

REBUILD COBARGO

Summary Information for the Main Street Rebuild Project



“Rebuilding the heart of Cobargo, for a vibrant, resilient and connected community now and into the future”

Prepared by

Cobargo Community Development Corporation Limited

April 2021



The CCDC made two submissions to the NSW Government Bushfire Local Economic Recovery (BLER) Fund on 28 January 2021. The following document aims to provide awareness to the stakeholders about the projects submitted to the BLER Fund. These projects will provide future resilience and underpin the economic upturn which the community needs.

The two submissions to the BLER Fund covered three project proposals within Cobargo Main Street:

- Village Square Project;
- Market Hall Project; and
- New Post Office Project

After the damage of the 2019/20 bushfires Cobargo's main street no longer provided the essential facilities to sustain the economic and social wellbeing of the community. Since then the CCDC has consulted with the local community and received professional advice from TAKT Architects and TBH Project Management, to put forward to the NSW Government these 3 projects. The projects aim to restore and improve tourism, community connection and the economic wellbeing of Cobargo.

The Village Square Project will be a mixed-use building complex providing the village with a range of retail, custom workspaces, and apartments. It will bring new employment opportunities as well as re-establishing tourism-oriented retail businesses.

The Market Hall Project, will provide diverse retail spaces and a cafe including facilities for hospitality traineeships and up-skilling opportunities for the community on the lower level, while accommodating two residential apartments on the upper level.

The New Post Office Project has been put forward in recognition of the shortcomings of the current Post Office building. The new building will provide the community with the extra floor area and design utility to meet the needs of a contemporary Post Office Service. The new building will also include the re-establishment of village housing with a residential apartment above.

Public / private partnership or community ownership of these assets have been proposed and will deliver a wide range of social and economic benefits to the community including;

- Ensuring a timely and complete rebuild of the village heart
- The Provision of expanded local jobs, training, and business opportunities;
- Allowing maximum community benefit from the operation of these assets
- Enhanced public engagement with the local community directly contributing to the future success of their local village hub

Project Risks have been extensively researched by TAKT Studio, TBH Project Management Consultancy and via analysis of community input. The risk for all projects will be managed through a risk management plan reviewed regularly.

The CCDC has taken into consideration a broad range of community views and suggestions and seeks your continuing support throughout this process.

We understand that applicants with successful submissions will be notified from earliest 30 June 2021.

Further stakeholder and community consultation will be undertaken over the coming months.

ACKNOWLEDGMENTS

The CCDC would like to acknowledge the contributors to the CCDC BLER Fund submissions.

**Takt Studio for Architecture in conjunction with
SJB Architects**

TBH Project Management Consultancy

CQBRG Incorporated

Cobargo Co-operative Society Limited

Australian Business Volunteers (ABV)

Cobargo Community Bushfire Recovery Fund

We also extend a thank you to both the Cobargo and Quaama communities for their input through engagement in community consultations.

Please forward any communications regarding this document and/or the CCDC BLER Fund submissions to:

The Secretary,
Cobargo Community Development
Corporation Limited
52 – 54 Princess Highway
Cobargo NSW 2550

Or by email to:
ccdclimited@gmail.com



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PURPOSE OF THIS DOCUMENT

This document provides a summary of the Cobargo Community Development Corporation (CCDC) Limited submissions to the Bushfire Local Economic Recovery Fund (BLER Fund) which were lodged on 28th January 2021.

BACKGROUND

The Cobargo Quaama Business Recovery Group (CQBRG) Incorporated is a community led bushfire recovery group. It was formed in the weeks after the bushfire disaster that impacted Cobargo and the region NYE 2019/2020, and represents the businesses of the Cobargo and Quaama area.

The primary purpose of this group is to support the recovery, growth, and resilience of the local business community.

As volunteers the CQBRG committee members have coordinated relief efforts and recovery projects during 2020 and have continued to advocate for and assist in the provision of needed resources for the business communities of Cobargo and Quaama.

Importantly the CQBRG has also provided a united voice for the needs of the business community in recovery from the bushfires and during the challenges faced in 2020/2021.

In response to the submission requirements of the Bushfire Local Economic Recovery Fund (BLER Fund), the CQBRG joined with the Cobargo Co-operative Society Limited to form the not-for-profit Cobargo Community Development Corporation (CCDC) Limited. The CCDC is the prime applicant for the 'Rebuild Cobargo - Main Street Rebuild Project' submissions to the Bushfire Local Economic Recovery Fund.

The CCDC's BLER Fund submissions were lodged with the Department of Regional NSW on 28th January 2021. The assessment and approval process is expected to be completed by May 2021 and the successful projects announced earliest 30 June 2021. The BLER Fund guidelines stipulate all projects successful in receiving funding must be completed within a 2-year period, with a project completion date no later than 30th June, 2023.

ABOUT THE BUSHFIRE LOCAL ECONOMIC RECOVERY FUND

The State and Federal Governments are supporting the recovery of bushfire impacted communities through a range of funding programs that support local and regional economic and social recovery – including initiatives across the economic, social, built and natural environment recovery.

The Bushfire Local Economic Recovery Fund (BLER Fund) supports communities to recover both economically and socially from the 2019-2020 bushfires. The BLER Fund Stage 2 will make up to \$250 million available for projects in bushfire affected communities.

All projects supported under the BLER Fund will be jointly funded by the State and Federal Governments. Bushfire affected communities will have access to funding for infrastructure projects, local programs and initiatives that encourage the short, medium and long-term recovery.

Further information on the BLER Fund can be found here: <https://www.nsw.gov.au/blerfund>

WHY REBUILD COBARGO VILLAGE CENTRE?

The devastation of the Badja Forest Road Bushfire to Cobargo village and the surrounding localities was unparalleled in the region's history.

The loss of 8 historic commercial buildings in the lower half of the village precinct providing 10 retail premises has not only seen the loss of many loved mainstay businesses operating in the 'heart of the village' but has also left a physical gaping hole in the village's commercial centre.

Families and friends within the community have been forced to navigate various challenges and rebuild after the impact of the bushfires. In addition to this, local-led recovery groups such as the CQBRG and CCDC have been working tirelessly to ask the hard questions of what is needed to recover from the bushfire disaster and to map a vision for the future rebuild and viability of the village's affected area in the commercial centre.

Without recovering and rebuilding the part of the village that was razed to the ground as a result of the bushfire, we risk not only an immediate impact on and stagnation of the village's economic and social welfare, but an inevitable further decline.

Over 2020 the CQBRG has undertaken extensive work, bringing together and working closely with key stakeholders including;

- The property owners of the destroyed commercial blocks;
- The business owners of the destroyed businesses;
- Local, State and Federal Government agencies, in particular the;
 - National Bushfire Recovery Agency (NBRA)
 - Resilience NSW and
 - Regional NSW,
- Non-government organisations working in the bushfire recovery space
- Local community groups and
- Individuals within the community.

A vibrant and fully functioning village hub builds social connection, self-reliance and resilience for a community.

The re-establishment of a fully functional village commercial centre will not only provide key goods and services for those living in Cobargo and the surrounding localities for day-to-day living, but importantly will also direct spending (economic benefit) into the town.

The Rebuild Cobargo projects will ensure that the township continues to leverage its position as a stop point destination for travellers passing along the Princes Highway, and as a popular and vibrant artisan village for tourists and holiday makers to visit while staying in the region.

The draft concept vision of a future rebuild of the section of the village which was destroyed by the bushfire, as detailed in this document, has been formulated through a wide range consultation with the various stakeholders and in collaboration with key partnering organisations providing assistance in the bushfire recovery space.

