

Old Bega Hospital Regional Centre Our Vision - Our Future



Strategic Plan

This document is the result of Strategic Planning meetings conducted with and is endorsed by the Trustees for the Old Bega Hospital Reserve.

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Our Mission Statement

*To develop a centre for our region's identity.
A place where we celebrate our past, nurture
our community and dream about our future.*

Our Vision

We invite you on a journey to 2017 to see the fully functional Old Bega Hospital Regional Centre where our region's identity is proudly on display.

Our Place

We welcome you to our family friendly grounds with fully restored buildings which are a valuable asset to our community and one of the region's premier tourist attractions. Situated in a quiet picturesque rural setting close to Bega township we provide parking and easy access all within 100 metres from the Princes Highway.

Our virtual place on the World Wide Web mirrors the values of our physical place and provides significant resources and information to our community as well as having a worldwide audience.

Our Heritage

We celebrate our past in the quality of the restored buildings and grounds which offer an insight into our region's history. We have many links to our past: our gardens and grounds feature walks where plaques have details of our early pioneers and families; our gardens as well as the children's play areas have been designed to showcase a time gone by. All the buildings have been sensitively restored to their era and feature information on our region's history.

Our Community

We nurture our community by providing unique and affordable accommodation and resources that are used for many varied indoor and outdoor activities. Our permanent accommodation is well used by local potters, weavers, artists, community radio and many more who offer hands-on activities for locals and visitors. Community groups, committees and sporting associations appreciate our short term hire of meeting rooms and they also have space for their use on our web site. Our multifunction rooms and extensive outdoor areas are used for conferences, presentations, weddings, theatrical and musical performance and many more events are celebrated here.

Our Future

We dream about our future through activities that are creative, educational and inspirational. Our aged population, many who were born within these walls, are actively involved, their reminiscences and memories are displayed and recorded for future generations to admire and to be inspired. All the region's educational institutions are represented and offer resources for onsite learning activities. Children participate and express their creativity with hands-on

workshops with the residential arts and crafts groups especially in our school holiday activity programs.

Our Team

The successful delivery of our vision has been driven by a board of seven trustees who are experienced, creative and tenacious with a willingness to accept new ideas for the future. They have been well supported by the numerous members of the Friends of Old Bega Hospital, their strategic partners and the region's community.

We have well defined systems and processes in place. We follow the procedures and objectives which have been refined over the years to consistently deliver the high standards that we have agreed on. The critical systems that we have developed are in the management, maintenance and promotion of the Old Bega Hospital Regional Centre. Our team members who have various skills and a range of experience are responsible for the operations under their control; they are now fulfilling their roles in managing a successful, impressive and valued asset for our region.

Our Financial Performance

Our significant revenue stream is generated from the following sources:

