



Property and Infrastructure Specialists

STRATEGY > DEFINITION > DELIVERY > TRANSITION

YASS VALLEY COUNCIL

CRAGO MILL PRECINCT PROJECT

Business Case



Prepared for: Yass Valley Council
By: APP Corporation

February 2024

Amendment, Distribution & Authorisation Record

Amendment Record

Revision	Description / Details	Date
01	Draft for Review	November 2021
02	Update with YVC Feedback	December 2021
03	Update with Financial Modelling Information	January 2022
04	Update for April 2022 Council Meeting	April 2022
05	Update for updated project budget	February 2024

Distribution

This Business Case Is Prepared for Distribution to:

Copy No	Name / Location	Position	Organisation
1	Nathan Cooke	Director Infrastructure & Assets	YVC
2			
3			
4			
5			
6			

Authorisation Record

Prepared by	Liam Reilly	<i>Liam Reilly</i>	29/02/2024
Project Director	Name	Signature	Date

Document Limitations

This report has been prepared by APP Corporation (APP) for Yass Valley Council (YVC) and may only be used and relied on by YVC. APP otherwise disclaims responsibility to any person other than YVC arising in connection with this report. APP also excludes implied warranties and conditions, to the extent legally permissible. The opinions, conclusions and any recommendations in this report are based on or in part, information provided by others, including from YVC. APP disclaims liability arising from any of the assumptions or information provided by others as being incorrect.

1. Executive Summary	5
2. Abbreviations	7
3. Background	8
4. Needs Analysis	9
5. Benefits & Expected Outcomes	18
6. Options Analysis	21
7. Financial Assessment	27
8. Recommended Option	31
9. Risks & Mitigations	32
10. Delivery Model Analysis	34
11. Timeline	37
12. Recommendation	40
Appendices	41
Appendix A. Design Information	42
Appendix B. Cost Estimate – Commercial in Confidence	43

Blank Page

1. Executive Summary

- 1.1. Yass Valley Council (YVC) has engaged APP Corporation (APP) to prepare a business case in relation to the Crago Mill Precinct project.
- 1.2. Council has resolved to develop the design of the Crago Mill Precinct Project at Yass to a level of detail where a Development Application can be submitted for the works. The project is expected to deliver a range of much needed new and improved services, enhancing liveability and economic viability for the growing Yass Valley Council community. The full Precinct Master Plan is structured over two key stages with an anticipated 3-year delivery timeframe to complete the design and construction of the works.

Five (5) problems have been identified that YVC seek to address:

1. The current facility has no capacity to meet expected increases in staff numbers necessary to support the growth of the Yass Valley Council operations,
2. Deficiencies in current facility (including non-compliances) resulting in increased maintenance and operations costs,
3. Inadequate Library facilities, and
4. Lack of amenity for staff and community. Lack of Commercial and Flexible Co-Working facilities in Yass

Four (4) options were considered as part of the Business Case to address these problems:

1. Do nothing, culminating in Option 0. This approach did not attempt to solve any of the identified problems but retained YVC's operations in the existing facility.
 2. Complete a refurbishment and refresh of the existing assets to increase the life span and bring the building to a code compliant standard, culminating in Option 1.
 3. Option 2 includes for the construction of the full scope of the redevelopment including commercial spaces identified as a separate Commercial Building (Stages 1-4 referred to within the documentation below), and
 4. Option 3 includes for the construction of a limited scope of the redevelopment excluding the separate commercial spaces (Stages 1 -3 referred to within the documentation below).
- 1.3. After financial modelling and detailed analysis of each option, Option 2 is the recommended option as it demonstrates value for money to YVC and the community. This option will include the construction of new facilities that will address the problems identified and achieve the benefits identified.
 - 1.4. The Crago Mill Precinct project is recommended to be delivered by undertaking an 80% 'tender ready' design and then procuring a Head Contractor to complete the final construction detailed design and construction.

Update for Revision 05

- 1.5. Following the acceptance of the business case recommendations in April 2022, YVC proceeded with the recommended project development pathway with the development design documentation to 80% to facilitate the procurement of a Head Contractor with design and construction finalisation.
- 1.6. Cost planning at the 80% design milestone in January 2023 identified a significant increase in market costs for the development with costs exceeding previous updated budget targets of \$40m. Following approval from YVC of an updated project delivery budget of \$50m, tenders were called for a Head Contractor with design and construction finalisation.
This revision 05 updates business case to reflect the updated project delivery budget of \$50m for Option 2.