The CCDC is proud of a draft concept vision that reflects a commitment to strong community engagement at all stages and ensures a rebuild vision that both honours the past and endeavours to build on the villages' strengths, take advantage of opportunities, support future resilience and hold it in good stead for its needs into the future.

PROGRESS

Over the past months great progress has been made in bringing this vision into being. The following timeline outlines the steps taken so far and the entities involved in the process:

- Cobargo Quaama Business Recovery Group Inc. formed to represent the business owners of the area
- Formation of the building owners sub-committee after the bushfire disaster (owners of the destroyed main street blocks in Cobargo)
- Key meetings of this sub-committee to define the needs of the project (Jan-Aug 2020)
- Ongoing consultation with Bega Valley Shire Council
- Consultation with other local community-led recovery groups to ensure alignment with other proposals and the “overarching strategy” for Cobargo and surrounds.
- Engaged Project Management Consultancy Company TBH to assist with the BLER Fund Submissions
- Consultation with representatives of the Federal National Bushfire Recovery Agency (NBRA) in relation to the BLER Fund Submission Process
- Design and distribution of Cobargo Rebuild Community Survey - stage 1 of Community Consultation (July 2020)

- Assessment of stage 1 community input and feedback
- Engagement with the Australian Business Volunteers (ABV) to assist with the BLER Fund submission
- ABV facilitated the Stage 2 community consultation process, a 2-day event at Cobargo showgrounds (Nov 2020)
- The appointment of TAKT Studio to execute the draft concept designs of a main street rebuild for the BLER Fund submission
- Successful grant application from Cobargo Community Bushfire Recovery Fund to assist with costs for TAKT Studio’s services
- Presentation to CQBRG membership on 22nd December 2020 at the Cobargo School of Arts Hall for an update on the BLER Fund submission, TAKT Studio’s concept design work for the rebuild, the proposed governance structure and the formation of the CCDC as the prime applicant for the submission
- Formalisation of the CCDC as a new entity; and
- Compilation and lodgment of the CCDC BLER Fund submission

FUTURE COMMUNITY CONSULTATION

In the event that the CCDC BLER Fund submission is successful and attracts the required funding, ongoing community engagement and consultation processes will take place in due course, as the draft concept designs for the rebuild are refined,

and the detailed architectural plans are prepared for development applications to Bega Valley Shire Council for processing and approval.

Further opportunities for the community and stakeholders to engage with the CQBRG and the newly formed CCDC regarding the CCDC BLER Fund submission will be formalised over the coming months

THE ARCHITECTS

The CQBRG was fortunate in being able to secure the services of TAKT Studio for Architecture to undertake the conceptual draft design work for the CCDC BLER Fund submissions, which are presented in this summary.

TAKT had already developed a relationship with Cobargo and established their credentials through their work with the proposed Cobargo Showgrounds Land Manager Bushfire Refuge Centre. TAKT have a demonstrated expertise in environmentally sustainable projects and have a commitment to assist in the recovery initiatives of bushfire affected communities. The redesign of the affected precinct with the assistance of SJB Architects aims to build social connectivity through delivering a more connected streetscape, enhancement of public space with new courtyards, arcades and gardens to create a network of pedestrian areas and a renewed functionality and sense of discovery in the heart of the village.

REBIRTH OF COBARGO'S VILLAGE HEART




The CCDC's concept plan for the rebirth of Cobargo's village heart importantly offers a complete re-establishment of the commercial streetscape that was destroyed by the bushfire, as one cohesive project.

TAKT and SJBs design response, acknowledging feedback and input received via initial community consultations, focuses on expanding and optimising the usability of public space in and around the proposed new buildings. This approach creates a streetscape with more connectivity, laneways and pedestrian walk throughs, courtyards and green spaces as a key design consideration, uniting all projects.

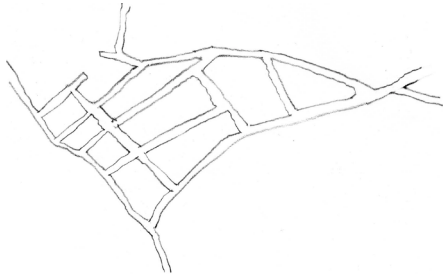
The rebuild and redesign of such a large section of the village offers opportunities to improve streetscape appeal and functionality:

- Diverse setbacks, maximizing commercial frontage with less driveway entry points off the highway and providing opportunities for street furniture integration
- More public space such as courtyards, laneways and plantings creating a buffer from highway traffic noise
- A network of pedestrian areas with the aim of expanding the village and creating a sense of discovery
- More off-street car parking



	SITES OF MAIN STREET CCDC BLERF REBUILD PROJECTS
	SITES OF OTHER MAIN STREET REBUILD PROJECTS
	UNAFFECTED ADJOINING SITES





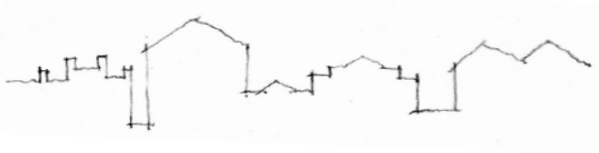
Authenticity – new insertions capturing the spirit of place and its hopeful future – a vibrant response to people, place, history and environment



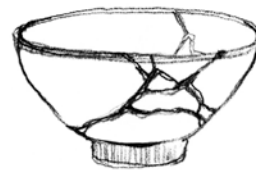
Climate responsive – addressing the core cause of extreme bushfire seasons through environmentally sustainable design practices



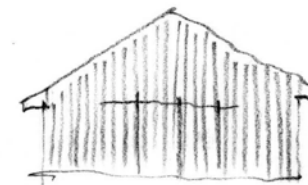
Connectivity – connect streetscape and existing public space with new courtyards, arcades and gardens to create a network of pedestrian areas and a sense of discovery



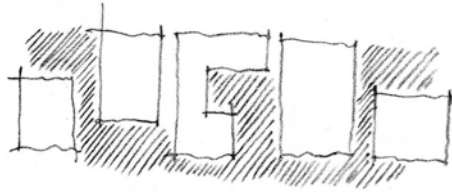
Historic grain – considering the original street scale and rhythm through the articulation of new building forms and responsive to historic lot patterns, whilst introducing moments of additional height



Stitched together – mending what the streetscape has lost through insertion of carefully considered buildings that both integrate and differentiate old and new much like the Japanese kintsugi technique



Material of place – integrate materials and design features that respond to the rural vernacular and create distinct buildings of specific character



Streetscape topography – creating a fine grain response that celebrates the varied roofscape and small scale spatial patterns



Landscape integration – well considered landscape design at the core of all projects creating shaded outdoor areas, street edges, buffer zones and green courtyards for water sensitive design and long term resilience



Differentiation – clearly defined character for civic and private areas of mixed use buildings. New civic structures becoming new landmarks within the streetscape.

THE VILLAGE SQUARE PROJECT

Site 1 - Redevelopment of Western Side of Cobargo Main Street

This project will replace the historic buildings on the Western side of Cobargo's main street (number 68 and 66 Princes Highway, former site of Bangles Pottery, South Coast Leather and Bikram Yoga Sapphire Coast) that were destroyed by the bushfire, with three new buildings under the one title known as: "The Village Square".

The Village Square project will also include landscaped public open space, featuring internal paved walkway and a public courtyard with seating that will link with the adjoining council property to the north and new council public toilet facilities.