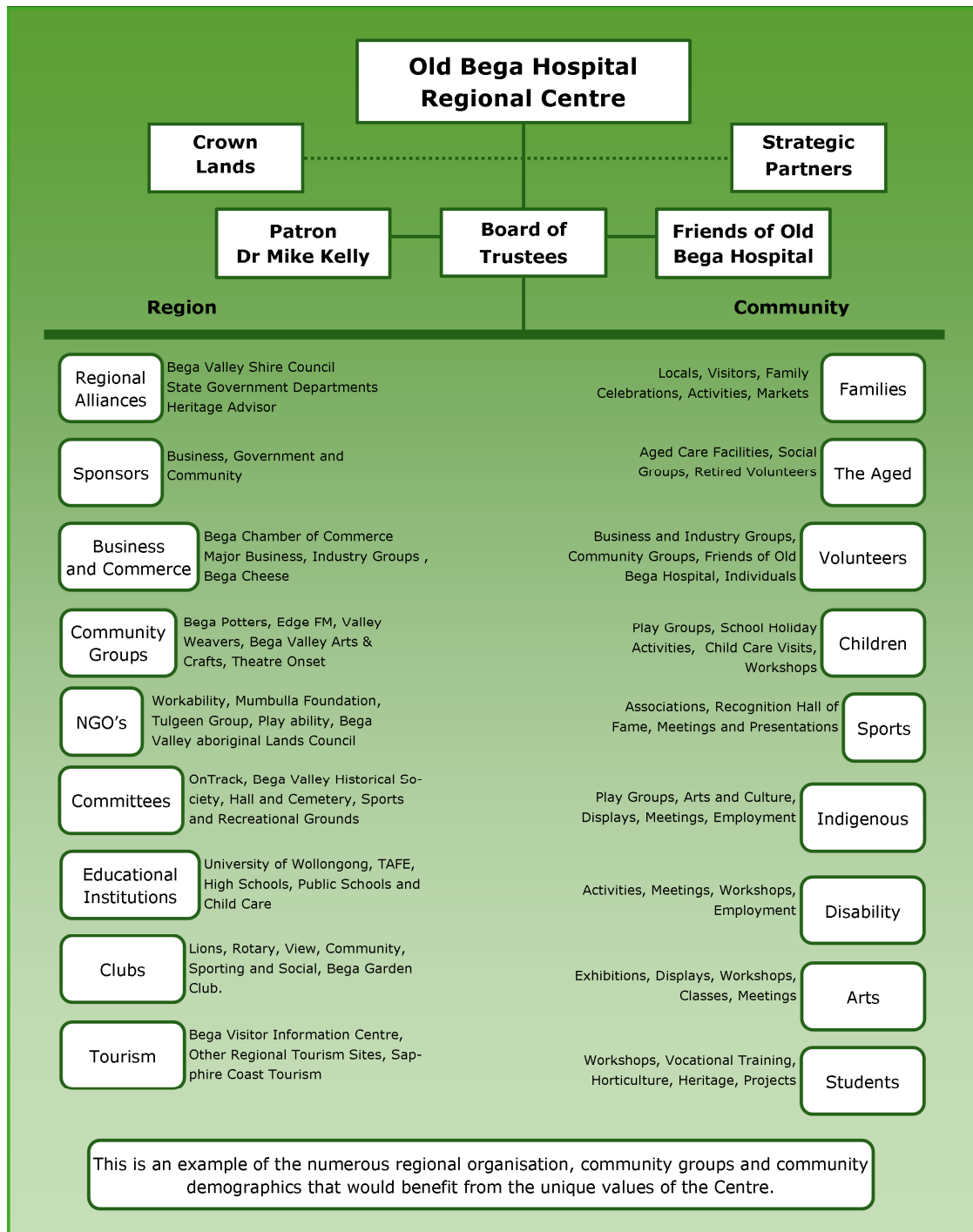
- Café with arts, craft and local produce shop
- Accommodation hire which includes long term, short term and special events
- Exhibitions, performances and open days
- Friends of Old Bega Hospital membership and fundraising
- Sponsorship and Donations
- Musical and Theatrical Performances
- Play Groups and School Holiday Activities

Our regular expenses for maintaining and operating the facility are:

- Ground and Building Maintenance
- Rates
- Electricity, Water and Gas
- Internet and Phone
- Printing, Post and Stationery
- Website development and maintenance
- Marketing and Advertising
- Administrative Costs – Bookkeeping etc

Our revenue more than covers our expenses. Excess funds will be used for further improvements and developments as well as sponsorship projects for the region.

Our People



These people have confirmed their support for our Strategic Plan:

Dr Mike Kelly - Patron
Peter Hendy – Federal Member for Eden-Monaro
Andrew Constance – New South Wales, State Member for Bega
Bill Taylor – Mayor of Bega Valley Shire Council
Leanne Barnes – General Manager Bega Valley Shire Council
Malcolm Barnes – President Bega Chamber of Commerce and Industry
Barry Irvin – Executive Chairman Bega Cheese
Sam Avitaia – Campus Manager, University of Wollongong, Bega
Jim Butterworth – Bega and District Nursing Home
Kerry Abramowski – Southern NSW Local Health District
Workability
Mumbulla Foundation
Bega Valley Advocates for Timor Leste
Bega Valley Weavers, Valley Potters
Edge FM Community Radio
WIRES
Bega Men’s Shed
Bega Valley Amateur Bee Keepers
Bega Valley Arts and Crafts Society
Bega Historical Society
Theatre Onset
Bega Lions Club
Bega Garden Club

Copies of support letters can be found in Appendix A

Forty Two Community groups used our facilities at the Old Bega Hospital before the fire in May 2014.

