such as toilets/showers, storage, sports administration area, kitchen and club recreation areas are particularly attractive.

We understand that you are seeking funding from various state and federal bodies and strongly support you in these endeavours. We look forward to the successful delivery of your project and welcome an opportunity to discuss how our organisations can work collaboratively in the future.

Yours faithfully

A handwritten signature in black ink, appearing to read "Allan Birrell", enclosed within a faint circular outline.

Allan Birrell
Executive Officer



• ABN: 62 903 910 807 •

• P.O. Box 7445, Cloisters Square, WA 6850, Phone: (08) 9481 2483, Fax: (08) 9481 2484 •
• Email: foundation@mundabididi.org.au • Website: www.mundabididi.org.au •





Denmark Historical Society
PO Box 54
Denmark 6333

Alan Davis
Riverside Club Project

18th September 2012

Dear Alan

Thanks for the informative presentation to the Society given by Geoff yesterday

The Denmark Historical Society appreciates the consultative approach that you have initiated in regard to the preservation of the historic buildings that may have to be moved to other locations or modified to allow for the Riverside Project to progress.

I have been nominated to be the contact person in relation to these matters and the person through which all information, questions and decisions between the Denmark Riverside Club and the Society should be conveyed.

The members and committee of the Denmark Historical Society support your endeavours and look forward to a mutually beneficial relationship.

Yours Sincerely

Eddie Jagger
Secretary



LOWER GREAT SOUTHERN BOWLING LEAGUE

President - Kevin Williams - Ph: 9841.1968 Fax: 9841.3549
Secretary - Lynne Danks - Phone: 9841.1968 - Fax 9841.3549
Email: l.danks@bigpond.com
Address for Correspondence: 18 Lancaster Road, Albany, 6330



Albany, Cranbrook, Denmark, Emu Point, Frankland, Green Range, Middleton Beach, Mt. Barker, Mt. Barker Golf, Walpole

19 February 2013

The Riverside Clubs Project
C/- PO Box 48
DENMARK WA 6333

TO WHOM IT MAY CONCERN

Denmark, as a town, has grown exponentially over the past five years with recently retired people from Perth seeking the ultimate "sea-change" lifestyle.

As a result, Denmark Bowling Club has benefited from this influx of population and now supports one hundred and fourteen fully capitated members and a considerable number of social members.

The new facility, for which Denmark Bowling Club is seeking funding, will be an asset to the town and, more importantly, the Club itself.

With the inclusion of the Dragon Boat Club, the Canoe and Kayak Club and the Classic Boat Club, all of which need facilities, Denmark Bowling Club's membership has increased to three hundred members.

Denmark Bowling Club's facilities are totally inadequate in their present form. It is an old weatherboard building and requires constant maintenance. The catering facilities are sub-standard, the acoustics are abominable and, for larger bowling events it is impossible to adequately seat more than ninety people.

Lower Great Southern Bowling League fully supports Denmark Bowling Club's application for funding from the Community Sport and Recreation Facilities Fund and wish them well in their endeavours.

Yours sincerely,

(Mrs) L.F. Danks
Secretary
Lower Great Southern Bowling League
18 Lancaster Road
McKAIL WA 6330

LOWER GREAT SOUTHERN BOWLING LEAGUE

President - Kevin Williams - Ph: 9841.1968 Fax: 9841.3549
Secretary - Lynne Danks - Phone: 9841.1968 - Fax 9841.3549
Email: l.danks@bigpond.com
Address for Correspondence: 18 Lancaster Road, Albany, 6330

Albany, Cranbrook, Denmark, Emu Point, Frankland, Green Range, Middleton Beach, Mt. Barker, Mt. Barker Golf, Walpole



DENMARK HIGH SCHOOL

956 South Coast Highway Denmark Western Australia 6333

TELEPHONE: (08) 9848 0100
FAX: (08) 9848 3286

PRINCIPAL: Diane Cole

The Denmark Riverside Club Planning Committee
PO Box 48
DENMARK WA 6333

Dear Sir,

Letter of Support – Denmark Riverside Club

Located just east of the town centre of Denmark, the Denmark District High school is an educational facility for Year 10, 11 and 12 students offering a wide variety of studies.