The complex is proposed to house;

- A new accredited Cobargo Regional Tourist Information Centre;
- An innovative co-working facility as a new town service;
- A professional wellness hub for allied health practitioner service to the village;
- 4 x boutique tourism-oriented retail spaces, and
- 2 x two-bedroom apartments

The project aims to restore commercial functionality through enhancing a range of businesses within the village. This will build community self-reliance and bushfire resilience.

The proposed buildings within this complex include;

Building 1 - Regional Information Centre and 'Regional Showcase' retail shop

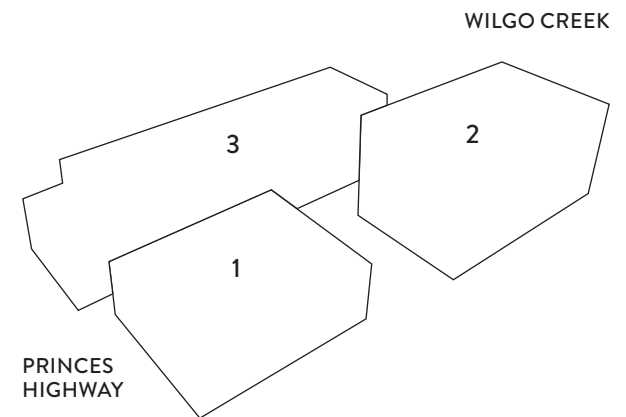
Building 2 - Co-Working Space with adjoining conference rooms (lower level) & Wellness Hub - Professional rooms for allied health services (upper level)

Building 3 - 4 x Retail spaces (lower level) & 2 x two-bedroom apartments (upper level)

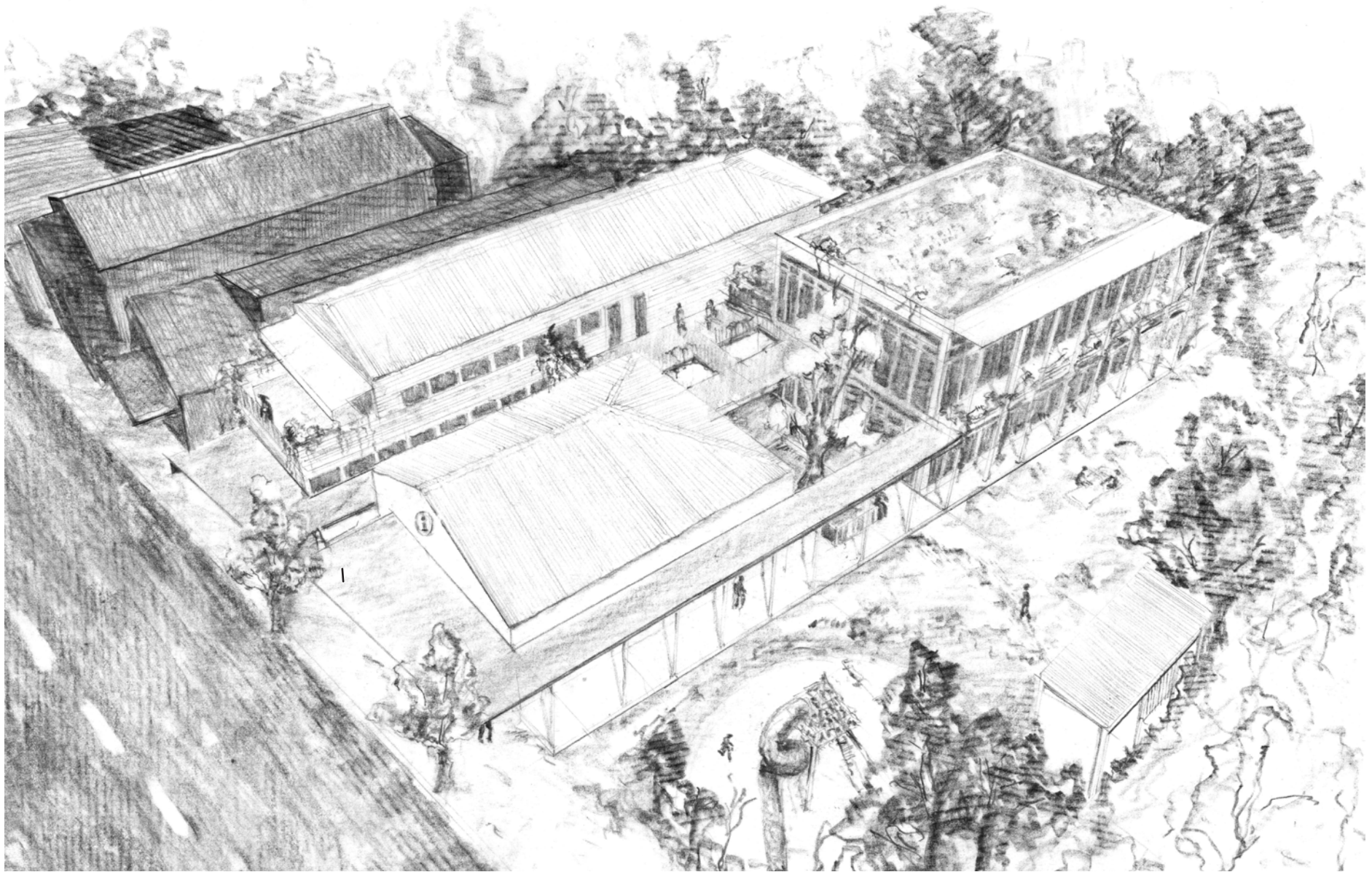
Project Outcomes are to provide new and improved infrastructure in the heart of the Cobargo that will enable:

- Provision of employment opportunity for 16 full-time-equivalent employment positions.
- Fit for purpose retail spaces at viable rental rates for recovering and new businesses.
- Re-establishment of tourism-oriented retail businesses
- Fulfilling the need for a local co-working facility (digital hub with high-speed internet in the village)

- Delivery of a 'wellness hub' to replace and increase provision of allied health services in the village
- Replacing and increasing outdoor public space and improved connectivity in the village; and
- Re-establishment of the village shop top housing, with capability of up to 16 residents



