



TS@K Working Group

# *The Station @ Korumburra*

## Business Plan

**Prepared:** 19/6/2017

## The Station @ Korumburra – Draft Business Plan 2017

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## Business Plan Summary

There is already clear evidence from the feedback gathered during the consultation process that the facility would be widely supported and the benefit of such a facility has been acknowledged widely within many existing groups (e.g. Korumburra Business Association, Korumburra Round Table, Korumburra Community Development & Action Group etc.) and the broader community. We believe that with this community support our future proposals are strengthened and have the best opportunity to be successful. Community feedback clearly shows that Korumburra residents are excited about the use of the Korumburra Railway Station.

This Business Plan for the venue reflects capacity to respond and build on strong foundations to embrace expansion with future projects such as the extension of the Rail Trail that would compliment the operations at The Station @ Korumburra.

Community activities at the Station have the capacity not only to provide opportunities for community involvement and participation at the site, but also to attract visitors to the area.

This has the development capacity to:

- Enhance the centre of Korumburra
- Complement the retail high street area
- Build on heritage links eg Heritage walking trail around town, encouraging visits to Coal Creek, showcasing rail heritage
- Encourage longer stays within Korumburra – providing a broader tourism activity
- Build on Korumburra's place as the secondary service centre for the shire
- Offer a facility and opportunity for workplace training that would be viewed positively by many sectors of the community.

The Station @ Korumburra will be governed by a Management Group comprised of representatives from stakeholders of the site and the community.

The costings from the operational overheads of the Station are based on the actual records of the previous tenants (South Gippsland Tourist Railway). We have also researched two other like entities with similar activities (Maryborough and Daylesford).

The clear aim of the community and the representatives involved in the Working Group for the Station is to make the venue self-sustaining as a valuable asset to the community and to build on the economic multiplier effect of dollars generated within the community as a result of the activities at the venue.

## The Business

**Business name:** The Station @ Korumburra

**Business structure:** *Not For Profit.*

**ABN:** To be advised. The process of incorporation of the group has commenced and business registration will follow on completion of the incorporation process.

**ACN:** N/A

**Business location:** Korumburra

**Date established:** To be advised

### Relevant experience of the group:

- ♦ David Rasmus, Sustainability Consultant, Business Owner 4.5years, 20 experience in finance industry, 8 years in corporate business analytics, sustainability management, eco project management, President of the inaugural Committee of Management of TS@K.
- ♦ Jenni Keerie, Manager, Milpara Community House, over 25 years experience in the community service sector. Representative on the Korumburra Round Table, Board Member & Adult Education representative on the South Gippsland Bass Coast Local Learning Employment Network, Secretary of the inaugural Committee of Management of TS@K.
- ♦ Shirley Arestia, Financial Planner Assistant, 35 years experience in accounting and finance, Secretary of the Korumburra Business Association, Treasurer of the inaugural Committee of Management of TS@K.
- ♦ Tony Parisi, Manager, Business Owner 8 years, 12 years experience Public Service Records Management, 4 years experience Retail Sales and Hospitality, former President of the Darwin Visual Arts Society, member of the Korumburra Arts Group, and Arts Representative on the Korumburra Round Table
- ♦ Gil Freeman, Director, Grow Lightly Food Hub, (# of years) experience ..... Secretary, Grow Lightly Connect
- ♦ Jan Hewitt, Self Employed, Charity work for Cambodia, 15 years Business Wwner/Manager in receptions ,catering and events, 11 years technical assistant CSIRO, 15 years retail management and nursery production, 5 years commercial cook, community volunteer.
- ♦ Angie Bowen, (retired), Community volunteer, business owner Angie's Recycled Wholesalers over 30 years experience in wholesale, retail, events,
- ♦ Georgia Patton, (Title), (organisation), (# of years ) experience ..... member of the Korumburra Arts Group
- ♦ Sarah Reark, (Title), (organisation), (# of years ) experience ..... member of the Korumburra Arts Group
- ♦ Barbara Look, Community Strengthening Officer, South Gippsland Shire Council, (7 years) experience in local government, 15 years' experience in community development and education, President of the South Gippsland Bass Coast Local Learning Employment Network.

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**Community users of the facility:**

- ♦ Milpara Community House
- ♦ The Korumburra Arts Group
- ♦ Korumburra Music Group
- ♦ Community
- ♦ Local business
- ♦ Tourists
- ♦ Local Industry
- ♦ Primary and Secondary School community
- ♦ Job seekers, school leavers, work experience students, trainees

**Products/services:**

- ♦ Venue hire for themed events, available for individuals or local business to extend their operations for function catering purposes
- ♦ Venue hire/availability for community events
- ♦ Facility to provide a place based training centre for local students and adults
- ♦ Arts Craft and Sculpture Group to hire out studios, run workshops, art classes, art galler, art exhibitions, and artists in residence
- ♦ Retail shop for local Art products
- ♦ Facility for music therapy for special needs children
- ♦ Music hub for local and regional musicians
- ♦ Local events e.g. Korumburra's Longest Lunch on the platform, boutique Craft and Artisan market.
- ♦ Tourist destination – the building is of historical and heritage significance and interest in its own right.

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## The Market

### Target market:

- ♦ Community
- ♦ Local business
- ♦ Tourists
- ♦ Local Industry
- ♦ Primary and Secondary School community
- ♦ Job seekers, school leavers, work experience students, trainees
- ♦ Regional visitors

The South Gippsland region is growing, so is demand for facilities. Facilities of this calibre will attract patronage from further afield. The proposed availability of this venue for hire is unique, the heritage and historical value of the premises has potential to be a major drawcard, railway enthusiasts will appreciate the significance and history of the Station, function rooms would be available to local cafes and restaurants for use to extend their capacity for specialist function catering.

For Specific Groups Target Markets

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to The Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### Marketing strategy:

A generic marketing strategy will be developed for the venue and marketing will be channelled through current and relevant platforms.

The pre-existing individual community groups will continue to market to their own established networks. These would need to be developed further to raise the site's profile and capacity for usage.

The regional tourist market will be targeted through social media.

Target marketing:

- Venue for hire
- Special events and functions
- Creative Spaces for Artists
- Energy efficiency showcase
- Environmental rejuvenation practices
- Tourism

The focus of the marketing strategy will highlight:-

- Unique architecture
- Local Korumburra history
- Railway history and significance
- Heritage value and significance
- Sustainability
- Environmental efficiencies and practices

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A sustainability overlay to make this 19<sup>th</sup> century era energy inefficient heritage architectural marvel into a showcase energy efficient 21<sup>st</sup> century operation to be cost competitive for facility use by the community.

Advertising and promotion will be utilised to create awareness in the target market areas.

For Specific Groups Marketing Strategy

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

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## The Future

### Vision statement:

To support future planning to manage and operate the heritage railway station at Korumburra as a community and cultural arts space for the benefit of the Korumburra community and district.

Refer to sub groups own specific Vision Statements

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### Goals/objectives:

The Station @ Korumburra Goals are:

#### **Goal 1      Core Product**

TS@K will be a successful vibrant operating community space offering family/tourist services:

- To indulge food, wine, music and craft experiences
- Local community use for events
- Training facility of students/jobseekers/trainees for the workplace
- Allowing artists to fund their creativity through sale of their works

#### **Goal 2      People**

TS@K will be operated and supported by professional customer-focused volunteers and paid contractors working in a co-operative environment.