The Denmark District High School is pleased to support the Denmark Riverside Club project. Transforming the existing outdated Denmark Bowling Club building into an exciting multi-purpose facility will:

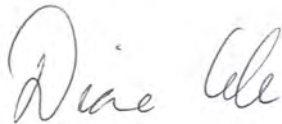
- Provide the bowling, dragon boat, canoe/kayak and classic wooden boat groups with an excellent facility to conduct their sports and will encourage greater community participation in healthy and safe physical activities, especially those more suited to mature age participants.
- Offer another healthy option for student activity both as part of the school curriculum and as participants in community events. Our students already utilise the bowling and dragon boating facilities for occasional events and this project will provide for even more opportunities for the school to participate in constructive team building activities.
- Offer the Denmark community a new option, with seating for up to 200 people, for functions like the events and exhibitions organised by the Denmark Arts Council. Current community and commercial venues are often either unavailable or unsuited to stage multiple events over festival weekends.
- Greatly enhance the main entry point into Denmark by replacing a building that is no longer economically viable to maintain or renovate with an attractive and sustainably designed facility. The potential to incorporate community art into the Riverside Club precinct is also something that the Council would like to support especially given the close proximity of the precinct to the Mokare Trail and the planned Denmark water trail linking the rivers and inlets of the south Coast.
- Assist with recognition of Indigenous traditional sites nearby by, in stage 2 of the redevelopment, providing for the relocation of boat moorings away from the immediate Northern side of the Denmark Bridge.

Another important issue is the future of the John Clark Bandstand which is adjacent to the proposed building and presently used by the Denmark Dragon Boat Club. While not included in concept plans for the new building it is planned that, in stage 2, the precinct surrounding the building will be redeveloped to provide :

- Safe and environmentally sound water access for the dragon boat, kayak and classic boat groups.
- Landscaping to deal with the existing very poor drainage and water logging
- Seating , paths and interpretative signage for the Indigenous and more recent history of the site.
- Refurbishment/redevelopment of the bandstand building to ensure that it is able to continue to be a viable community asset. This of course will also require careful consideration of the options and community consultation before the Denmark Riverside Club is in a position to implement stage 2 .

The Denmark District High School therefore fully supports the project which we envisage being a very positive factor in ensuring that the Denmark community continues to grow as a vibrant, healthy and engaging place for both school students, Denmark residents and visitors.

Yours sincerely,

A handwritten signature in cursive script that reads "Diane Cole".

Diane Cole



DENMARK TOURISM INCORPORATED

73 South Coast Highway Denmark Western Australia 6333

Tel: 08 9848 2055

Fax: 08 9848 2271

Email: ceo@denmark.com.au

Web: www.denmark.com.au

ABN: 87 260 403 659 Lic 9TA 1373

24 July 2013

Chair
Denmark Riverside Clubs Project
Denmark WA 6333
Australia

To the Chairman

RE DENMARK RIVERSIDE CLUBS PROJECT

This letter serves to provide full support from Denmark Tourism Incorporated (DTI) for the Denmark Riverside Clubs Project.

You are to be congratulated on an incredibly well thought out project with a Steering Committee in place that ensures the various clubs' requirements and community needs are considered. This project will undoubtedly transform the regions economy by ensuring the provision of functional public utilities, infrastructure and social amenities that engender improvement in the living conditions, well-being and welfare of this community. These are fundamental objectives of any meaningful development strategy.

A successful outcome for this project will value add to Denmark's social capital through the establishment of a sports pavilion and clubhouse doubling as a base for river based water activities and a multi-purpose function centre. From a tourism perspective, the development will act as a gateway statement to Denmark to the benefit of community and visitors to Denmark.

Furthermore, the project will offer an additional venue for meetings, conventions and events. Events (for example, weddings and conferences) have the ability to build and stabilise visitation and prove to be the most effective way of redistributing wealth. This project has the ability to move money into the Denmark economy from other parts of Australia, essentially bringing in income that would otherwise not be earned.