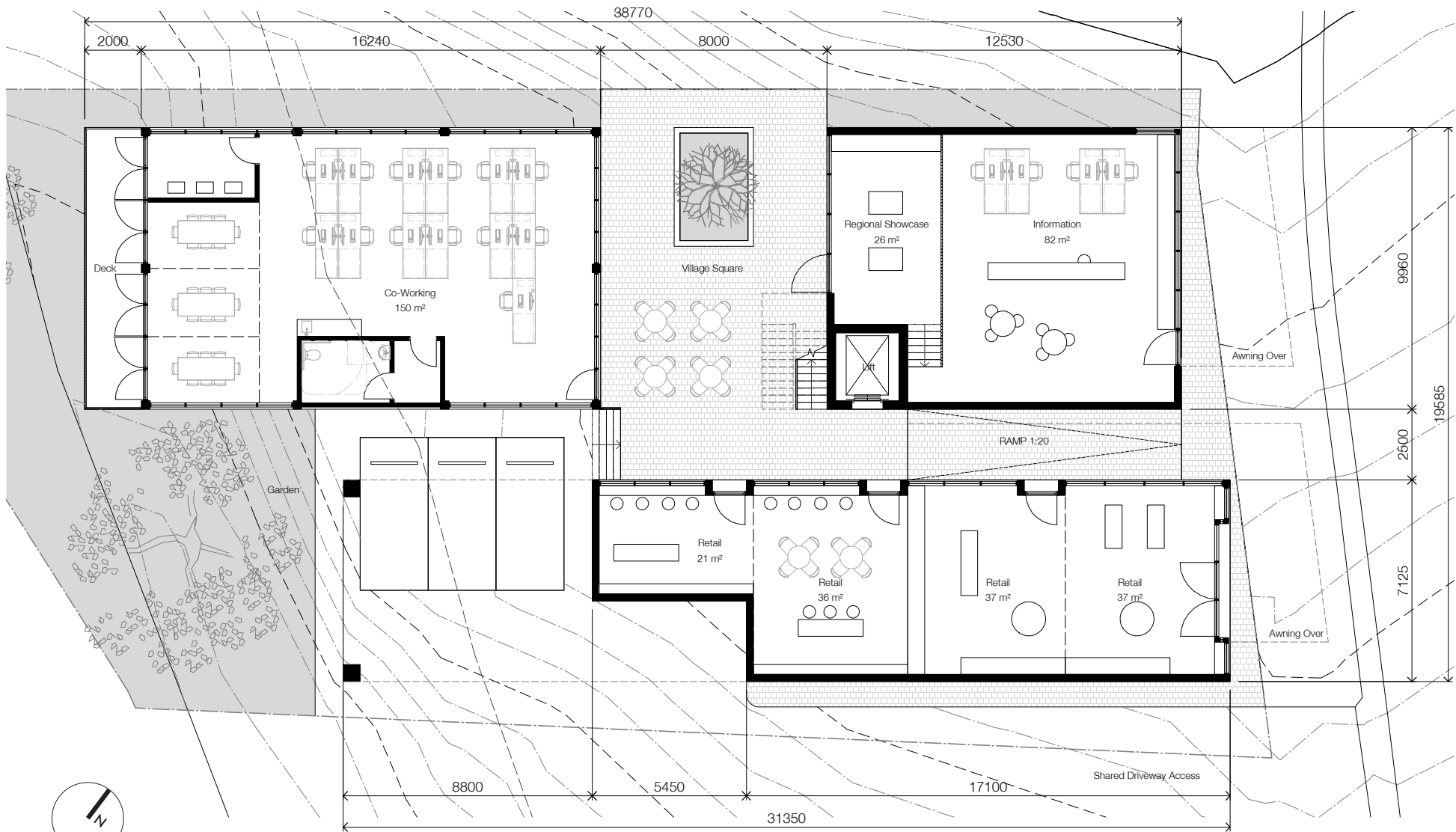
BUILDING COMPLEX AND NUMBERING



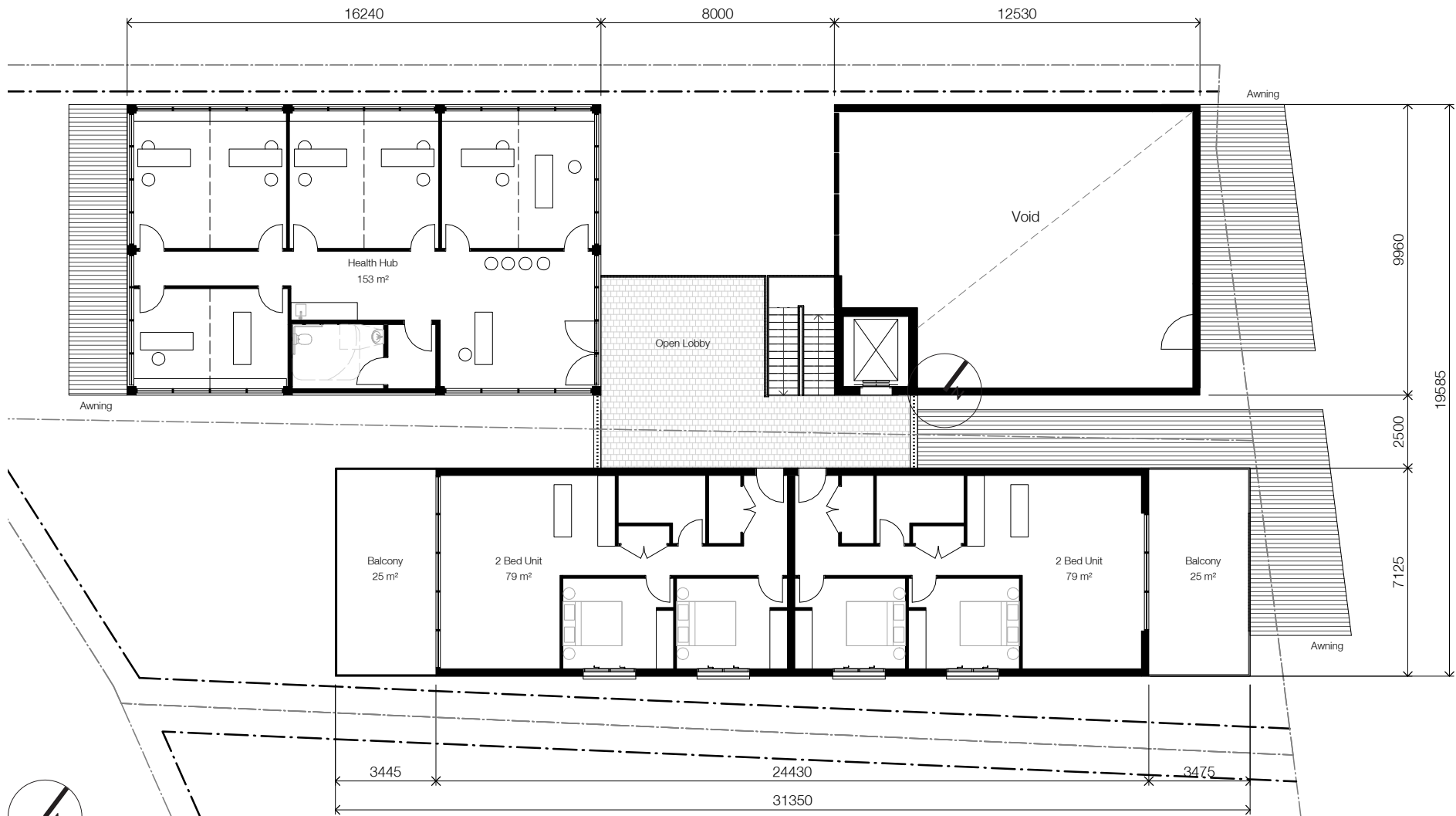
AERIAL PERSPECTIVE (CONCEPTUAL SKETCH BY TAKT STUDIO)



VILLAGE SQUARE STREETScape (CONCEPTUAL SKETCH BY TAKT STUDIO)



GROUND FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)



FIRST FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)

Site 2 - Redevelopment of Eastern Side of Cobargo Main Street

This project will replace the historic ‘Old grain store’ buildings on the Eastern side of Cobargo’s main street (59 Princes Highway) formerly accommodating an art gallery and Chalk and Cheese cafe destroyed by the bushfire, with a multi-functional standalone building under the title “The Market Hall”.

The building will sit directly adjacent to the proposed new Post Office, with a public open walkway/pedestrian thoroughfare between the two buildings, linking through to a proposed new off-street public car park at the rear of the buildings.

The Market Hall Project aims to restore commercial functionality and an enhanced range of businesses in the village which will build community self-reliance and resilience.