#### **Goal 3      Marketing**

TS@K will ensure its viability through marketing of:

- Arts Gallery and Exhibitions and associated workshops
- Hospitality Training for local youth
- Historic Venue for hire
- Music Therapy for special needs, and
- A sustainability hub

#### **Goal 4      Finance**

TS@K will be financially stable and viable with the four pillars of:

- Place based training and real life working experience for students at designated events
- Art and sculpture gallery, workshops and events, arts studios for hire.
- Music classes, music events, music with other events and Music Therapy for the disadvantaged.
- Venue hire for special events, training events and corporate events



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**Goal 5**      **Infrastructure**

TS@K Railway building infrastructure will be maintained in a carbon neutral manner that ensures the ongoing sustainability of the operation.

**Goal 6**      **Governance**

The Station @ Korumburra Committee of Management will provide effective governance, leadership, accountability and oversight.

Individual Groups Goals

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

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## The Finances

The finances required are for the restoration of the 1907 Queen Anne architectural style Historic Heritage Railway Station in Korumburra.

Finances are required to bring the building up to a fit for purpose level to conduct activities undertaken for and by the local community.

Funding will be required to develop the business infrastructure to enable community use of the facility.

Fitout finances will be required and are out of the scope of Victrack restoration of the building. Other financing will need to be raised for start up and fitout. i.e office equipment and furniture, kitchen equipment and appliances, furniture for events, corporate functions, and workshop computers, information communication technology etc. as identified by the working group. Submissions for relevant and appropriate philanthropic support will be forwarded in line with the identified resources and in consideration of the significance of the facility and the identified uses.

For individual groups on Finances

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

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## The Business

### Business details

#### Products/services:

1. A facility for hire
2. Meeting rooms for functions, workshops and training
3. Place based training venue for local students, trainees and job seekers
4. Meeting and activity rooms for community groups
5. Venue for events, festivals and markets
6. Music venue,
7. Rehearsal facility for local theatre
8. Mixed music hub
9. Music therapy for people with special needs
10. Arts exhibitions, workshops, classes, open gallery, shop and artist in residence studios.

For individual groups business products and services

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### Registration details

**Business name:** The Station @ Korumburra TBA

**Trading name(s):** The Station @ Korumburra (proposed)

**Date registered:** To be advised on registration following Incorporation

**Location(s) registered:** Victoria following registration

**Business structure:** Application for Incorporated Association in progress

**ABN:** To be advised following incorporation and registration

**ACN:** To be advised following registration

**GST:** To be advised following registration

**Domain names:** N/A

**Licences & permits:** N/A

Refer Separately to individual Incorporated bodies or are processing incorporation.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

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## Business premises

### Business location:

The Railway Station in Korumburra is an historical landmark and heritage building and is located in a premier position at the high point of the town and adjacent to the main commercial business strip. The space required is the whole station building, the cream shed buildings and the crew rooms.

### Buy/lease:

Community leases will be sought from VicTrack through the South Gippsland Shire Council as Head Lessee.

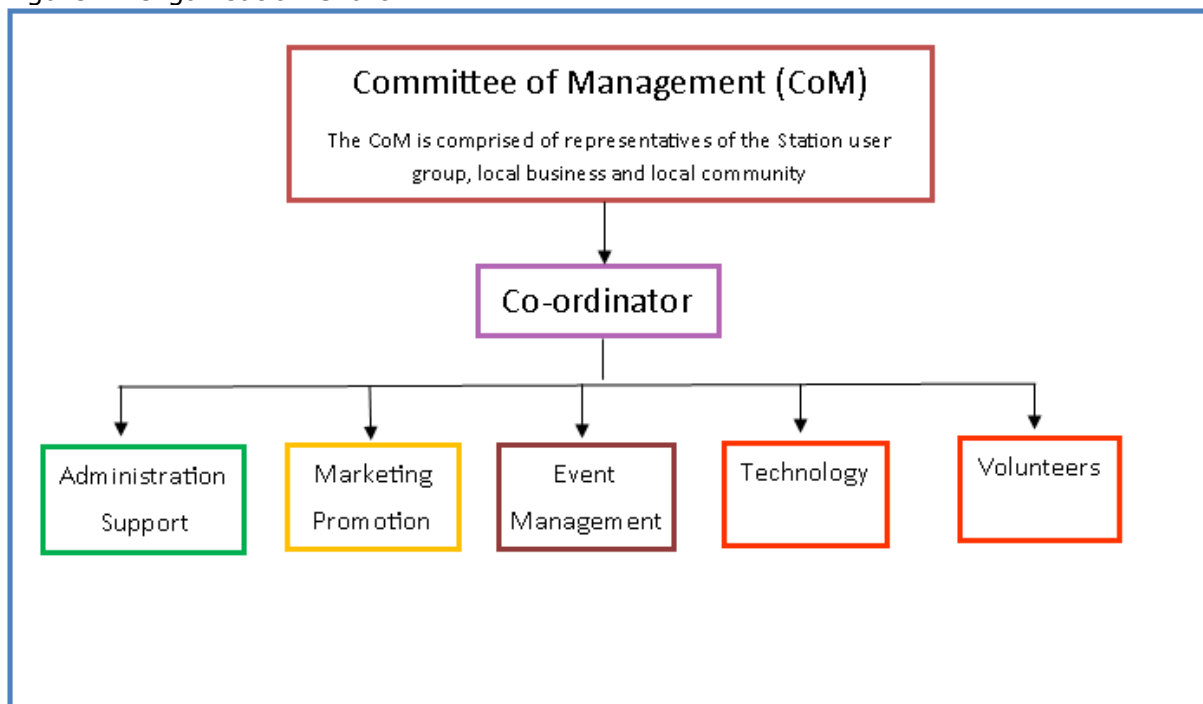
## Organisation chart

### Proposed Management Structure

**Figure 1: Management Structure**



**Figure 2: Organisation Chart**



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## Management & ownership

The Station @ Korumburra will be governed by a Committee of Management. A Coordinator/Manager of the facility will be engaged to deliver the operations with assistance from volunteers, trainees, and representatives of the identified activity groups.

Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017

### Experience:

- ♦ David Rasmus, Sustainability Consultant, Business Owner 4.5years, 20 experience in finance industry, 8 years in corporate business analytics, sustainability management, eco project management, President of the inaugural Committee of Management of TS@K.
- ♦ Jenni Keerie, Manager, Milpara Community House, over 25 years experience in the community service sector. Representative on the Korumburra Round Table, Board Member & Adult Education representative on the South Gippsland Bass Coast Local Learning Employment Network, Secretary of the inaugural Committee of Management of TS@K.
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## Key personnel

A recruitment plan for qualified and experienced staff to ooperate the facility will be developed in line with the identified activities for the site.