Some of the regular users were:

Far South Coast Community College	Artisan Garden Café
Bega Valley Family Day Care Scheme	Lee Chittick (Photography)
Valley Originals Art and Craft Co-operative	Bega Woodcrafters
Bega Quilters	Bega Valley Potters
Over-Eaters Anonymous, Bega	Sunday Printers (print making group)
G. Farram’s Book Exchange	Bega Valley P.A.N.T.S. (Theatre)
Bega Valley Art & Craft Society	Regional Gallery Print Making Workshops
Bega Weavers	Life Drawing Classes
Alcoholics Anonymous	Australian Sewing Guild
Bega Access Radio (Edge FM)	

Our Strategies

We have defined a range of strategies that will be used to develop the Old Bega Hospital (OBH) Regional Centre. Our ongoing management plan will define our system, processes, procedures and objectives. Our fundamental strategies are summarised below:

Strategic Alliances and Partnerships – We require significant funding to help us develop the OBH Regional Centre to a level of completion where it is self funding. Our strategy here is to have close and trusting relationships with our partners so that we can all share in the success of the centre.

Community Engagement – Our acceptance and engagement with the community as a whole is necessary in our mission to develop the unique values of the OBH Regional Centre. All community groups and demographics need to have representation and our strategies in this area will be used on an ongoing basis to engage and welcome them. The community needs to feel that it has ownership and is proud of its place and its activities.

Regional Alliance and Partnerships – Commerce and Industry, Educational Institutions and Government Agencies in our region can all play a part in building our identity. Alliances will benefit both parties and will be seen as a win-win situation.

Management Plan – Our Strategic Plan has defined our mission and vision for the future and this will be used for direction and guidance within our Management Plan. Our systems and processes will be continually improved; they will be well understood and executed by the management team of Trustees. Our Key Performance Indicators will cover every critical area of our operations and will be monitored on a regular basis. Our processes and procedures will be added to and refined to meet the demand of the operation as it evolves.

Commercial Operations – We recognise the large potential of the centre to generate revenue from its commercial operations. Our products and services are in high demand from an extensive regional market and the wider tourism market. Our business model will use best practice management and be guided by an extensive marketing plan.

Unique Value Proposition – The unique values of the centre will underpin all of our strategies. We will not be replicating products and services that are currently being provided in the region. We do not want to directly compete with other regional businesses.

Quality – Our strategy is to provide a significant return on investment not only in financial terms to our stakeholders but also as a value to the community in our region. Our quality control systems will be the main contributing factor in building value and the return on investment.

Our Objectives Road Map

SCOPE	ROAD MAP	TRUST ACTIVITY
Tender process, D.A. lodgment Pointing, Remove security fence Clear vegetation, Builder's pole	PRELIMINARIES Time to complete 3 months	Engage electrician, Engage pointers Dismantle and store security fence Liaise with architect and project manager.
Total roof construction Drainage Barge board construction	ROOF CONSTRUCTION Time to complete 3 months	Inspections, Periodic payments Liaise with architect and project manager. Quotes for floor work Remove vegetation and storage in end rooms
Sub-floor work Pads – bearers – joists – under floor Preliminaries – plumbing, power	PLATFORMING Time to complete 2 months	Order door and window hardware Reglaze broken panes Clean windows Remove burned timber
Carpentry – construct frames – hang door, Affix windows to all exterior openings, Complete with securing hardware	LOCK-UP Time to complete 9 months	Order light and fan fixtures Electrical wiring ceiling Quote for rendering Quote for ceiling Sewer connection
Clean charred stains on walls Render bare walls Construct ceiling Preliminary wiring of lights and fans	SURFACE WORK Time to complete 2 months	Purchase kitchen fixtures and appliances and plumbing fixtures Obtain quotes for vinyl covering and hardwood flooring
Completion of lockup to interior Individual room security Doors hung Complete with hardware	ROOM OUTFIT Time to complete 12 months	Prepare plan for décor, Purchase paint, Select vinyl cover Engage floor carpenters Advertise for users
Finish all work – interior and exterior Mainly painting and clean up	FINISH TREATMENTS Time to complete 2 months	Clean up painting Arrange council approval for occupancy