The Market Hall is proposed to house a number of attractive tourism orientated retail outlets and services for the community in the one building, including

- 3 retail shops on the street frontage,
- An internal open warehouse-style space designed for a food co-operative lease space and a fit for purpose hospitality training cafe

- a central courtyard area featuring seating for the cafe
- 2 x 2 bedrooms apartments above to function as shop-top housing

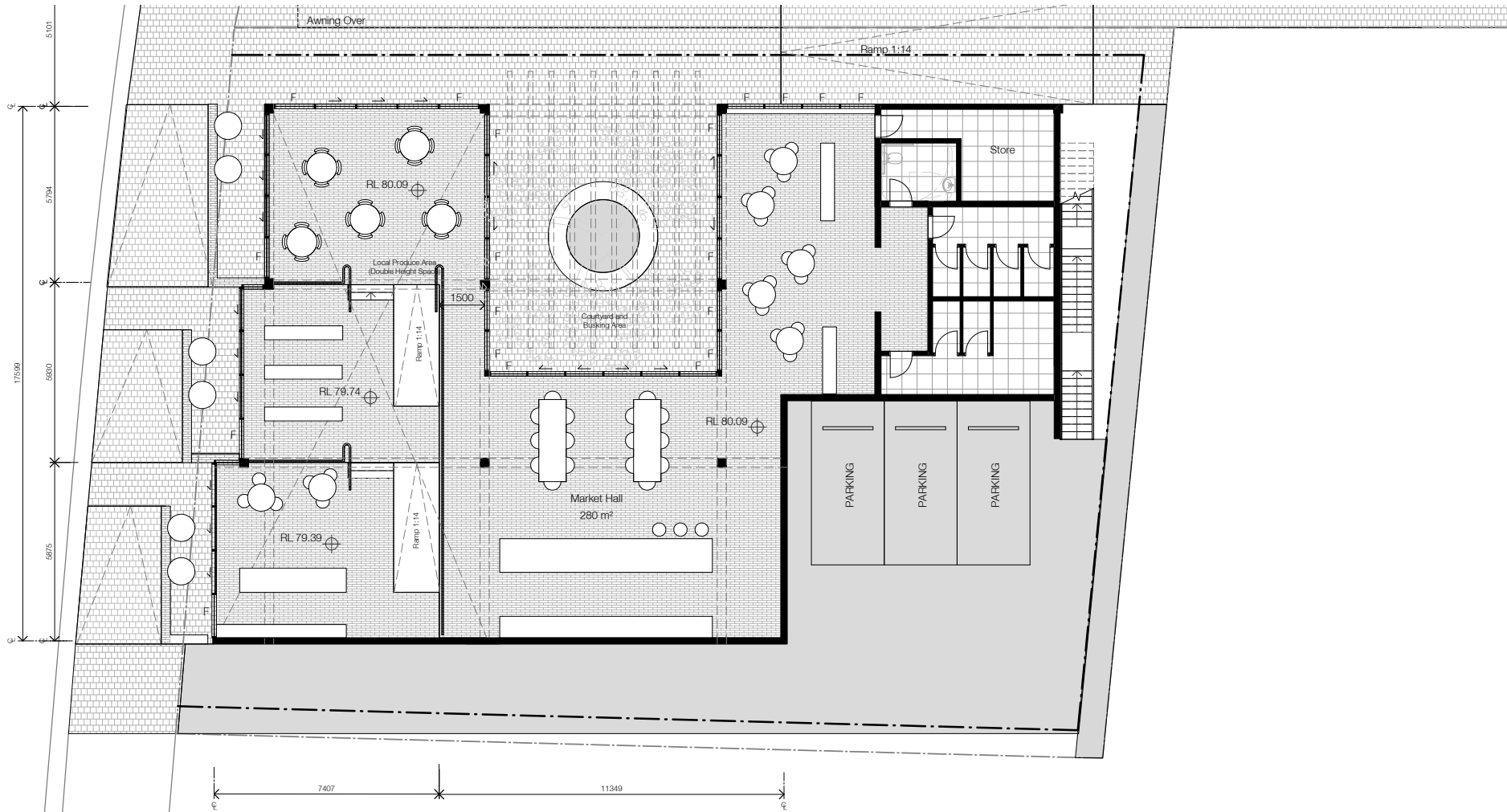
There is proposed rear parking for the apartment tenants and delivery access for the building from the driveway along the southern boundary.

Project Outcomes to provide a centrally located easily accessible marketplace within the heart of Cobargo that will enable:

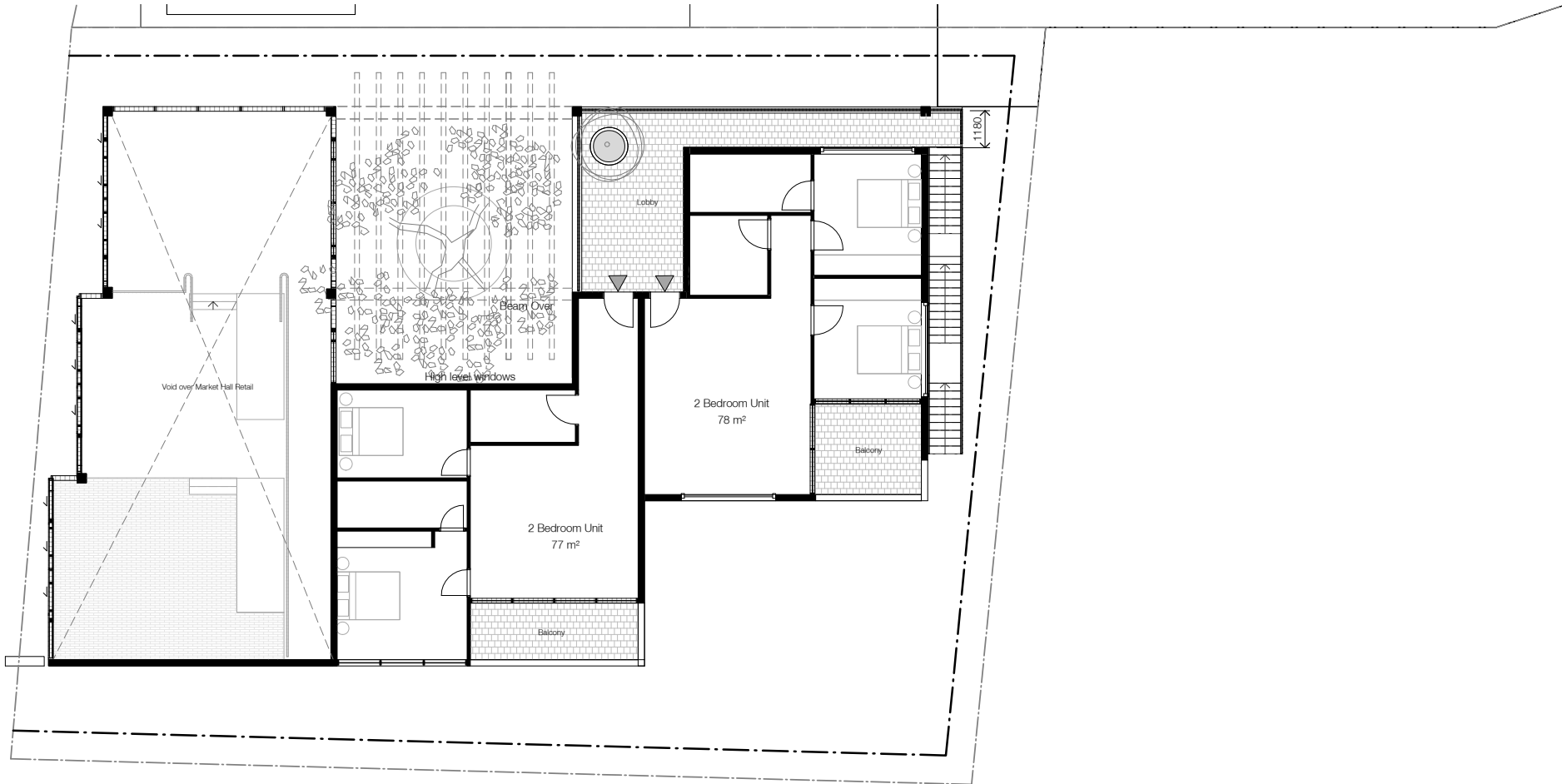
- Delivery of a multi-functional standalone building re-establishing a range of business opportunities in the village precinct
- Provision of employment opportunity for 11 full-time-equivalent employment positions.
- Fit for purpose retail spaces at viable rental rates for recovering and new businesses.
- Re-establishment of tourism-oriented retail businesses
- Delivery of a hospitality training café to provide traineeships and upskilling opportunities for the community
- Delivery of a food cooperative lease to promote local producers and regional produce
- Providing more public space and improved amenity and connectivity in the village precinct; and
- Re-establishment of the village housing, with capability for up to 8 residents