This project provides an opportunity for Denmark and the Great Southern to tap into economic benefits, such as:

- 1) Associated direct employment.
- 2) Increased spending in the Great Southern which will directly and indirectly promote the viability of local small-medium enterprise.
- 3) Highlighting the broad prosperity that this project can bring to a community.
- 4) Hosting of events and conferences evoking a greater understanding and respect for the value of tourism.
- 5) Economic diversification acting as an insurance policy against hard-times for many regional communities.

For all of the above reasons, DTI wish the Committee every success with their efforts to turn this project into reality.

Yours sincerely



Justine Nagorski
Chief Executive Officer

DENMARK TOURISM INCORPORATED



D E N M A R K

The Denmark Riverside Club Planning Committee
PO Box 48
DERNMARK WA 6333

20th August 2012.

Dear Sir,

Letter of Support –Denmark Riverside Club

Located just east of the town centre of Denmark, the WA College of Agriculture is a 560 hectare working farm and educational facility for Year 10, 11 and 12 students offering a wide variety of studies with an agricultural focus.

While the majority of students are residential, there are a number of day students, and a bus service is provided to and from Albany. From its early beginnings in 1942 on the site of the current TAFE campus, the College has evolved considerably and moved to its present purpose-built facility in 1999, with a capacity for around 90 students.

The WA College of Agriculture is pleased to support the Denmark Riverside Club project. Our students already undertake a range of water based activities and transforming the existing outdated Denmark Bowling Club building into an exciting multi purpose facility will;

- Provide the bowling, dragon boat, canoe/kayak and classic wooden boat groups with an excellent facility to conduct their sports and will encourage greater community participation in healthy and safe physical activities, especially those more suited to mature aged participants.
- Offer another healthy option for student activity both as part of the College curriculum and as participants in community events.
- Offer the Denmark community a new option, with seating for up to 200 people, for functions like the events and exhibitions organised by the Denmark Arts Council. Current community and commercial venues are often either unavailable or unsuited to stage multiple events over festival weekends.
- Greatly enhance the main entry point into Denmark by replacing a building that is no longer economically viable to maintain or renovate with an attractive and sustainably designed facility. The potential to incorporate community art into the Riverside Club precinct is also something that the College would like to support especially given the close proximity of the precinct to the Mokare Trail and the planned Denmark water trail linking the rivers and inlets of the South Coast.
- Assist with recognition of Indigenous traditional sites nearby by, in Stage 2 of the redevelopment, providing for the relocation of boat moorings away from the immediate Northern side of the Denmark Bridge.

South Coast Highway
PO Box 350 Denmark WA 6333
T (08) 9848 0200
F (08) 9848 2997
E: denmark.ac@det.wa.edu.au
W: www.denmarkag.wa.edu.au

Albany Dragon Boat Club Inc.
PO BOX 5465
ALBANY WA 6330

To Denmark Riverside Club
Planning Committee
PO Box 48
DENMARK

Dear Sir,

Letter of Support – Denmark Riverside Club

The Albany Dragon Boat Club would sincerely support the combine use of a Club to incorporate a multi- purpose facility.

The Albany Dragon Boat Club is a member of the Off Shore Fishing and Boating Club, combining the Bream Fishing Club, the Offshore Fishing Club, the Kayaking Club and Dragon Boat Club. The benefits of having a multi-purpose club is the combine financial pooling of all these groups making the club financially viable. Each club not only contributes financially but works together to constantly improve and maintain the club rooms and storage areas therefore gaining maximum use of the facility.

The Denmark Dragon Boat Club have proven to be a progressive club hosting events with the limited facilities they now endure, with the prospect of having a combine club with improved facilities (adding a bathroom and kitchen) they will be able to host more regional events with greater confidence.

In these times of financial uncertainty having individual rooms for clubs is a luxury afforded to few. The structure of many clubs using the same facility is not only progressive but promotes the sense of community support between the clubs and financial security within the main body of the facility.

Yours sincerely,

Trish Williams
President

Denmark Discover the Difference!