Appendix A – Supporting Letters

The Hon Dr Michael J Kelly, AM
PO Box 1434
Queanbeyan, NSW 2620
AUSTRALIA

To Whom It May Concern

2 October 2014

Dear Sir/Madam

I write to support the proposals of the Trustees of the Old Bega Hospital acting with the Friends of the Old Bega Hospital for the restoration and strategic plan for the Old Bega Hospital historic building.

The Old Bega Hospital is an essential and valued part of the history of the Bega Valley and its community. From the outset the Bega community has been characterised by its commitment to working together and self-help. This was apparent in the formation of the Bega Cheese Cooperative and countless other voluntary and community institutions in the region.

One of the most important of these institutions was the Bega Hospital. From the beginning the effort to establish a hospital to support the Bega Valley was a concerted community endeavour, led by successful local figures who believed that having done well in life they had an obligation to put something back. These included my own Great Great Great Grandfather Daniel Gowing and Great Great Grandfather Thomas J. Kelly who also collaborated on the establishment of the Bega Cheese Cooperative.

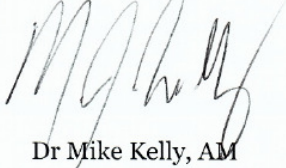
The building has had many uses over the years reflecting the evolution of the town and the Valley and has always been a cherished and vibrant focus of life.

The building not only has special character in its own right, making it worthy of preservation, but that reflects the unique values and nature of the Valley community. For these reasons the Old Bega Hospital is very important as a heritage site and as an ideal focus for continuing community activity. There is no doubt that any investment in the strategic plan put forward by the proponents will deliver excellent value in the use it will be put to, and the local and tourism interest it will attract.

The business plan for sustainment of the facility is sound and the projected scope of works to be covered by funding support is prudent and feasible. The individuals involved in the project are of the highest caliber and reputation within the community, and the interest for the effective uses to which the building will be put has been well demonstrated.

I endorse the plan and proponents wholeheartedly and without reservation.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Mike Kelly', with a stylized flourish at the end.

Dr Mike Kelly, AM



26 September 2014

Letter of Support NSW Crown Lands Grant

To whom it may concern,

The Old Bega Hospital Regional Centre has a strategic plan for the complete restoration of the fire damaged main building so it can be utilised fully by the community in a variety of ways.

I wish to support the Old Bega Hospital Trust in their application for funding through NSW Crown Lands. The premises are owned by the NSW State Government and have been managed by the Trust since 1990 under the Crown Lands Act.

They intend to reroof the main building. This will then enable them to internally restore the historic building.

The Friends of Old Bega Hospital are a community group established to assist the Trust and encourage and support restoration, conservation, development and maintenance of Old Bega Hospital as a heritage, cultural and community precinct. The trustee's plan is to provide an insight into the history of the region and offer short term and permanent affordable accommodation and resources to attract local groups and visitors. The revenue from this more than covers the expenses.

They envisage it becoming a major tourist attraction which could also cater for conferences, weddings, presentations, theatrical and musical performances and many other events.

The plan to provide excellent facilities for a range of community activities demonstrates their commitment to the venture.

As Member for Eden-Monaro I am keen to see careful development of the tourism sector in this region and therefore I encourage The Old Bega Hospital Reserve Trust in its endeavours.