2. Abbreviations

Code	Description	Code	Description
APP	APP Corporation Pty Ltd	ICT	Information, Communications & Technology
CBD	Yass Central Business District	LEP	Local Environmental Plan
CMPP	Crago Mill Precinct Project	LGA	Local Government Area, defined by the YVC local government boundaries
DA	Development Application	NCC	National Construction Code
DCP	Development Control Plan	NLA	Net Lettable Area
DDA	Disability & Discrimination Act	NPV	Net Present Value
FSR	Floor Space Ratio	SDR	Schematic Design Report
GFA	Gross Floor Area	YVC	Yass Valley Council
GLA	Gross Lettable Area	WHS	Workplace, Health & Safety

3. Background

- 3.1. In February 2020 Council resolved to endorse infrastructure priorities including the Council Administration Complex, library, and commercial space.
- 3.2. In August 2020 Council resolved to commence a media strategy to publicise to the public its intention to begin work on the project. The strategy to highlight the following:
 - a) The favoured location – 209 Comur Street, Yass
 - b) The scope of the intended works to include but not limited to a new library, community meeting rooms, small business centre/work hub, short term accommodation, space for long term government tenantsFurther, Council resolved to seek feedback from the public regarding the project and to commence a procurement process be undertaken to engage a consultant for the project.
- 3.3. In November 2020 Council appointed APP Corporation to provide Project Management Services for the project.
- 3.4. December 2020 Council resolved that the final location of the project be confirmed and presented to the February 2021 meeting.
- 3.5. February 2021 a design consultant team was appointed for the works.
- 3.6. May 2021 Master Planning options were presented to Council who resolved that design should progress on the basis of the preferred options. Further Council resolved that Community Consultation activities should be undertaken.
- 3.7. Community Consultation was undertaken in June and July 2021 via meetings with interested Community Groups and via an open public consultation session.
- 3.8. The Schematic Design phase and approval to submit the Development Application was approved by Council in July 2021.
- 3.9. In July 2021 Council resolved that the Development Application be submitted.
- 3.10. The Development Application was submitted in October 2021 and approved on 5 May 2023.
- 3.11. The Schematic Design was approved by Council in October 2022.
- 3.12. The Detailed Design/For Tender Design was approved by Council in February 2023.
- 3.13. Increase to the project budget from \$20m to \$50m was approved by Council on 27 April 2023.
- 3.14. Head Contractor phase procurement was approved by Council on 23 November 2023 at a value of \$43,495,222.19 ex. GST.

4. Needs Analysis

- 4.1. In developing the framework for the project, YVC undertook a needs analysis to determine problems that would substantiate the need for investment.
- 4.2. A total of five (5) key problems were distilled and are summarised within Figure 1.

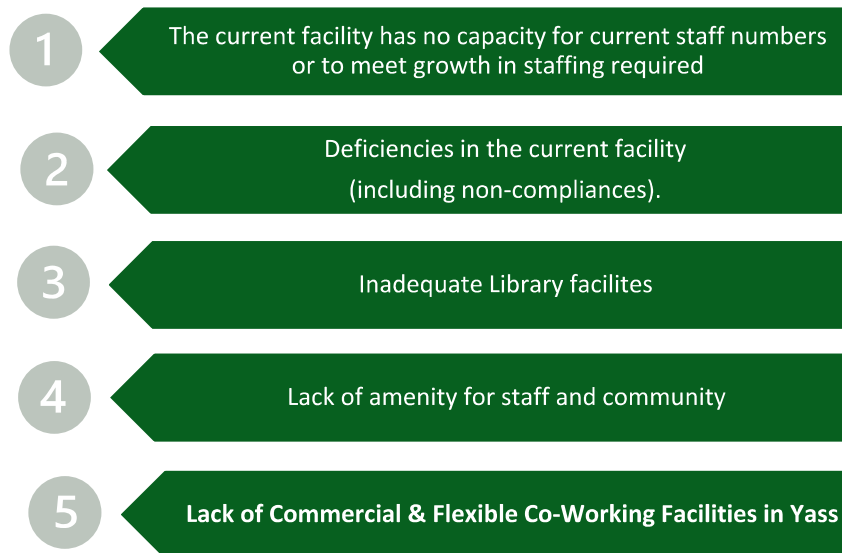


Figure 1 – Summary of Problems Identified

- 4.3. Each of these problems are defined in further detail below, including the evidence to support the problems and an analysis around the timeframe to resolve the problems.