20 February 2012

Maureen Cowdell
Riverside Clubs Project Committee
PO Box 48
DENMARK WA 6333

Dear Maureen

Letter of Support – Riverside Clubs Project

The Denmark Chamber of Commerce strongly support the Denmark Riverside Clubs Project in their pursuit of a new clubhouse for the combined clubs of Denmark Bowling Club, Denmark Dragon Boat Club, Denmark Classic Boat Club and Denmark Canoe & Kayak Club.

We believe that this joint venture will serve Denmark businesses and community well by providing a long term solution to the needs of each club. Sporting Clubs are an integral part of our community and as such need to be adequately supported in their quest to maintain and increase their membership levels. The DCC acknowledges and appreciates the effort made by sporting clubs to shop local and support local business where they can.

The Denmark Chamber of Commerce wish the Committee of the Denmark Riverside Clubs Project every success in their pursuit of a new pavilion.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Gail Guthrie'.

Gail Guthrie
President
Denmark Chamber of Commerce

Denmark Chamber of Commerce

1/81 Strickland Street - PO Box 148 Denmark WA 6333 - Ph (08) 9848 2065 - Fax: (08) 9848 2063
Email: denmarkchamber@westnet.com.au



PO Box 295
Denmark WA 6333

The President,
Mr Alan Robertson
Denmark Bowling Club
PO Box 54
Denmark WA 6333

15 March 2012

Dear Alan

It is my intention to form a petanque club in Denmark and see it as a perfect fit to be included in plans for the Riverside Project. I believe that the game of petanque would provide an extra dimension to the project that would attract participants of all ages who are not the traditional market for the other clubs involved. Informal enquiries have indicated that between 20 and 30 people would form the seed of the club, and I envisage that this would grow rapidly and become an additional attraction to members of the other participating clubs.

Initial contact with Petanque WA has been most encouraging (see attached emails). It is interesting to note that Rockingham Bowling Club has provided one of their greens to become a petanque piste and have also installed lights to allow for evening play.

To accommodate 30 players we would need a level area of 20 metres by 25 metres. A loose surface such as gravel (10mm to dust) on a well-drained sub-surface is all that is required.

The Riverside Project is one of the most exciting developments in Denmark in recent years, and I would ask that favourable consideration be given in the overall plan to the inclusion of this enjoyable, social sport.

Yours sincerely

A handwritten signature in black ink, appearing to read "Eddie Jagger". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Eddie Jagger

Cc: Alan Davis, Riverside Club

Initial enquiry to Petanque WA:

Michael. We would like to start a Petanque Club here in Denmark as part of the proposed Riverside Club, which is a new incentive of the Denmark Bowling Club in association with Denmark Dragon Boat Club, Denmark Canoe Club and Denmark Vintage Boat Club. We see Petanque as an ideal complimentary sport that could be enjoyed by all members of the existing clubs. I also have had interest from 25 or so people that are not members of any of the clubs mentioned. Could you please head us in the right direction as how to go about setting up a club. Any assistance and information that you could offer would be greatly appreciated. Regards Eddie Jagger

Responses

From: **Michael Hyde**

Subject: RE: Customer Enquiry from the Petanque Western Australia Website

To: jaggerbags9@gmail.com, suzigray@bigpond.com

Cc: Helen Bayet <hbayer@bigpond.net.au>, Sue Dauth <srdauth@hotmail.com>, Kim Douglas <kimdouglas15@bigpond.com>

Hi Eddie

I agree it would be an ideal complimentary sport within that setting and I hope it does go ahead. Kim Douglas has been keen to promote and develop a petanque club within that region, as has been Sue Dauth. Helen Bayet has been instrumental in tying petanque into the Margaret River Festival and may also be able to respond to your enquiry. I have Cc their email addresses above. While I have recently established **Junior Petanque**, an incorporated sporting body geared towards promoting the sport of petanque through the juniors here in Western Australia, outside of Sue, Kim and Helen, my advice would be to contact Sue Gray first, for in many ways their club's experience will be able to help you initially more than mine. Then whatever assistance I can provide through Petanque Western Australia, I will be more than happy to give.