### Anticipated staffing requirements

Job Title	Name	Expected staff turnover	Skills or strengths
Marketing and Promotion Officer		12-24 months]	Relevant qualifications in Marketing and Promotion. At least 5 years experience in the industry

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<b>Job Title</b>	<b>Name</b>	<b>Expected staff turnover</b>	<b>Skills or strengths</b>
<i>Administration Support</i>		[12-24 months]	<i>Relevant qualifications in Business Administration. At least 2 years experience in the industry.</i>
Events Coordinator		[12-18 months]	<i>Relevant qualifications in Event Management. At least 3 years experience in the industry.</i>
Coordinator/ Manager		18 – 24 months]	<i>Relevant qualifications Business Management. At least 5 years experience in the industry.</i>

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### **Recruitment options**

*Advertising in the local paper, online advertising, utilising existing networks and contacts and/or training current staff members are all options to be employed in the recruitment of suitable staff for the facility.*

### **Products/services**

<b>Product/Service</b>	<b>Description</b>	<b>Price</b>
Venue for Hire	Wedding Receptions Special Events (Birthdays – not 18 <sup>th</sup> & 21 <sup>st</sup> ) Corporate Events (AGMs)	\$2,200 \$750 \$750
Kitchen for Hire	Venue for Hospitality Training	\$250
Art Studios (2) for Hire	Creative Spaces (Creamery Sheds) Per Hour Per Day Per Week	\$25 \$200 \$100
Arts Group	Sub Leasee for rooms for Gallery & Exhibitions & workshops – weekly rent	\$250
Music Groups	Music hub for rehearsals  Community sponsored funding or from grants for music therapy	Annual membership Fees & Guaranteed Music Sessions in Exchange at events.  \$25 per session
Craft Markets	Non Compete Craft & Artisan Markets	\$50 per stall

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Product/Service	Description	Price
Local Cafés to use by hiring	Coffee & Cake and Soup Kitchen alfresco platform seating	\$250
Community priced Carbon Offset Permits	All events at the Station attract associated carbon offset to operate carbon neutral – based upon Aus Gov NGA Factors For SGLandcare as beneficiary	\$25 per tCO <sup>2</sup> -e
	All rents are to be inclusive of all relevant operating costs	

**Market position:**

1. A venue for functions and special events and is unique in this regional location. Use will be aimed at a competitive market. This will differentiate from the more budget facilities available. Middle market competition in a historic theme venue is virtually non existent in the region.
2. One large meeting function room will be available to hold catered business functions, meetings and workshops for a range of markets from competitive to budget for unfunded community groups and organisations.
3. Meeting and activity rooms for local community use – the range would be middle to budget markets.
4. Multi-space setting for large scale annual events, festivals, craft markets aimed at the middle market to attract tourists from throughout the region and Melbourne metropolitan area.
5. Music hub, rehearsal space for local theatre, music groups and music therapy for people with special needs. The market for this type of activity could range from competitive to budget.
6. Place based training for local students, trainees and job seekers to experience an operational workplace experience to develop and build job skills, gain industry exposure, prepare and deliver service in a budget/middle/competitive end of the market. This is a unique opportunity for the Korumburra community.

**Refer to** Milpara Community House – Business Plan for The Station @ Korumburra 2017

The Korumburra Arts Group to fill regional void for Art Exhibitions and Arts workshops  
*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

**Unique selling position:**

1. Overall USP is that all products and services to operate in this facility will require carbon offset certificates to be a carbon neutral event. There is no other venue hire that offers this advantage that is in turn reinvested in the local environment.
2. The USP will succeed in this region as a number of test wedding receptions previously were successful at the budget end of the market and without any building remediation to lift the quality of the venue. No major marketing tapping into existing wedding markets segments. The success will be further enhanced as a restored 1906 Queen Anne architecture railway station building is so unique geographically it would be the regional wedding reception venue for a niche market. Marketing channels will be required to raise profile and awareness.

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3. Two large meeting rooms that can be used concurrently or separately for business in a Heritage setting. The restored art nouveau pressed metal designs is a unique feature in itself.
4. A local food businesses can utilise the upgraded kitchen on a needs hire basis, office space for running a business and provide barista services on a weekend.
5. To establish a placed based training facility for local students to undertake training and practical experience in a heritage setting with a vast array of operation roles available.
6. Central and nearby breakout rooms to large function space for community overflow of larger groups than is usual for local business venues.
7. Ideal location for one off annual events for heritage themed alfresco dining on the platform, combined with outside festivals and markets and rural views.
8. Annual events, festivals, markets potential to be relocated to a more accessible, more level ground area and closer to Korumburra commercial services.
9. A music hub for local musicians and students, for a dedicated space to practice. This is to include music therapy for special needs children.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*  
*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

**Anticipated demand:**

Forward planning, marketing and promotion has the capacity to eventually generate twice monthly wedding receptions at a venue hire of \$2000 per function during the warmer six months. This has the potential to generate \$24,000 on this direct revenue stream alone. Local business would benefit from events of this calibre. Local caterers could utilise the kitchen facilities (established at a Level 2 registered kitchen standard) to prepare and serve meals for a variety of functions and events held on site. The outcome of this would be economically advantageous for the local community. An events calendar will be developed and with strategic marketing to maximise the potential it is anticipated that the facility will be booked every week over the best 18 weeks of the year. The venue hire of this space for special functions has the potential to generate \$36,000 in revenue.

It is anticipated that demand for space to conduct functions, corporate meetings, training events and workshops could see a return of \$4000 per annum based on 6 corporate events per annum.

The venue has the capacity to host an event such as the "Korumburra Longest Lunch" to coincide with Melbourne's longest lunch. This event could be held on the platform. This event when last delivered at this site raised approximately \$3000 for a premium lunch for 100 sit down guests. This would be a specialist annual event that has the capacity to draw tourists, local community members, as well as regional and metropolitan visitors.

The food catering by local food outlets will generate their own indirect income streams. The station facility can generate revenue directly from venue hire, but indirect revenue as well from local catering that goes back to the community.

Artists are looking for new 'Creative Space' areas for inspiration and operation. The studio spaces planned at the Station will meet this need. The anticipated usage of 2 studios has been calculated at 50% capacity throughout the year. At \$95 per week this would gross \$5,000 per annum. Gallery sales and exhibitions takings should achieve a monetary return back to the station of \$12,000.



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Place based training in the variety of job roles available at the Station facility for local students to gain real life work experience would receive high frequency facility use hire equating to \$12,000 annually. The roles undertaken by the trainees would also reduce the staff cost overhead.

All venue hire and rent charges are to include the collective running costs of the Station. Some pricing will be amended to reflect use and consumption at the facility.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

Anticipated demand would look at potential capacity (size of groups) and the capacity to accommodate of group bookings. The capacity would only be maximised if the greater Melbourne wedding market and more discerning regional couples seeking a themed wedding environment was targeted strategically and this would be established in the marketing plan.

### **Pricing strategy:**

1. To avoid budget market, focus on the lower middle market costing (double the budget rate) of a themed venue is an attraction in itself. A minimum for middle market is (starting from) \$2000 per wedding reception would be considered very cost effective against more corporate operations. The Station facility will not compete with the budget wedding market locally as there are a number of local facilities that meet this market. A comparison of the wedding venue hire market shows that \$2,000 is about the base hire amount.
2. The proposed Arts Group studios compare with the statewide listed pricing for various types of creative spaces for hire on short or medium or long term leases. Leasing costs can vary by length of stay. Higher price for short stay, cheaper the longer the lease. The can rangerom a \$25 per day to \$100 per week and maybe higher in the peak summer season where the market is yet to be fully tested. This can vary if choosing summer peak to winter low season. For a venue such as proposed there is no competition in South Gippsland or nearby shires.
3. Budget pricing is only available to the local community where there is a limited capacity to pay due to the type of group. In this case an annual membership fee is to be sought for such groups.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### **Value to customer:**

1. The heritage and historic nature of a significantly important example of architecture is unique and is a point of difference to all other venues. The building in itself is a destination just to see it and walk around it to be immersed in its history.
2. The value to the customer of heritage architecture, with stunning views is in the in between markets. Rustic, historic and totally unique combination is the USP for this destination.
3. Preserved heritage and historic buildings of this era are considered a luxury due to their existence, but a middle market costing model to make it attractive to venture to the South Gippsland region.