Yours sincerely,



PETER HENDY

QUEANBEYAN 1/21-25 Monaro Street (PO Box 214), Queanbeyan NSW 2620
Phone 02 6284 3977 Email Peter.Hendy.MP@aph.gov.au Fax 02 6284 3904

BEGA 1/225 Carp Street (PO Box 1233), Bega NSW 2550
Phone 02 6492 0974 Email Peter.Hendy.MP@aph.gov.au Fax 02 6494 7209

Andrew Constance

Member for Bega



Commitment Passion Results



25th September 2014

Ms Claire Lupton
Old Bega Hospital Trust
clairelupton@bigpodn.com

**Letter of Support
Public Reserves Management Fund Program
Old Bega Hospital Trust**

To whom it may concern

I write in regards to the Old Bega Hospital Trust and their application through the Public Reserves Management Fund Program.

The Old Bega Hospital Trust is seeking funds to enable the repair and replacement of the roof of the main building following damage sustained from a large fire in May 2004.

The Trust has continued to work tirelessly on a Strategic Plan to see the Old Bega Hospital returned to its former glory, but the first hurdle for the trust is to ensure the building is once again water tight.

Many community groups utilised the site prior to the fire and I am confident that at the completion of all works required, that the Old Bega Hospital will once again become a thriving community hub.

I offer my support to the Old Bega Hospital Trust and their application for funding through the Public Reserves Management Fund Program and wish them every success with their project.

Yours sincerely

Andrew Constance MP
Member for Bega



PO Box 492, Bega NSW 2550
P. (02) 6499 2222
F. (02) 6499 2200
E. council@begavalley.nsw.gov.au
ABN. 26 987 935 332
DX. 4904 Bega

Ref:

24 September 2014

Mr Tim Whitaker

Via email: tim.whitaker@thextonarmstrong.com.au

Dear Mr Whitaker

Old Bega Hospital Strategic Plan

I am pleased to support the Old Bega Hospital Regional Centre Strategic Plan which has been endorsed by the Trustees for the Old Bega Hospital. I understand that stage one is the reroofing of the site.

The Old Bega Hospital has great community support and current usage, whilst extensive, is curtailed by the requirement to refurbish the building damaged extensively by fire.

I support the centre's vision to develop a centre for the region's identity, a place where we celebrate our past, nurture our community and dream about our future.

I wish you well with your endeavours to gain funding for the restoration works.

Yours sincerely

A handwritten signature in black ink, appearing to read "Bill Taylor".

Cr Bill Taylor
Mayor



Old Bega Hospital – Regional Centre

As the president of the Bega chamber of commerce I fully support the Strategic Plan for the Old Bega Hospital Regional Centre.

A centre for our regions identity is something that would be welcomed and provide much needed resources that will assist not only the business community but the whole community. The centres role as a premium tourist facility will be a much needed boost for the local economy.

We wish the Reserve Trust all the best in their application for funding for stage one, the roof restoration and we are supportive of the full restoration to complete this wonderful project.

Mal Barnes
President
Bega Chamber of Commerce and Industry

Bega & District Nursing Home Limited

ABN 34 002 554 636

24 Hill Street
(PO Box 58)
BEGA NSW 2550

Hillgrove House (High Care)
Casuarina (Low Care)
Sapphire Coast Home Services (Community Care)

Ph: (02) 6492 7777
Fax: (02) 6492 7728
Email: admin@begadrh.com.au

24 September 2014

TO WHOM IT MAY CONCERN

Re: Old Bega Hospital Regional Centre Investment for our Community

I am pleased to support the Trustees and Friends of the Old Bega Hospital in an endeavour to develop the existing site into a Regional Centre.

I appreciate the links to the past and the involvement of our aged citizens who the centre will provide for. The resources and facilities proposed in the Strategic Plan/Vision Statement are what our area is lacking and will be seen as a significant improvement in our regions cultural and heritage values.

I see that when the Old Bega Hospital is operational it will be a significant asset to the local community as well as another valued tourist attraction. We hope that the Trust is successful in acquiring the funding required for this proud community facility.

Yours sincerely



Jim Butterworth
Chief Executive Officer

TS

Hi Tim,

Confirming that we support your vision for the Old Bega Hospital.