Helen Bayet, President of the Rockingham Petanque Club, WA

Sue Dauth, President of Le Clochemerle de Petanque Club, WA

Sue Gray, Secretary, Camberwell Pétanque Club, suzigray@bigpond.com

4/12 Rochester Street Kew VIC 3101 Phone: 03 98536861, Mobile: 0407 583005

<http://www.pisteup.com/>

Sue could you please respond to Eddie's email below. I have including some further background information below:

Cheers

Michael Hyde

Secretary of Petanque WA

PFA State Junior Coach

From: **Daniel & Helen Bayet**

Subject: Petanque in Denmark

To: jaggerbags9@gmail.com

Cc: Michael Hyde <michhyde@hotmail.com>, salaudh@hotmail.com, kim douglas <kimdouglas15@bigpond.com>

Hi Eddie,

Michael Hyde passed on your email regarding the possibility of setting up a Petanque Club in Denmark within your new sporting complex and it certainly sounds really exciting to me.

I have been the President of the Rockingham Petanque Club now for 11 years ever since we became members of the Rockingham Bowling Club and were given 1 of their greens to develop into a Petanque piste. We did this with the sanction of the City of Rockingham and their support with grants to assist in the establishment of the ground and then the installation of lights.

Over the past few years I have also been involved with trying to get Petanque into the South West by running a Petanque competition during the annual Wine Festival at Margaret River and have had some players come from your region to participate.

If I can be of any assistance to you in regards to your venture, please do not hesitate to contact me as I am willing to help out where ever needed.

Kind regards

Helen Bayet

From: **kim douglas**
Subject: Petanque in Denmark
To: jaugerbags9@gmail.com
Cc: Helen Bayet <hbayet@bigpond.net.au>, Susan Rae Dauth <srdauth@hotmail.com>, Michael Hyde <mchlhyde@hotmail.com>

Good morning Eddie

Great news about the new complex and your keenness to establish a petanque club in Denmark. I'm sure with diligent planning, advocacy and support it will all happen. Re Helen Bayet's offer of help, having worked with Helen for many years in the petanque community I can say that she is an absolute powerhouse of practical inspiration and ideas that you can greatly benefit from. Go for it!

A couple of years ago as then president of Clochemerle Club I met with several people (Sport & Rec, community development etc.) in neighbouring Albany to look into prospects of a Great Southern tournament. The concept of trying to set up something enduring from Perth, as in my case, for folk in the country, proved too unwieldy/impractical for me but in your case you have the nucleus of interested players on the spot.

FYI, while having a permanent home and endorsement within a sports complex is the solid way to go, I did find various wineries had some level of interest and/or leisure pitches and informal tournaments. Nothing beats a permanent home within a sports complex but maybe interested wineries could be subsidiary supporters to endow trophies and stage some "away" games as a mutual promotion. I'm happy to add whatever support I can to Helen's.

Best wishes, Kim Douglas

Tel. 9279 7300, 0419 468 458



PO Box 300, Denmark WA 6333
Cnr Strickland & Mitchell Streets
Ph /Fax 08 9848 3623
admin@denmarkarts.com.au
www.denmarkarts.com.au
ABN 36 953 413 894

The Denmark Riverside Club Planning Committee
PO Box 48
DENMARK WA 6333

TO WHOM IT MAY CONCERN
Letter of Support – Denmark Riverside Club

The Denmark Arts Council was formed in July 1980 and incorporated in 1983. It is the peak body for arts within the Shire of Denmark and also offers services throughout the region to Walpole, Mt Barker and Albany. Since the Council's inception, an annual program has been established that provides a diverse range of arts activities for the community and visitors. Examples of events supported by the Council are:

- Brave New Works
- Denmark Festival of Voice
- Art exhibitions, workshops and
- Regular community markets

Denmark Arts is pleased to support the Riverside Club project. Transforming the existing outdated Denmark Bowling Club building into an exciting multi-purpose facility will:

- Offer the Denmark community a new option, with seating for up to 200 people, for functions like the events and exhibitions organised by our Council. Current community and commercial venues are often either unavailable or unsuited to stage multiple events over festival weekends.
- Greatly enhance the main entry point into Denmark by replacing a building that is no longer economically viable to maintain or renovate with an attractive and sustainably designed facility. The potential to incorporate community art into the Riverside Club precinct is also something that the Council would like to support especially given the close proximity of the precinct to the Mokare Trail and the planned Denmark water trail linking the rivers and inlets of the south Coast.
- Assist with preservation of Indigenous traditional sites nearby by, in stage 2 of the redevelopment, providing for the relocation of boat moorings away from the Northern side of the Denmark Bridge.