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4. The integrated combination of products and services (heritage, history, architecture, hospitality, Arts, Craft and Music is unique and makes for a one stop shop experience which is far from necessity, but regional luxury)

For more specifics:

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### **Growth potential:**

1. Once the venue is being promoted through various tourist and themed venue hire channels, the brand will eventually be established as a destination.
2. The venue facility will grow more quickly as a destination and would anticipate a 25% increase after the first year of operation. This will be due to the marketing that will be continuously fine tuned and better reach target markets. As the percentage growth in tourism in South Gippsland increases, it is anticipated the destination growth to the station will be double.

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

## **Innovation**

### **Research & development (R&D)/innovation activities**

Funding has been granted through the Workforce Training Innovation Fund to scope the potential of the Station being utilised as an industry immersion training facility for the Korumburra community. This research project will lead to a grant proposal for further funds to deliver the training on site. This research project is about to commence. Further funding has been applied for through the Westpac Foundation to support the delivery of place based training at the Station facility. These applications are based on recent data available in reports from the Foundation for Young Australians and the Mitchell Report.

***Refer to*** Milpara Community House – Business Plan for The Station @ Korumburra 2017

Discussions have been held with the relevant bodies for consideration to operate the first fully carbon neutral facility for events for the local community of Korumburra, with a community run carbon offset initiative benefiting local environment in an 19<sup>th</sup> Century Queen Anne architectural designed Heritage Railway station.

### **Intellectual property strategy**

1. Protection strategies will primarily involve trade mark and copyright for names, logos and associated assets.
2. A full range of policies and procedures for the operations at the facility will be established by the Committee of Management.

*Refer to* Milpara Community House – Business Plan for The Station @ Korumburra 2017

## **Insurance**

**Workers compensation:** Refer to guidance from SGSC

*Refer to* Milpara Community House – Business Plan for The Station @ Korumburra 2017

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**Public liability insurance:**

Refer to guidance from SGSC

Public Liability – Needs to be all encompassing to cover inside and outside markets, wedding reception, corporate events, musicians rehearsal, arts group and visiting artist in studio hire, hospitality food handling, workshop attendances etc. The Committee of Management will ensure that Public Liability Insurance coverage is in place for the commencement of operations of the facility. All external agencies hiring or renting the available spaces will be required to provide evidence of their public liability insurance as part of their agreement to hire the space.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

**Professional indemnity:** Refer to guidance from SGSC

No professional advice will be provided other than generic advice for that topic.

The Committee of Management will ensure that professional indemnity insurance is in place to protect the members of the association.

**Product liability:** Refer to guidance from SGSC**Business assets:** Refer to guidance from SGSC

Contents insurance will be acquired to cover all operating aspects of the Station. A comprehensive assets register and inventory will be maintained.

**Business revenue:** Refer to guidance from SGSC**Risk management**

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Strategy</b>
The threat that funds required for capital investment in the venture are not forthcoming due to Government indecision.	[Low]	[High]	<i>The threat will be managed through development of a comprehensive Business Plan and programmed approach to State Governments that effectively targets key decision makers and highlights the economic return from the project.</i>

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<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Strategy</b>
The threat that TS@K cannot effectively market its product offerings and does not achieve its targets, thus becoming financially not viable.	[Low]	[High]	<i>Continuously review marketing, pricing and targets on an ongoing basis. Ensure breakeven analysis is realistic to competition. Seek market feedback. Keep strong cashflow management policy in place.</i>
The threat that key champions of the Railway, South Gippsland Shire Council and Regional Development Victoria (RDV), no longer support the project.	[Low]	[High]	<i>The threat will be managed through development of a comprehensive Business Plan and programmed approach to State Governments that effectively targets key decision makers and highlights the economic return from the project.</i>
The threat that the proposed Sustainability Overlay for Energy Efficiency is not supported or funded	[Low]	[High]	<i>The threat will be managed through development of a comprehensive Business Plan and programmed approach to State Governments that effectively targets key decision makers and highlights the economic return from the project.</i>
Fire	[Low]	[High]	<i>Electrical rewire of building with appropriate safety breakers. Fire hoses CFA backup pumps and water reserves onsite.</i>
Vandalism	[Likely]	[Medium]	<i>Security cameras and security lighting on sensors. Alarms for commercially used space.</i>

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<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Strategy</b>
Extreme Rain events	[Likely]	[Medium]	<i>All tiles roofing to be repaired and then coated with protective sealer to extend its life. All guttering and storm water spouting to be optimised for such an event</i>
<i>Extreme Wind events.</i>	[Highly Likely]	[High]	<i>All roofing tiles have ability to be tied down. All flashings to be secured for such events. Platform roof and trusses to be high wind rated.</i>
Electricity Failure	[UnLikely]	[High]	<i>Renewable energy solar PV on Freight Gate roofing with battery storage.</i>

## Legal considerations

Refer to guidance from SGSC

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

## Operations

### Production process

No manufacturing process

### Suppliers

1. Milpara Community House
2. A caretaker
3. Arts Group and tenants and artists
4. Online Creative Space

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### Plant & equipment

Refer to TS@K general fitout list

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### Technology (Software):

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Primarily off-the-shelf software for accounting, Wordpress Website, Facebook, MS Office administration programs, point of sale equipment and relevant software.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### **Trading hours:**

Varies Trading hours will be dependent upon groups utilising facility. Weekends could be the peak venue trading/operating hours i.e. weddings etc. Business operations within facility may be only using traditional business hours. Arts groups will be open most of the time during the day. Music groups will have access in the evenings, and work based training courses through the day. Different groupswill have the capacity to utilise/hire space in the facility at different times of day that suit the activity and timeframe required. Utilisation is anticipated to be up to seven days a week.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### **Communication channels:**

- Promotional websites eg Prom Country Tourism, Destination Gippsland, Tourism Victoria
- Listing on wedding planner websites in the region and in Melbourne.
- Facebook links targeting market niches.
- A monitored trial of some targeted trials of magazines to measure and gauge exposure and value for money advertising.
- Feature articles in local and regional newspapers
- A website with a functional contact point for booking to streamline contacts.
- A working group email address and a designated responder with mobile phone contact details to be made available.
- Another community group (Milpara Community House) could potentially utilise its front office facility to be a booking and managing agent for venue hire bookings, payments etc. initially.
- For onsite logistics and clean up to re-engage the role of a caretaker and manager.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### **Payment types accepted:**

In the first instance, payment services warrant its use and for ease of management by operational personnel. Payment methods initially may be limited to what options Milpara Community House uses for transactions. Final net payments will be made to TS@K banking account for bookkeeping purposes.

***Refer to*** Milpara Community House – Business Plan for The Station @ Korumburra 2017

### **Credit policy:**

No credit policy will apply as payment must be paid in advance or on delivery (CBD or COD).

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

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**Warranties & refunds:**

Policies and procedures will be developed to address the range of venue use options. Major functions or events will attract a \$700 bond, to be paid in advance on hire agreements. This bond will be an assurity in the event of any damage to building or its equipment from guests. The Bond will be refunded following inspection of the hired space when it has been deemed no damages or identified damages have been costed for repair or replacement. then the bond or balance thereof can be returned.