Would also suggest that you include venue fees within your future revenue stream for meetings, conferences and workshops, as we often receive requests from organisations looking for venues to hold meetings and workshops in Bega that we are unable to support.

Kind regards,

Sam

Samantha Avitaia

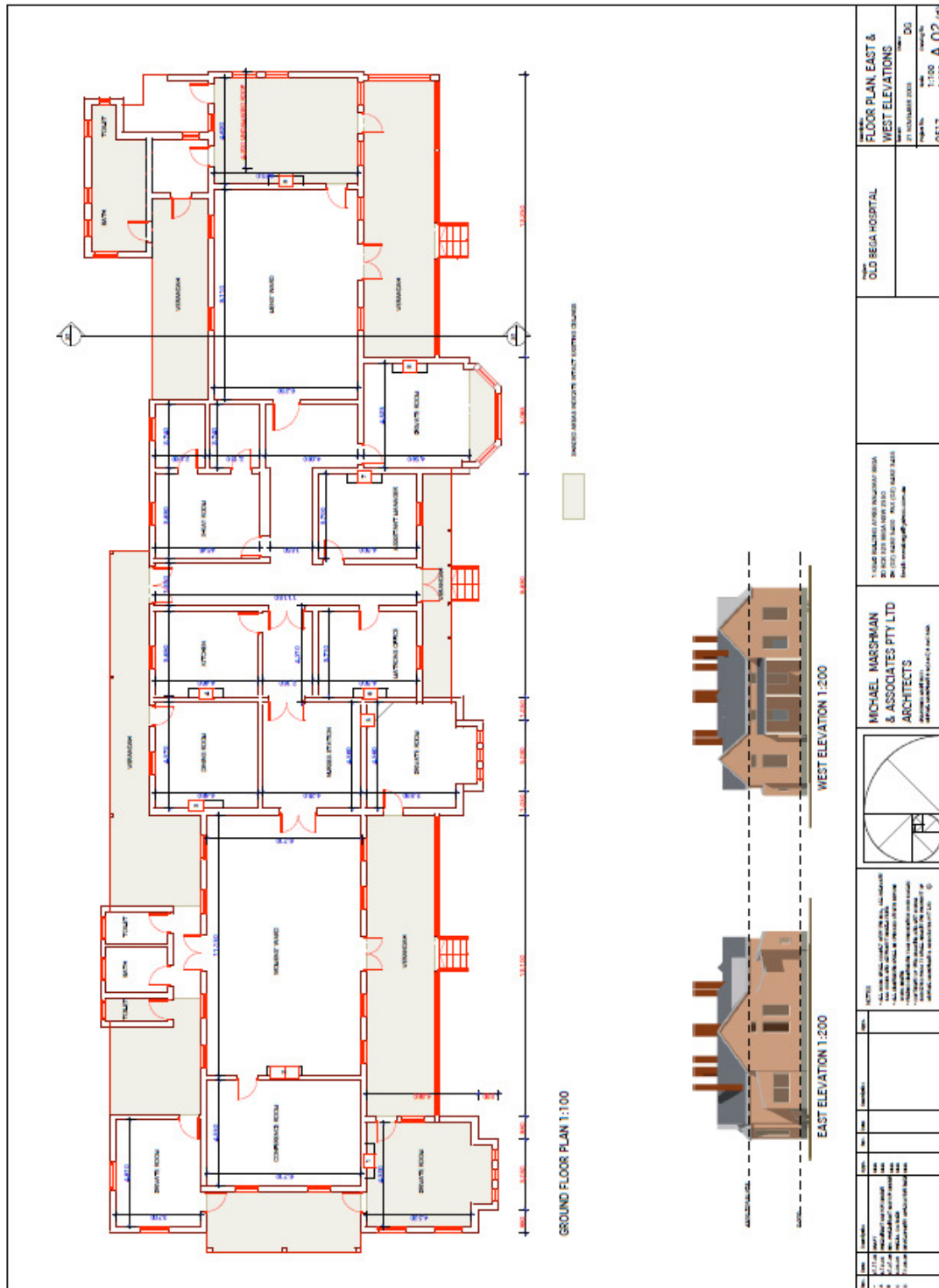
Manager UOW Bega
176 Auckland St
PO Box 1020 Bega 2550