MARKET HALL STREETScape (CONCEPTUAL SKETCH BY TAKT STUDIO)



GROUND FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)



FIRST FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)

Site 3 - Redevelopment of Eastern Side of Cobargo Main Street

This project will replace the building that was located on the Eastern side of Cobargo's main street (57a Princes Highway), formerly the site of the Train Carriage Cafe and associated premises that was destroyed by the bushfire, with a new free-standing building delivering the community service business of the Post Office.

The New Post Office building will sit directly adjacent the proposed Market Hall building, with a public open walkway / pedestrian thoroughfare between the two buildings, being the new access point for post office boxes and linking through to the proposed new off-street public car park at the rear of the buildings. There will be a one-bedroom apartment above as shop-top housing.

The existing historic Post Office building will be re-purposed, providing for new retail opportunities more compatible with the historic design of the building, as well as residential usage at the rear.

WHY BUILD A NEW POST OFFICE?

The New Post Office Project fulfils the identified need for an enhanced fit-for-purpose building that will deliver the opportunity for improved delivery of this cornerstone service business for the community.

The current post office operates from a historic 1890's residence directly adjacent to the proposed project site. The Post Office business is substantially restricted in its ability to operate and deliver the business service to required capacity, especially to meet the needs of a modern Post Office.

This is primarily due to;

- Insufficient size and poor accessibility to the Post Office's parcel handling facility
- Lack of rear access for deliveries, and
- Insufficient space for public queuing and retail

The project will deliver a new fit-for-purpose parcel handling/processing facility, rear access for deliveries and a larger space front-of-house, inclusive of disability access, to meet the demands of a modern post office service for the community/public benefit. The New Post Office building aims to project a strong civic presence and add a high-quality public building to the townscape.

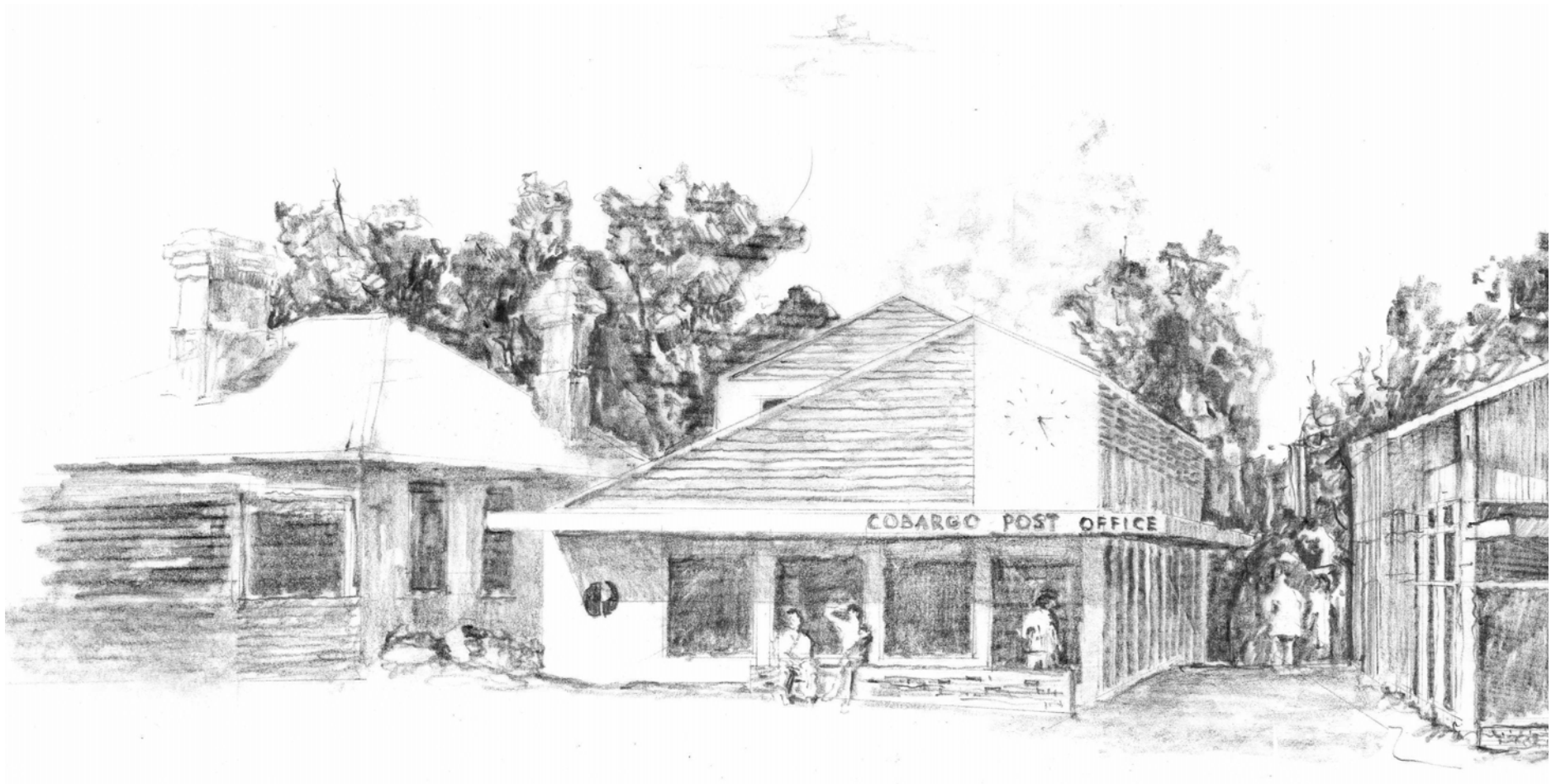
Project Outcomes - to provide new and improved infrastructure in the heart of Cobargo that will enable:

- A more modern and up-scaled post office with fit-for-purpose parcel handling facilities
- Expanded retail space and floorspace within the new Post Office allowing for viability of