**Quality control:**

An Events and Functions Charter will be developed setting out a guaranteed minimum standard of quality, services and supply provided at the Station venue and expected behaviour and use by the users of the venue. (clean venue and bathrooms, hygienic kitchen facility etc).

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

**Memberships & affiliations:** TBA

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

## Sustainability plan

**Environmental/resource impacts**

1. Some mains leaks have been identified due to ageing water pipe infrastructure. This water leakage has contributed significantly to water consumption at the site than any function onsite. The reparations to be undertaken by VicTrack should incorporate repairs to this infrastructure. An additional storage tank for rain water harvesting could be installed to reduce reliance on the mains water supply. Energy use needs to be addressed as the current power supply is mains connected to preheat diesel engine water pumps. This connection needs to be separated to reduce the burden on community groups. Submetering or a separate meter needs to be installed.
2. Solar PV use will be investigated to be used to dampen grid connect energy consumption of the building.

**Community impact & engagement**

There is no environmental impact to the community. The legacy of an 120 year old industrial railway precinct has probably had its impact already from fossil fuels and with the more recent times of chemical spraying of weeds in the rail and precinct corridor.

Nearby residents have advised of chemical spray drift at weed spraying times.

**Risks/constraints**

- Noise from traffic and music may require level limist during operation and a cut off time to reduce the impact on nearby local residents. This would be part of the

## The Station @ Korumburra – Draft Business Plan 2017

conditions agreed for venue use Where music practice was required and noisy, the cellar under the refreshment room floor would be sound proofed for this purpose.

- Operational procedures for the use of the fireplaces will need to be part of the venue hire agreements. There is a potential fire risk hazard relating to the fireplaces for some events and this risk would need to be controlled and monitored closely.

### Strategies

The working group is planning to maintain and operate an Environmental Management System AS14001. The group has access to trained personnel who can conduct this as part of the administration and management of the facility.

### Action plan

Sustainability milestone	Target	Target date
<i>Reduce water consumption</i> Fix current ageing water pipe leaks around precinct and building. Water leaks are an uncontrollable cost to the station users.	[60% reduction]	
<i>Reduce water consumption</i> To install rain water harvesting tanks for use for flushing toilets and reduce the dependence upon mains water. Possible position is next to maintenance shed Lot#94	[60% reduction]	
<i>Reduce water consumption</i> Submeter water connection from the Fire Fighting water storage tanks on the same mains.	[60% reduction]	
<i>Reduce Energy consumption</i> Submeter separate to fire suppression preheated diesel pumps 24/7 as energy costs would be onerous as an addition to increasing costs from utility.	[60% reduction]	
<i>Reduce Energy consumption</i> Install R4.0 polyester insulation in the all ceiling cavities (material so not affected by potential water ingress from time to time, unless there is a new roof)	[60% reduction]	
<i>Reduce Energy consumption</i> Install Retrofit Magnatite Double Glazing on existing windows, especially near ceiling where all heating is to be used. Beading colour matched to window frames so not noticeable once installed.	[60% reduction]	



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<b>Sustainability milestone</b>	<b>Target</b>	<b>Target date</b>
<p><i>Reduce Energy consumption</i></p> <p>Substitute a number of 2000watt radiator heaters with either Split System Air Conditioning and Heatpump Hydronic Thermaskirt. Run on renewable energy. A/Cs would prove to be cheaper to install, but would not comply with Heritage Vic for condenser pumps on the outside of the building and the inverter installed inside of the building.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>Install draft proofing throughout building for all doors and windows, including chimney balloons.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>Install world's biggest draft stoppers over Refreshment room for 2 large vented ceiling roses. Need to be able to open in summer for venting and cooling as required.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>Reduce only to special occasion open fire with with Split System Air Conditioning (again probably not allowed by Heritage Vic for outside unit due to aesthetics) or Heatpump Hydronic Thermaskirt or underfloor heating where appropriate. Must run on majority renewable energy.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>Use Solar PV installed on freight gate roof (approx. 50kW) to run day time operations and for battery storage. Need to reduce height of oversize trees shading freight gate from west affecting solar gain. These trees are increasingly becoming a safety hazard for the commercial shops 10 metres directly below as their roots can only go into one side of the cutting.</p>	[60% reduction]	

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<b>Sustainability milestone</b>	<b>Target</b>	<b>Target date</b>
<p><i>Reduce Energy consumption</i></p> <p>Hidden flat roof of Crew Room and Toilets at both ends of the Station building could have flat panel solar collector (out of site and therefore should comply to Heritage Vic) to preheat water for Heatpump Hydronic Thermaskirt to further reduce energy consumption. Heatpumps also must be out of sight. Either mounted inside the old urinal (wood shed) with vented roof to effect air exchange or use the cellar under the refreshment room as already vented ducting exists to mechanically vent heatpump cold air out of the building during heating. Thermaskirt is a bolt on panel with heating pipes inside or underfloor heating where appropriate. Thermaskirt can have these panels colour matched to the station skirting boards and will not be very noticeable when fitted and only if pointed out.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>Use battery storage to collect daytime Solar PV to run night time lighting, security, and some evening operations. Battery storage also can be installed in the old urinal at end of Station or the cellar as per Heatpumps.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>All lighting to be upgraded to long life LED. Station Platform lighting to LED and any security spotlights (carpark) need to be converted to LED.</p>	[60% reduction]	
<p><i>Reduce Energy consumption</i></p> <p>If allowed (by Heritage) or need as an exemption the use of antique design ceiling fans to down draft rising heated air in the high ceiling rooms to reduce further heating.</p>	[60% reduction]	

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Without a serious sustainability energy efficiency overlay the energy running costs will be too high for tenants and users over the winter months and it would not be viable for TS@K to operate at all over this period. The working group doesn't want to be in the position of closing up the station for six months of the year until it is warmer. Analysis has found that in an uncontrolled carbon constrained business environment, only the sustainability overlay makes this whole operation viable based upon anticipated demand for products and services. It is possible to turn this challenge around as a showcase example of energy transition and sustainability, even on a 19<sup>th</sup> century era historic building.

## The Market

### Market research

Community consultation for the future use of the railway station building was the chosen method to gain feedback for this site. These consultations took place over a series of 3 facilitated meetings and the working group was formed from the final consultation process. The task of the working group was to develop a concept incorporating the identified community ideas in line with the criteria provided by VicTrack through the Community Use of Vacant Railway Buildings Program. Evidence of this process and supporting reports and documentation is set out in the Nomination Form (Introduction, 1.2, and 2.2)

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to The Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### Market targets

Target market is to generate revenue to cover administration and ongoing maintenance costs for the railway station building post restoration going forward. \$TBA

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### Environmental/industry analysis

- ♦ Statistics available through the ABS and South Gippsland Shire Council provide evidence that Korumburra and the surrounding region is steadily increasing in population at a rate of 48 dwellings constructed annually. An improved integrated public transport system could have an impact on this growth. There are long term organisations looking to expand operations but are limited to out of the way locations, and the size of current premises is limiting expansion and capacity.
- ♦ The local economy is stable with an expanding of operations by Burra Foods, a large dairy products processor in town, a new supermarket approval, and the establishment of the Karmai Community Children's Centre. Korumburra has a seasonal variation in tourism as visitors flock to the coasts, during the peak periods.
- ♦ The town has active leadership in the business sector from the Korumburra Business Association and the Korumburra Community Development Action Group, and a leadership group of representatives from over 20 community groups, large business,

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sporting clubs, local schools, health services etc in the form of the Korumburra Round Table.