Problem 1 – Current facility has no capacity to meet the current staff numbers or to meet growth in staffing required.

1. What is the problem?

- 1.1. Council accommodates staff in various areas in the town including the Administration Building, the Depot, the library and the Visitor Information Centre.
- 1.2. Council currently has an office staff profile of 73 people located in the Administration Building at 209 Comur Street, Yass.
- 1.3. The facility is currently at capacity. Staff in some areas are having to rotate time in and out of the office to ensure sufficient desk space is available.
- 1.4. Council does not have any space for future growth within the current administration building.

2. What is the evidence to confirm there is a problem?

- 2.1. YVC have undertaken staff projection forecasting and anticipate 95 persons will occupy the Administration Building in future years. The staff projects are shown in **Error! Reference source not found.** This table excludes staff that are accommodated in alternative locations such as the Depot, the Visitor Information Centre and the Library.

Table 1 – Future Staff Projections

Department	Existing Staff 2022	Proposed Additional Positions by 2026	Allowance for Future Growth Beyond 2026	Work settings Provided
Executive	5	0	0	5
Corporate & Community	25	2	5	32
Infrastructure & Assets	18	1	11	29
Planning & Environment	25	6	1	29
Total	73	9	17	95

- 2.2. The current administration building does not have capacity to house the future staff.
- 2.3. There is currently no suitable commercial space in Yass for YVC to lease to service the needs of the council.
- 2.4. Existing facilities do not include sufficient meeting rooms, team collaboration spaces, appropriate breakout spaces (kitchenette, lunch area) and sufficient work points to accommodate the estimated future growth in staff.

3. Does the problem need to be addressed now?

- 3.1. The current administration building is at capacity and unable to accommodate more staff.

Problem 2 - Deficiencies in current facility (including non-compliances).

1. What is the problem?

- 1.1. The current administration building on Comur Street is an aged facility which has a number of identified deficiencies and building condition / compliance issues.
- 1.2. It is observed that the building does not have disabled access or amenities that meet current building codes or standards.
- 1.3. Due to the age and condition the current administration building there is increased operating and maintenance costs to run the facility in order to maintain an appropriate level of operations and amenity within for staff and the community.
- 1.4. The roof of the existing building is damaged and regularly leaks during rain events. An inspection of the roof has indicated that the roof, flashing and box gutters are in very poor condition 'bordering on not fit for purpose'.
- 1.5. In August 2009 a representative of the Greater Southern Area Health Service undertook an inspection of the existing administration building in response to staff concerns about possible adverse health effects resulting from poor ventilation in the building. The findings of the inspection noted that while some offices had natural ventilation available, many of the areas had no ventilation and the mechanical systems in the building operated on 100% recirculated air with no outside air being utilised.
- 1.6. At this time only critical maintenance activities as the building is expected to be demolished as part of the Crago Mill Precinct Project.

2. What is the evidence to confirm there is a problem?

- 2.1. The existing building currently only has one accessible ramp to allow entry to the building which is not compliant to current standards. There is no disabled access available within the building including access to the second floor of the building, which can only be access via a flight of stairs.
- 2.2. The building contains suspected hazardous materials, considered likely to be Asbestos Containing Materials (ACM).
- 2.3. The existing roof is damaged and water ingress issues from rainfall is creating a damp problem. If left untreated, this will likely result in mould spores forming, creating a significant WHS risk. The level of damage to the roof requires a full replacement and ad hoc repairs are no longer suitable in the long term.
- 2.4. The existing plant and equipment are at or past their end of life period and will be costly to replace within the existing building if these fully fail. There is also a lack of fresh air circulation in the building.
- 2.5. There are no toilet facilities on the upper floor of the building. Additionally, there is an inadequate number of toilets based on the number of staff in the building. There are no public toilets available.
- 2.6. There is a lack of meeting rooms and team collaboration spaces. Currently there is only one meeting room and the Council Chambers that can be utilised by staff and visitors.