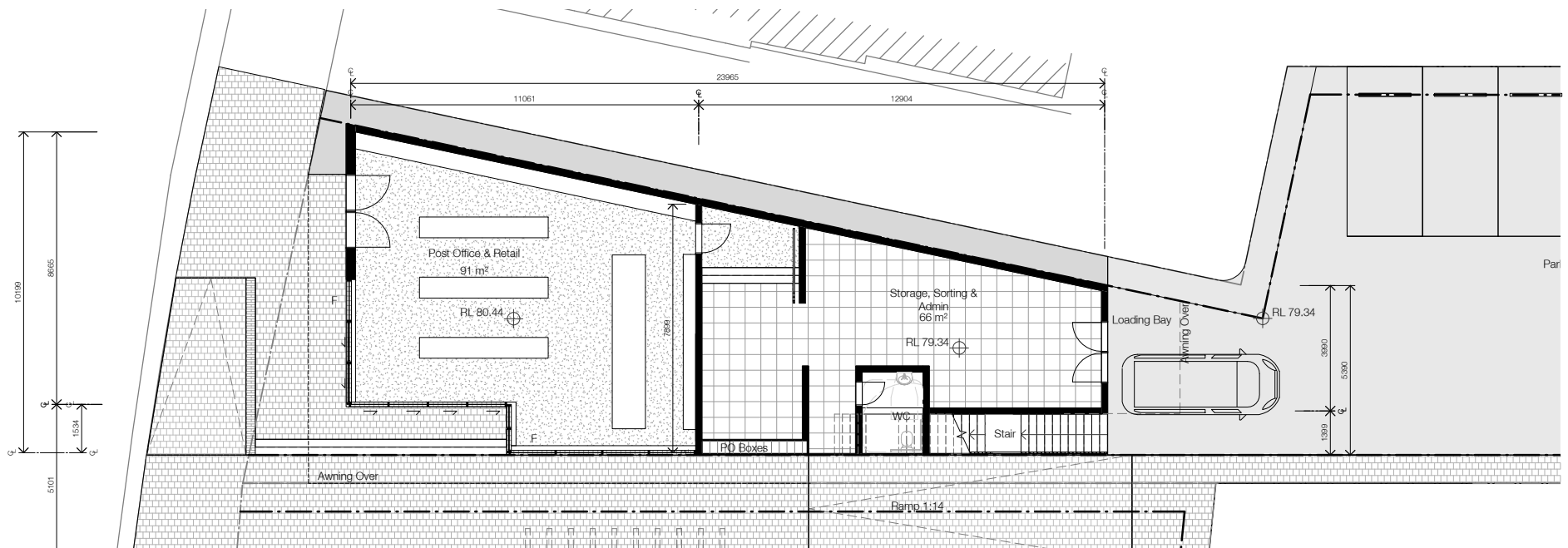
this business with complex modern mixed business requirements

- Foster establishment and development of businesses dependent on local mail order facilities
- 4 Full time equivalent employment positions, including Full and Part time
- The flow-on economic benefits associated with the above employment and new business activity
- An uplift in retail sales revenue into the local economy
- Enhanced flow-on social and community benefits associated with a larger more functional business facility; and
- Re-establishment of village housing, with capability for up to 4 residents
- The Post Office Project, will enhance the commercial functionality and viability of this critically important service business in the village. It will provide immediate and lasting benefits to the community and build community self-reliance and resilience.

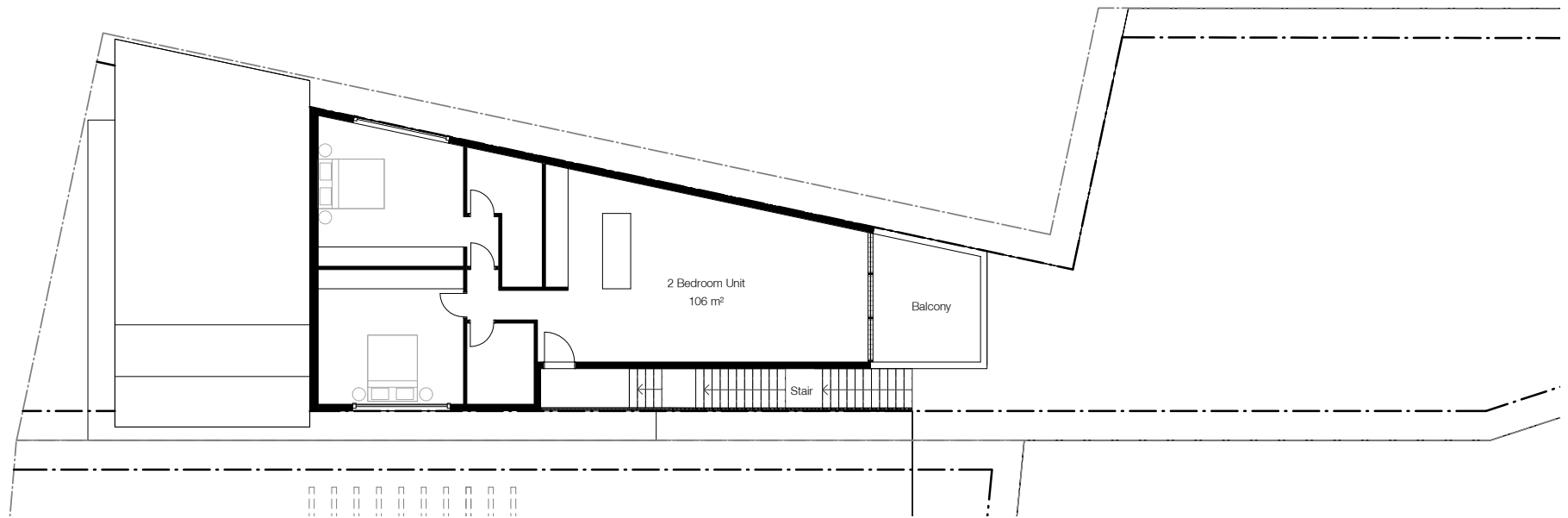
The new building will contribute directly to the post-bushfire economic and social recovery of Cobargo village and the broader Bega Valley Shire, by providing the opportunity for enhancing this key service business, vital to the community in the rural setting.



NEW POST OFFICE STREETScape (CONCEPTUAL SKETCH BY TAKT STUDIO)



GROUND FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)



FIRST FLOOR PLAN 1:200 (CONCEPT PLAN BY SJB)

BENEFITS OF COMMUNITY OWNERSHIP

The need to propose a form of community ownership of the Rebuild Cobargo projects was based on a number of important factors that became evident from the earliest stages of consultation with the affected commercial property owners, community groups and other stakeholders following the destruction of the bushfires.

Without substantial assistance, the capacity of the owners of the lost commercial buildings in the main street to commit to both the funding and personal investment to undertake rebuild projects of the scale, complexity and capital required post bushfires, was compromised.

Unless a solution was found, the village of Cobargo risked years of slow, delayed, uncoordinated and possibly not viable redevelopment - putting the future recovery and resilience of the community at risk.

Following extensive research, the solution came in the form of an innovative and ground-breaking strategy - funding of community ownership of commercially viable buildings which would ensure the timely and appropriate rebuild of the village to optimise community benefits, recovery, economic and social resilience.

Through community ownership of the projects, an integrated and coordinated rebuild is also proposed, not only focused on economic recovery, but importantly to deliver a rebuild and redesign of the village centre that best serves the social recovery and resilience of the community.

The Village Square and New Post Office projects will be 100% community owned assets to Cobargo managed under a blend of public benefit and return on investment criteria. (Note: the current operators of the Post Office franchise business will continue to operate the business in the New Post Office under a lease arrangement with the CCDC).

The Market Hall project will be a public/private asset, with majority of ownership retained by the CCDC and a minority ownership retained by the previous property owner who has invested both financially and with a proposed legally binding in-kind contribution to the ongoing management of operations of the project.

The Market Hall will also be managed under a blend of public benefit and return on investment criteria.

The CCDC BLER Fund submissions propose community ownership of all these projects, with ownership held through the vehicle of the CCDC.