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

## Your customers

### Customer demographics

The demographics vary due to the variety of different organisations catering to different markets. Targeting a market is more pertinent to each business case put forward.

1. Community
2. Local business
3. Tourists
4. Local Industry
5. Primary and Secondary School community
6. Job seekers, school leavers, work experience students, trainees
7. Regional visitors

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

### Key customers

1. Community
2. Local business
3. Tourists
4. Local Industry
5. Primary and Secondary School community
6. Job seekers, school leavers, work experience students, trainees
7. Regional visitors

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

A generic marketing strategy will be developed for the venue and marketing will be channelled through current and relevant platforms.

The pre-existing individual community groups will continue to market to their own established networks. These would need to be developed further to raise the site's profile and capacity for usage.

The regional tourist market will be targeted through social media.

Target marketing:

- Venue for hire
- Special events and functions
- Creative Spaces for Artists
- Energy efficiency showcase
- Environmental rejuvenation practices
- Tourism

The focus of the marketing strategy will highlight:-

## The Station @ Korumburra – Draft Business Plan 2017

- Unique architecture
- Local Korumburra history
- Railway history and significance
- Heritage value and significance
- Sustainability
- Environmental efficiencies and practices

**Customer management**

A customer service standards charter will be required and this will be developed along with the operational procedures, policies and governing documents to guide the operations at the facility. A good service reputation is essential as part of the value add proposition to any event use hire.

***Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017***

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## S.W.O.T. analysis

Strengths	Weaknesses
<p><i>Heritage theme venue is very unique in this region.</i></p> <p><i>A high level of community interest to re-engage and utilise building.</i></p> <p><i>Unique architecture, in a growing unique location for tourists, can be used for a multitude of uses from training, functions, events that otherwise could not be entertained.</i></p> <p><i>Location in central commercial district with ample parking and with complementary services close by.</i></p> <p><i>Ability to open up to markets not being services in this area.</i></p> <p><i>Attract markets that otherwise would not have come to Korumburra.</i></p> <p><i>TS@K working group members are passionate Korumburra locals who have brought a wide range of relevant experience, tertiary and higher education qualification and experience in fields relevant to this project. They do not rely on outside consultants.</i></p>	<p><i>Weddings reception - requires caretaker/cleaner, assist with logistics on the day, minder and security for lockup – No provision to keep a caretaker.</i></p> <p><i>Yet to be restored building for fit for purpose – timeline for this still unsure.</i></p> <p><i>Building so energy inefficient its viability to remain open in the winter months due to discomfort and very high energy costs for heating is questionable. Major complaint.</i></p> <p><i>Condition of bathrooms detracts from true value for hire for events.</i></p> <p><i>Energy costs to operate will be approximately 30% of the revenue budget. Which adds extra pressure to hold more events all year round whether there is demand or not or increase rents to sub tenants that may be unaffordable.</i></p>

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<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>
<p><i>Weddings receptions have often been requested without offering them.</i></p> <p><i>Unrealised advertising for multi use venue.</i></p> <p><i>Multi use venue for hire to accommodate a variety of events of significance. The building and its facility is a corner stone to enable many different events either for community or commercially attracting direct and indirect revenue.</i></p> <p><i>If carefully managed and marketed there is every chance to expand and employ persons to undertake tasks that otherwise would wear thin as volunteers in the longer term.</i></p> <p><i>As above, members of TS@K and the local community have had to go outside the region to attend particular community groups as there was no facility here in Korumburra. There is now a possibility of a facility to keep locals here and attract people from regions to Korumburra that otherwise would not come.</i></p>	<p><i>Other regional venue facilities adapting to take up opportunities in the area.</i></p> <p><i>Distance from outer metro Melbourne.</i></p> <p><i>Distance from local accommodation.</i></p> <p><i>Not a significant designated tourist region</i></p> <p><i>May not be competitive enough in the region or attract interest from outer regional areas.</i></p> <p><i>Cashflow will need to suffice to undertake marketing, build the brand, if not, the enterprise could collapse on itself. It requires as much charge out of venue to outsiders as it is to be available to all the community less financial.</i></p> <p><i>Without funding for a sustainability overly for energy efficiency we will be at the mercy of the uncontrolled carbon unconstrained economic environment which keeps energy overheads too high. The costs may outstrip the anticipated demand and place operation under duress and eventually could be unviable altogether.</i></p>

Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017

## **FURTHER SUPPORTS AND STRENGTHS**

The major supports and strengths to be considered when developing The Station @ Korumburra's Strategic Business Plan are:

### **Synergy with Regional Marketing**

The TS@K Strategy and Business Plan is strongly supported by the South Gippsland Shire Strategic Tourism Plan. The Plans are mutually supportive.

### **Presentation**

TS@K presentation is to be neat and appealing to the eye. People visiting the railway station and the market are not presented with sidings of decaying rolling stock awaiting refurbishment. Also the removal of the carriage shed in front of the railway platform once all rolling stock has been removed will return the access to viewing the rolling hills of South Gippsland.

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**Location and Natural Beauty**

South Gippsland is one of the most picturesque parts of Victoria. Visitors are drawn to this area for its natural beauty and to give further access to them from the railway station building and platform will be a major strength.

**Proximity to Major Populations and Tourist Hubs**

TS@K's location being close to Melbourne and located at Korumburra, has an increasing accessibility with a variety of centralised interests which will make the passing through town culture into a destination stop. This will be a major strength.

**Heritage Restoration Work**

TS@K success in securing a heritage building for community use and preserving its unique history will be of significant benefit and satisfaction for many locals. TS@K working group will ensure the 19th century architecture blends well with its 21st century operation. This will be seen as a major strength.

**History Museum**

TS@K will not run a museum or seek any accreditation for one, but the history of the Great Southern Railway Line will be collated as an online museum and a touring app for visitors. This again is in keeping with the history of the area for locals, visitors and students. To make this available will be another value add and another major strength.

**Key Factors for Success**

The following key factors for success were identified with respect to operation of The Station @ Korumburra:

- ♦ **Funding.** TS@K must effectively promote critical infrastructure projects to State and Federal funding bodies.
- ♦ **Marketing.** The conservative marketing targets must be attained, and existing high yield markets must be effectively targeted.
- ♦ **Sunday Market.** A Sunday Market must maintain a position as a successful product recognised for its ambience, selection of goods available, good management and price competitiveness.
- ♦ **Resources.** The resources allocated to marketing must be effectively utilised so that the marketing targets are achieved and space capacity is utilised.
- ♦ **Volunteering.** Volunteer input must be maintained by ensuring burn out does not occur.
- ♦ **Staffing.** A part time Sunday Market Manager position must be further resourced to reduce the workload to a sustainable level.



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- ♦ **Retail and Food.** Retail and food operations must be effectively integrated with The Station @ Korumburra's activities so that significant margins are achieved from food and souvenirs.
- ♦ **Maintenance.** TS@K will facilitate a maintenance regime after the initial restoration works and fit out has been completed. This will be effectively planned maintenance to keep the station complex in a pristine condition.
- ♦ **Governance.** The current high level of governance and leadership exhibited by the TS@K Committee of Management must be maintained.