GLOBAL ; INNOVATIVE ; COLLABORATIVE
CONNECT . JOIN

T: 6494 7035 | M: 0402 179 189 | W: <http://bega.uow.edu.au>

Appendix B – Floor Plan and Room Description



Room Description

The OBH complex includes a main building and five outbuildings. Each was purpose built as a part of the region's original hospital. Despite this, the space and general area may be well adapted for use by a wide range of user groups, each with their own specific requirements.

The main building alone has possibilities that are especially accommodating. It is comprised of 17 rooms of varying dimensions as well as three enclosed verandas. The two largest areas, formerly the men's and women's public wards are suitable for large gatherings, such as: balls, exhibitions, and cinema and theatrical events. Two other rooms, adjoining these wards, would be more than adequate for conventions and large meeting areas. The original kitchen and dining room could easily be converted into a commercial enterprise with food service objectives.

The remaining 13 rooms are spacious enough for small scale commercial sites, meetings, or group activity areas. The total dimensions of the main building are an impressive 45m x 13m resulting in a total space of 675 square metres when including the three enclosed verandas.

Additional to this are three toilets and four smaller storage rooms not included in the above description. When the five outbuildings are included in this assessment the OBH complex's useable space more than doubles.

This un-crowded building arrangement sits on 1.6 hectares of open landscaped grounds with a capability for ample parking. The site is easily accessible from main roads yet secure from passing traffic.

Appendix C - Financial Statement

OLD BEGA HOSPITAL RESERVE TRUST

P.O. Box 382
Bega NSW 2550

Balance Sheet

As of June 2014

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Assets			
Current Assets			
Cash On Hand			
IMB Everyday a/c	\$5,679.00		
IMB Restoration Account	\$2,465.66		
Total Cash On Hand		\$8,144.66	
Total Current Assets			\$8,144.66
Fixed Assets			
Equipment			
Equipment at cost	\$5,517.27		
Equipment Accum. Depreciation	-\$3,219.32		
Total Equipment		\$2,297.95	
Building Improvements at Cost			
Building Improvements at Cost	\$20,728.06		
Building Imp'ments Accum. Dep	-\$1,023.45		
Total Building Improvements at Cost		\$19,704.61	
Total Fixed Assets			\$22,002.56
Total Assets			\$30,147.22
Liabilities			
Current Liabilities			
GST Liabilities			
ATO	-\$1,901.00		
GST Collected	\$933.74		
GST Paid	-\$1,094.09		
Total GST Liabilities		-\$2,061.35	
Total Current Liabilities			-\$2,061.35
Total Liabilities			-\$2,061.35
Net Assets			\$32,208.57
Equity			
Retained Earnings		\$31,645.10	
Current Year Earnings		-\$7,311.72	
Historical Balancing		\$7,875.19	
Total Equity			\$32,208.57

OLD BEGA HOSPITAL RESERVE TRUST

P.O. Box 382
Bega NSW 2550

Profit & Loss Statement

1/07/2013 through 30/06/2014

31/08/2014
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Income		
Grants		\$1,260.00
Interest		\$407.11
Rent		\$9,342.30
Miscellaneous		\$83.00
Total Income		<u>\$11,092.41</u>
Cost of Sales		
Gross Profit		<u>\$11,092.41</u>
Expenses		
Bookkeeping		\$122.50
Administration		\$290.27
Bank Charges		\$1.00
Building & Ground Improvements		\$3,482.00
Building/Ground Reports		\$1,800.00
Depreciation		\$1,490.08
Equipment		\$953.64
Insurance		\$150.00
Interest		\$772.39
Maintenance & Repairs		\$5,842.78
Office Supplies		\$38.50
Postage & Shipping		\$110.04
Rates		\$935.39
Telephone Internet		\$445.65
Services		
Electricity	\$1,897.89	
Gas	\$72.00	
Total Services		<u>\$1,969.89</u>
Total Expenses		<u>\$18,404.13</u>
Operating Profit		<u>-\$7,311.72</u>
Other Income		
Other Expenses		
Net Profit / (Loss)		<u>-\$7,311.72</u>