We note that the core of the old bowling club building was the original Denmark railway station and that it is intended that it will be relocated to the heritage precinct at the Denmark river mouth.

Denmark Arts therefore fully supports the project which we envisage being a very positive factor in ensuring that the Denmark community continues to grow as a vibrant, healthy and engaging place for both residents and visitors.

Yours sincerely

A handwritten signature in black ink, appearing to read "Vivienne Robertson".

Vivienne Robertson
Artistic Director
31 July 2012



**COUNTRY+
ARTS+WA=**



Government of Western Australia
Department of Culture and the Arts

lotterywest



11.07.2013



Denmark Riverside Club
PO Box 48
DENMARK WA 6333

84 Collie Street
ALBANY WA 6330

Dear Sir

Letter of Support – Denmark Riverside Club

Cancer Council Western Australia (CCWA) aims to minimise the incidence and impact of cancer on our community through advocacy, research, education and by providing people affected by cancer with support to enhance their quality of life.

Regular exercise reduces the risk of some cancers, heart disease, high blood pressure, type 2 diabetes and weight gain. It strengthens the bones and muscles and protects against osteoporosis and osteoarthritis. Activity promotes balance, flexibility, coordination and greater levels of energy. Added to this, physical activity helps to relieve stress, anxiety and depression.

CCWA recognises the importance of supportive environments that encourage and enable community members to participate in their preferred activity and is pleased to support the Denmark Riverside Club. The multipurpose Riverside Club precinct will:

- Provide members with an excellent area in which to conduct their sports and will encourage greater community participation in healthy and safe physical activities, especially those more suited to mature age participants. Such as bowling, dragon boating, canoe and kayaking and classic wooden boating;
- Provide the Denmark community with a large venue for functions, for example the events and exhibitions organised by the Denmark Arts Council. Current community and commercial venues are often either unavailable or unsuited to accommodating multiple events over festival weekends;
- Greatly enhance the main entry into Denmark; and
- Offer another healthy option for student activity both as part of the college curriculum and as participants in community events.

The potential to incorporate community art into the Riverside Club precinct is also something that Cancer Council WA would support especially given the close proximity of the precinct to the Mokare Trail and the planned Denmark water trail linking the rivers and inlets of the south Coast.

Yours sincerely

A handwritten signature in black ink that reads "Libby Foster".

Libby Foster | Great Southern Region | Cancer Council Western Australia
T: +61 8 98427513 | F: +61 8 9842 2643





DENMARK OVER 50'S ASSOCIATION INC.

ABN: 18607931884

PO Box 490 Denmark WA 6333

Enhancing the lifestyle of Seniors

12 July 2012

**The Secretary
Denmark Bowling Club
PO Box 48
DENMARK WA 6333**

Dear Secretary

A few of the Over 50's Committee recently attended a meeting of the Denmark Riverside Club. The meeting was well attended and provided an insight to the facilities which would provide an additional venue and facilities for our members.

With a membership of over 150 members the Over 50's find it difficult to find a venue for social functions and meetings within Denmark, with Riverside we see that as a positive for social life of members also audio/visual presentations/guest speakers and other activities with:

- Meeting Rooms
- Briefing Rooms
- Socials
- Storage etc

Also with the advent of Riverside it will provide an avenue for members to join in the sporting activities so it permits members to maintain and or increase their health and fitness.

We also raised the concept of establishing a Croquet Club for Riverside to consider the feasibility for the use of the synthetic greens as an area on which to play croquet. The establishment of Croquet Club in Denmark would be beneficial to the members/residents as it would alleviate the need to travel to Albany to play croquet.

Yours sincerely

**Ian Mulholland
President**