## Your competitors

Wedding (Venue Hire) TBA re [www.wedshed.com.au](http://www.wedshed.com.au)

Variety of like venues compared to cost and uniqueness. There is nothing to compete directly with a heritage railway station venue and starting costs are at the targeted level.

Creative Spaces (Arts) <http://www.creativespaces.net.au/find-a-space/office-space-shop-gallery-1>

Creative Spaces in Melbourne = 746, Bass Coast = 0, East Gippsland = 0, South Gippsland = 0, Mornington Peninsula = 7. No immediate competition, but there is demand. What is further unique is the utilisation of the Creamery Sheds as studio with rolling country views from top of the town.

No real Arts group venue in the region losing resources to Bass Coast. This facility will inbring the Arts group into a more bricks and mortar base in which to operate workshops, classes, studios, artist in residence, exhibitions and galleries.

Music Therapy. There is no available services for music therapy for special needs children nearby. Other music rehearsals have also no place to go. To centralise all the music offerings rehearsal space will generate more dynamic interest as there is more music variety in one place.

Milpara Community House is Korumburra's Community House, and there is no direct competition locally. Milpara Community House is filling a needs gap created with the closure of a local TAFE.

## Advertising & sales

### Advertising & promotional strategy

The working group will develop an advertising and promotional strategy based on the identified activities, events and operations of the Station facility.

### Unique selling position

1. Overall USP is that all products and services to operate in this facility will require carbon offset certificates to be a carbon neutral event. There is no other venue hire that offers this advantage that is in turn reinvested in the local environment.
2. The USP will succeed in this region as a number of test wedding receptions previously were successful at the budget end of the market and without any building remediation to lift the quality of the venue. No major marketing tapping into existing wedding markets segments. The success will be further enhanced as a restored 1906 Queen Anne architecture railway station building is so unique geographically it would be the regional wedding reception venue for a niche market. Marketing channels will be required to raise profile and awareness.
3. Two large meeting rooms that can be used concurrently or separately for business in a Heritage setting. The restored art nouveau pressed metal designs is a unique feature in itself.
4. A local food businesses can utilise the upgraded kitchen on a needs hire basis, office space for running a business and provide barista services on a weekend.
5. To establish a placed based training facility for local students to undertake training and practical experience in a heritage setting with a vast array of operation roles available.
6. Central and nearby breakout rooms to large function space for community overflow of larger groups than is usual for local business venues.
7. Ideal location for one off annual events for heritage themed alfresco dining on the platform, combined with outside festivals and markets and rural views.
8. Annual events, festivals, markets potential to be relocated to a more accessible, more level ground area and closer to Korumburra commercial services.
9. A music hub for local musicians and students, for a dedicated space to practice. This is to include music therapy for special needs children.

### Sales & distribution channels

The working group will develop a strategy for sales and distribution based on the identified activities, events and operations of the Station facility.

## The Future

### The Future

### Vision statement:

To support future planning to manage and operate the heritage railway station at Korumburra as a community and cultural arts space for the benefit of the Korumburra community and district.

Refer to sub groups own specific Vision Statements

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### Mission statement

To be developed during the incorporation process.

### Goals/objectives:

The Station @ Korumburra Goals are:

#### **Goal 1      Core Product**

TS@K will be a successful vibrant operating community space offering family/tourist services:

- To indulge food, wine, music and craft experiences
- Local community use for events
- Training facility of students/jobseekers/trainees for the workplace
- Allowing artists to fund their creativity through sale of their works

#### **Goal 2      People**

TS@K will be operated and supported by professional customer-focused volunteers and paid contractors working in a co-operative environment.

#### **Goal 3      Marketing**

TS@K will ensure its viability through marketing of:

- Arts Gallery and Exhibitions and associated workshops
- Hospitality Training for local youth
- Historic Venue for hire
- Music Therapy for special needs, and
- A sustainability hub

#### **Goal 4      Finance**

TS@K will be financially stable and viable with the four pillars of:

- Place based training and real life working experience for students at designated events

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- Art and sculpture gallery, workshops and events, arts studios for hire.
- Music classes, music events, music with other events and music Therapy for the disadvantaged.
- Venue hire for special events, training events and corporate events

**Goal 5      Infrastructure**

TS@K Railway building infrastructure will be maintained in a carbon neutral manner that ensures the ongoing sustainability of the operation.

**Goal 6      Governance**

The Station @ Korumburra Committee of Management will provide effective governance, leadership, accountability and oversight.

Individual Groups Goals

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

**Action plan**

**Please note:** This table does not include sustainability milestones as they are listed in the sustainability section above.

<b>Milestone</b>	<b>Date of expected completion</b>	<b>Person responsible</b>
The committee of management executive has been elected and committee of management members will be recruited. Application for Incorporation Establishment of TS@K bank account and trading facilities Access to station building	June 2017 July 2017	Elected Committee (3) and one shire council member assisting.
Building a website to encompass products and service available, along with history and other visitor interests, version one	July/October 2017	Chair of the CoM, WebIt contractor
Notification of funding approval for the restoration works.	July to September 2017	
Approach relevant philanthropic organisations for grant funding. i.e. RDV for funding fitout for start ups not covered under Victrack Project Delivery Group renovation.	September/ November 2017	CoM and members of each group, i.e Arts, Milpara, Music.
From the time Victrack start repair works to the station building	2018-2019	Victrack Delivery Project Group

## The Finances

### Financial review

#### Finance required

The finances required are for the restoration of the 1907 Queen Anne architectural style Historic Heritage Railway Station in Korumburra. The cost of this is unknown and the timeline to undertake the restoration project is 2018-2019.

Finances are required to bring the building up to a fit for purpose level to conduct activities undertaken for and by the local community.

Funding will be required to develop the business infrastructure to enable community use of the facility.

Fitout finances will be required and are out of the scope of Victrack restoration of the building. Other financing will need to be raised for start up and fitout. i.e office equipment and furniture, kitchen equipment and appliances, furniture for events, corporate functions, and workshop computers, information communication technology etc. as identified by the working group. Submissions for relevant and appropriate philanthropic support will be forwarded in line with the identified resources and in consideration of the significance of the facility and the identified uses.

Notwithstanding the restoration project, there will be a need to have setup funds to run an administration to manage the station complex, development of marketing channels and materials. site management/manager/caretaker for venue operations and bookings.