Community ownership of these assets will deliver a wide range of Social & Economic benefits, including:

- Provision of local jobs, training, and business opportunities
- Will reverse local economic decline and attract new investment
- Enables more focused use of assets and services when control is closer to community
- Allows better management of local assets because the community owns and uses them
- Protects key local services / facilities that may otherwise be lost; and
- Allows generation of income that can be re-invested locally

Community ownership of these assets also will change Attitudes and Relationships because it:

- Instils a renewed sense of pride and confidence in the community
- Provides locals with a meaningful stake in the future development of the place in which they live and/or work
- Can increase local participation - membership, volunteering, attendance at local group meetings
- Encourages, through its success, further ideas and activity – the ripple effect!

BENEFITS OF PUBLIC / PRIVATE PARTNERSHIP

As detailed above, the Market Hall project will be a public/private asset owned through the mechanism of a Public/Private partnership, with majority community ownership held by the CCDC and minority ownership retained by the previous property owner.

The private partner, who has invested both financially and with a proposed legally binding in-kind contribution to the ongoing management of operations of the project, will enter into a contract with the CCDC which protects the Community's investment and ensures the private partner's execution and performance of obligations under the partnership contract.

The proposed cornerstone enterprise to operate in the Market Hall under the Public / Private Partnership will be the Training hospitality business, delivering training opportunities targeted specifically at unemployed and upskilling of youth as target groups in the community. The Public/Private partnership is essential and critical in ensuring the viability and sustainability of this element of the project.

The contractual agreement between the CCDC and the private partner will restrain the Private Partner from either profiting disproportionately or enjoying any windfall benefits from the Public/Private Partnership participation and ensure that

the community benefit is optimised in the short, medium, and long term.

The proposed Public/Private partnership is an innovative but by no means unique mechanism to leverage the best outcome for a community faced with the loss of core infrastructure such as in this case, and there are examples from other jurisdictions both in Australia and overseas which have demonstrated the advantages and community benefits which accrue when such a Public/Private partnership is undertaken and structured appropriately and prudently.

RISK MANAGEMENT, GOVERNANCE AND ONGOING OPERATIONS

The Village Square, Post Office and Market Hall projects have resulted from extensive planning and consultation processes over many months, with both professional and community input throughout. This input and the time taken in the planning phase has allowed thorough risk identification and analysis to be carried out and relevant risk mitigation and risk elimination to be incorporated.

Project risks will be managed via a risk management framework and methodology (risk management plan) which includes capturing all risks in a detailed risk register, identifying risk

likelihood and impact, ownership, and mitigation. Regular review of these risks and ongoing proactive mitigation and management will be carried out through the life of the projects.

The CCDC has been heavily supported by professional project management and architectural consultancies which have provided significant advice and support not only in the initial identification and management of risks but also bringing significant experience in the development and implementation of an effective risk management plan.

The projects will be overseen by the board of the CCDC in conjunction with the contracted project management provider and the project's architects during the planning and construction stages.

Once completed, the CCDC will be responsible for the ongoing operations and management of the projects, with a supervising sub-committee of the board working in conjunction with a retained building services manager.

Each of the projects have been fully costed and comprehensive operational revenue and cash flow analysis completed to ensure the economic viability and long-term sustainability of these community owned assets without reliance on grants or subsidies into the future.

The CCDC is the community owned entity which has been put forward to receive BLERF funding, oversee planning and construction, and to manage the new community owned infrastructure once completed. It is structured as a not-for-profit company limited by guarantee with an ABN and ACN, and has the following objectives:

- Nurture and enhance the economic, social, and environmental sustainability and resilience of the Village of Cobargo and district for the benefit of the community;
- Ensure all members of the Cobargo community have the opportunity to share in the benefits derived from living in an innovative, progressive, and prosperous local economy; and
- Support and help drive a healthy business and commercial sector, while maintaining the unique and highly valued aspects of Cobargo and its environs so appreciated by both local residents and visitors to the area

The CCDC is backed by its two members organisations, the Cobargo Co-Operative Society Limited and the Cobargo Quaama Business Recovery Group (CQBRG) Incorporated, and has a board structure of 9 directors, made up of:

- Five (5) Directors drawn from the company members (the Co-op and the CQBRG Inc),

- Two (2) appointee Directors representing the community, and
- Two (2) skills-based appointee Directors (e.g. with Financial, Marketing, Management or other skills)

Under its constitution the CCDC must deliver community benefits, and any surplus earnings from its activities cannot be distributed to its members, but must instead be reinvested in the community.

COBARGO CO-OPERATIVE SOCIETY LIMITED

The Cobargo Co-Operative Society is a community owned enterprise with a 120-year trading history in the Cobargo district. The organisation has a strong financial standing and an outstanding record of fiscal responsibility.

Proud of its origins as a Co-Operative of dairy producers and operator of the local butter factory, the Co-Op now plays a unique role as a community owned independent retailer of a diverse range of hardware and rural supplies, and the largest provider of full-time employment in Cobargo.

With some 1600 local share holders, the Co-Op enjoys a high level of community support and sense of 'ownership' as an integral part of Cobargo's economic and social fabric, and with

its independent board of directors, all drawn from the local area, the Co-Op operates what is effectively a social enterprise for the benefit of the community.

COBARGO QUAAMA BUSINESS RECOVERY GROUP

The CQBRG Incorporated is a local-led business recovery group, formed after the bushfire disaster that impacted Cobargo and the surrounding region NYE 2019/2020. The CQBRG has some 70 plus local businesses as members and is an incorporated not-for-profit organisation with an elected management committee.

The group aims to support the recovery, resilience and prosperity of the business community post bushfires. Since its creation, the CQBRG has consulted and worked closely with key levels of Government including the Bega Valley Shire Council, the National Bushfire Recovery Agency and Resilience NSW, other non-government organisations working in the bushfire recovery space, other community groups and individual members of the community.

APPENDIX - STRATEGIC ALIGNMENT

The CCDC BLER Fund projects (Village Square Complex, New Post Office and Market Hall) importantly align with all relevant local, regional, and state government policies and planning strategies as well as bushfire recovery policies and strategies, including:

Bega Valley Strategic Planning Statement 2040

- Strengthening the tourism industry
- Maintaining the distinctive character of the landscapes, towns and villages in the shire.
- Ensuring town and village centres retain their vibrant and progressive nature.
- Collaboration with the business community to develop vibrant and activated Commercial centres in ways that build on the strengths and advantages of each centre.
- Adjusting to the changing role and function of town centres and creating vibrant commercial centres by improving the mix of commercial, social, recreational, and cultural land uses and the design and function of public areas

Bega Valley Council Commercial Land Strategy 2040 (April 2020)

- Protect the existing streetscape and view corridors from public places including the Princes Highway and Cobargo-Bermagui Road.
- Encourage the continued growth and development of Cobargo as a vibrant and active local centre through development that makes a positive contribution towards sustainable growth and development
- Build upon the unique highway frontage of Cobargo to provide a range of local facilities for tourists, residents and the broader local community with improved pedestrian

connectivity and convenient off-street parking for larger vehicles

State Government's 'Far South Coast REDS Fire Impact Addendum'

- Redevelop community assets.
- Support tourism industry capacity building.
- Support regional business innovation hubs and programs.
- Coordinate the recovery and reconstruction response (to enable the rapid rebuild in communities and mitigate the de-population risk post natural disaster).
- Develop and diversify the tourism offerings.
- Invest in regional infrastructure

NSW Disaster Recovery Plan

- Disaster recovery is: "the process of returning an affected community to its proper level of functioning after an emergency".
- Effective recovery can be achieved by supporting affected communities in the reconstruction of the physical infrastructure and the restoration of emotional, social, economic, and physical well-being.
- Recovery may provide an opportunity to improve these aspects beyond previous conditions, by enhancing social and natural environments, infrastructure, and economies, contributing to a more resilient community