Appendix D - Estimation of Costs

Construction Estimate	\$438,361
Tendering Process and Documents	\$4,900
D.A. and Construction Certificate Documents	\$3,600
Supervision of Construction Process	\$15,975
Bega Valley Shire Council D.A. Fee	\$3,500
Site Clearance	\$3,800
Engineering Site Inspections and Reports	\$4,500
Additional Works	\$4,700
Removal of Security Fence	Volunteers
Total Estimate	\$479,336
Funding Estimate	\$550,000

Appendix E - Contributions

Contributions made by trust for main building, post fire

1. A.M. Engineer's report post fire (2004)	\$1,375.00
2. Troy – selective demolition and removal	\$45,980.00
3. M.M. construction plans and design (roof). Phase 1	\$7,821.00
4. M.M. construct plans and design Phase 2	\$10,681.00
5. C.S.J. Building valuations	\$660.00
6. M.M. D.A. construction certificate documents	\$3,100.00
7. M.M. tendering documents and process	\$3,900.00
8. B.M.T. Q.S. for roof	\$4,970.00
9. BVSC D.A. fees	\$2,624.00
10. A.M. Engineer's report update	\$1,800.00
11. Security fence hire. 10 years @ \$2,500 per year	\$25,000.00
12. Security fence purchase	\$5,400.00
13. W. & W. Q.S. update (roof)	\$1,000.00
TOTAL	\$114,311.00

Contributions made by trust to provide alternative space for displaced community groups, demountable building donated by crown lands:

14. Stumping	\$3,500.00
15. Plumbing (septic connection)	\$4,000.00
16. Power connection (meter box)	\$1,510.00
17. Gas bottle pad (materials and labour)	\$100.00
18. Deck footings (material and labour)	\$617.00
19. Deck sub floor (materials)	\$234.00
20. Deck decking (materials)	\$600.00
21. Labour for 19 and 20 above	\$1,200.00
TOTAL	\$11,761.00

Contributions made by others which are of indeterminate value

22. BVSC waives tip fees for demolition
23. BVSC upgrades road works for heavy vehicle access.
24. Mitre 10 donates damaged plywood for boarding up.
25. Grant Smith (local builder) donates ACRO props for extended use.
26. BVSC returns D.A. fees.
27. BMS members volunteer to erect 160 metres of security fence.
28. BMS members volunteer to reduce vegetation burden around security perimeter.

Appendix F – Heritage Advisors Report

Old Bega Hospital

The Old Hospital was built in 1889 and was a particularly fine piece of architecture in its day. The facility played an active role as the district's hospital and was sympathetically extended to accommodate growing needs. Additional buildings were also constructed.

When I first visited as Heritage Adviser the building supported a wide range of community groups and was an excellent example of adaptive reuse of a heritage building. The on-going commitment of the group since the fire leaves me in no doubt that the Old Bega Hospital can have an active use again.

All agree that the structure can be restored. A surprising amount of original fabric and detail remains, although in my view it is not absolute necessary to restore all original detail on the damaged parts. The most important task at the moment is to get the roof back on and the building functional again.

The NSW Heritage Council and the Bega Valley Council have previously made heritage grants available in recognition of the Old Hospital's important role in local history, and the money has been very well spent in stabilising the structure and ensuring the outbuildings remain operational. Any additional assistance towards restoration of the main building would get a huge tick from Heritage.

Without some further assistance this important part of Bega's heritage is at risk. Please feel free to contact me if I can be of further assistance

Yours sincerely

Philip (Pip) Giovanelli
Heritage Adviser, Bega Valley Shire Council

Old Bega Hospital around the time of its construction

Front Garden – Source Bega Valley and District Historical Society

PAGE 2

Pip Giovanelli
Heritage and Conservation Consultant

Pip Giovanelli

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