For individual groups on Finances

*Refer to Milpara Community House – Business Plan for The Station @ Korumburra 2017*

*Refer to the Korumburra Arts Group - Railway Gallery Marketing Plan 2017*

### Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

## The Station @ Korumburra – Draft Business Plan 2017

## Start-up costs for 2019

<b>KORUMBURRA RAILWAY STATION</b>		
<b>OPERATING EXPENSES</b>		<b>2019</b>
Admin Expenses		\$ 500.00
Audit Fees		\$ 1,000.00
Bank Charges		\$ 500.00
Cleaning Accessories		\$ 400.00
Insurance		\$ 5,000.00
Electricity		\$ 8,000.00
Gas Natural		\$ 2,200.00
Fire Wood (\$320 per tonne used per week - 30 weeks)		\$ 9,600.00
Media & Advertising		\$ 3,000.00
Market Expenses		\$ 5,000.00
Magazine		
Casual Salaries - Cleaners etc		\$ 5,000.00
Telephone, Mobile, Internet		\$ 2,000.00
Printing and Stationery		\$ 2,000.00
Water Mains		\$ 1,200.00
Rates / Rent		\$ 200.00
Security		\$ 2,000.00
Special Events		
Subscriptions		\$ 1,000.00
Liquor Licence		\$ -
Repairs & Maintenance		\$ 1,000.00
Staff Training		\$ 500.00
Staff Salaries	D 1	\$15,600.00
South Gippsland LandCare - Carbon (50% of Carbon Certificate Price)		\$ 6,250.00
Railway Station Carbon Offset - Carbon Neutral		\$ 1,500.00
Outsourced Admin (Milpara)		
<b>TOTAL OPERATIONAL EXPENSES</b>		<b>\$73,450.00</b>
Surplus / Shortfall		\$ 4,600.00
Accumulated Surplus / Shortfall		<b>\$ 4,600.00</b>

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<b>KORUMBURRA RAILWAY STATION</b>		
<b>REVENUE FROM OPERATIONS</b>		<b>2019</b>
<b>ASSUMPTIONS PER DAY USE @</b>	<b>Per Unit</b>	
REFRESHMENT ROOM HIRE = CORPORATE CONFERENCE		\$ 750.00
REFRESHMENT ROOM HIRE = WEDDING		\$ 2,200.00
REFRESHMENT ROOM HIRE = SPECIAL EVENTS		\$ 700.00
REFRESHMENT ROOM HIRE = HOSPITALITY TRAINING		\$ 250.00
ROOM HIRE FOR ARTS		
ROOM HIRE FOR ART EXHIBITIONS		\$ 300.00
ROOM HIRE FOR ART STUDIOS		\$ 200.00
MUSIC THERAPY		\$ 25.00
MUSIC SESSIONS		\$ 50.00
ORGANIC FOOD SUPPLY & REDISTRIBUTION		
PLATFORM ALFRESCO CAFÉ		\$ 250.00
PLATFORM MARKETS		\$ 500.00
SHOP - SOUVENIRS		\$ 100.00
CARBON OFFSET TRADING CERTIFICATES tCO2-E		\$ 25.00
<b>TOTAL REVENUE</b>	<b># of UNITS</b>	
REFRESHMENT ROOM HIRE = CONFERENCE	3	\$ 2,250.00
REFRESHMENT ROOM HIRE = WEDDINGS	6	\$ 13,200.00
REFRESHMENT ROOM HIRE = SPECIAL EVENTS	6	\$ 4,200.00
REFRESHMENT ROOM HIRE = HOSPITALITY TRAINING	30	\$ 7,500.00
ROOM HIRE FOR ARTS		
ROOM HIRE FOR ART EXHIBITIONS (Weeks)	50	\$ 15,000.00
ROOM HIRE FOR ART STUDIOS (2) (Weeks)	50	\$ 10,000.00
MUSIC THERAPY	12	\$ 300.00
MUSIC SESSIONS	12	\$ 600.00
PLATFORM ALFRESCO CAFÉ HIRE	24	\$ 6,000.00
PLATFORM MARKETS	6	\$ 3,000.00
SHOP - SOUVENIRS (50% Markup)	35	\$ 3,500.00
CARBON OFFSET TRADING CERTIFICATES ( @ \$25 tCO2-e)	500	\$ 12,500.00
<b>OPERATIONAL REVENUE</b>		<b>\$ 78,050.00</b>



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<b>Railway Station Shopping List of required items for community operations</b>		<b>Cost</b>
1	Crew Room - Kitchenette - requires Fridge/Freezer, microwave, kettle, crockery etc for station community staff retreat for lunches etc on days they are attending.	\$2,000.00
2	Office next to crew room - Centre Management Office - computer, scanner printer. Security camera system throughout building hard drive storage secured in office and can monitor. Also monitor renewable energy output. Secured Filing cabinets, window and doors. Office desk and chairs, safe.	\$5,000.00
3	Hard wired for internet access throughout. WiFi to a minimum or not at all.	\$2,000.00
4	Digital projector for training, corporate and community presentation events.	\$2,000.00
5	A/C for offices. (no external compressor visible re Heritage comp)	\$5,000.00
6	Ventilation system for cellar. Cellar access to be in line with OH&S, possibly relocate access.	\$2,000.00
7	Commercial kitchen - appropriate cooking stoves to suit training market today. Range hood and extraction to roof. Fridge, dishwasher, sundry appliances to suit training today.	\$12,000.00
8	Review of current crockery should be considered for future use and events or look to acquire new stock.	\$2,000.00
9	Secure lock doors for relevant groups. Master key access by centre management.	\$1,000.00
10	Corner office (east side next to breezeway) doorways to be secured with lockable doors (2)	\$1,000.00
11	All electrical wiring needs for AH capacity to suit groups under a peak demand and to be current Australian wiring Standards today.	
12	Visitor safety barrier full length along platform for events.	\$3,000.00
13	Café blinds for station platform for events in winter/windy months	\$2,000.00
14	Outside gas heaters for platform events.	\$2,000.00
15	Women waiting room require appropriate furniture (chesterfield) for bridal retreat	\$4,000.00
16	Suitable number of appropriate chairs and tables	\$5,000.00
<b>Anticipated Expenditure for Community Operations</b>		<b>\$50,000.00</b>

**Sustainability Aspect of Building Project:** For all season's use of facility

17	Heat pump hydronic heating (Thermaskirt) Heat pumps to be installed outside kitchen access or in open vented area inside toilets. (no external mounting re Heritage)	\$25,000.00
18	All lighting to be changed to LED. Platform lighting on timer for security.	\$3,000.00
19	Insulation R4.0 polyester batts for ceilings to reduce heat loss.	\$12,000.00
20	Extreme weather adaptation (sudden rain down pour) to roof valleys, gutters, spouting and drainage to stop future flooding. Roof inspection of tiles, degraded and wearing away, silting up and blocking gutters.	\$4,500.00
21	Freight gate roofing for Solar PV plus maybe a small helical wind turbine or two. (connection underground to station building battery storage) Would require removing some shading trees (re council on this).	\$75,000.00

## The Station @ Korumburra – Draft Business Plan 2017

22	Battery Storage – possibly the side room in the crew room area or convert to secure area end of the toilet complex. (no external mounting re Heritage)	\$20,000.00
23	Electric Car Recharge points to start electric highway through South Gippsland.	\$10,000.00
24	Rainwater harvesting for toilet use with associated pumps. (Long Carriage shed has two 5,000 litre water tanks available once shed is removed that can be repurposed)	\$2,500.00
25	Upgrade toilets and cisterns for rain water efficiency (heated toilet seats for women's toilets).	\$2,500.00
26	Draft proofing all doors	\$3,500.00
27	All high ceiling windows need magnetite retrofit double glazing to reduce heat loss in winter. Should retrofit all windows for energy saving.	\$5,000.00
28	White standard internal window shades for summer.	\$3,000.00
29	During building restoration, natural paints to be used for health reasons.	\$5,000.00
<b>Anticipated Expenditure for Sustainability Aspect of the Project</b>		<u>\$171,000.00</u>
<b>Anticipated Expenditure for Community Operations</b>		\$50,000.00
<b>Anticipated Expenditure for Sustainability Aspect of the Project</b>		<u>\$171,000.00</u>
<b>Total Anticipated Expenditure for Railway Station Fit Out</b>		<u><u>\$221,000.00</u></u>