- 2.7. The lunch area is inadequate and is not large enough for the number of staff trying to use this facility at peak times.
- 2.8. The facility is impacted by vermin infestations.
- 2.9. In 2009 a representative of the Greater Southern Area Health Service undertook an inspection of the existing administration building in response to staff concerns about possible adverse health effects resulting from poor ventilation in the building.

3. Does the problem need to be addressed now?

- 3.1. The issues noted above should be addressed as reasonably possible by Council in order to provide a safe and appropriate environment for the workforce as well as compliant facilities for staff and the public.
- 3.2. Undertaking large scale building refurbishment work will be difficult as temporary accommodation will be required to house the YVC staff during any refurbishment period. There is no suitable accommodation available within Yass and portable temporary accommodation would be required located on suitable land to accommodate staff. The cost associated with this accommodation would be better invested into new facilities.

Problem 3 – Inadequate Library Facilities

1. What is the problem?

An assessment of the existing library undertaken in 2019 by the NSW State Library notes that the existing library facilities do not provide the standards and amenities required by modern library facilities in various aspects detailed further below.

- 1.1. The existing Yass Library is below the recommended size to serve the community. At 382 square metres it would be suitable for a community of approximately 5,500 people. The current population of Yass Valley is circa 18,000.
- 1.2. The building housing the library is not purpose built to operate as a library facility and floor loads are impacted by the weight of the collection.
- 1.3. The current Yass Library has a lack of space, with no meeting rooms and little opportunity for quiet reading areas.
- 1.4. The library has no main street frontage and lacks external visual appeal.
- 1.5. Access to the building for foot traffic and parking is via narrow laneways that are not very prominent.
- 1.6. There are structural issues in the building with a large crack in the back wall.

2. What is the evidence to confirm there is a problem?

An assessment of the existing library undertaken in 2019 by the NSW State Library details the constraints of the existing library.

In addition, staff operating the library have detailed the limitations of the existing facility, as follows:

- 2.1. The current Yass Library has a lack of space, with no meeting rooms and little opportunity for quiet reading areas.
- 2.2. There is insufficient space for the book, DVD and magazine collection,
 - with limited room for book growth relying on regular ‘weeding’ of the collection.
 - New books are stored in a back of house area until space is available on the floor due to a lack of shelving space.
 - Shelves are overpacked reducing ability to display the collection appropriately.
 - Shelves are stacked higher and lower than recommended to house the collection.
 - Magazine and newspaper stock is regularly culled and there are a limited number of titles available due to space restrictions.
- 2.3. The existing library does not allow for the provision of community services and programs, as follows:
 - Community members request meeting rooms and gathering spaces that cannot be provided.
 - There is no space for community and library run programs such as Book Clubs, Parents Groups, School programs, and educational programs such as job interview training and resume writing programs.

- 2.4. The existing library does not have sufficient space for quiet study areas, kids play spaces and teenage hang out spaces.
- 2.5. The computer area smaller than required and can only accommodate six (6) computers. There is not sufficient space for two people to work at the same computer which is regularly required. Additionally, there is no privacy to the computer area.
- 2.6. There is insufficient storage in the existing building with only one storeroom available that does not meet the requirements for storage.
- 2.7. There are insufficient areas for staff to work including insufficient cataloguing spaces required.
- 2.8. There is not adequate space to hold movie sessions for the elderly and these activities impact the operation of the remainder of the library when held.

3. Does the problem need to be addressed now?

Whilst the existing library continues to operate, there are limitations to the services and programs that can be provided. The provision of a purpose-built facility will enable:

- 3.1. Opportunities to improve customer service and service offerings.
- 3.2. The ability to house a larger collection of books, DVD's and magazines that can be displayed appropriately.
- 3.3. The new facility will enable the library to offer more community programs, as follows:
 - Children's programs,
 - School activities,
 - Provide technical support programs including computer sessions,
 - Programs for teenagers including resume writing and job interview lessons,
 - Expanded Storytime programs for preschools
 - Expanded school holiday programs
 - HSC study groups
 - Supervision of remote university exams
- 3.4. Provide improved study and meeting spaces.
- 3.5. Provide appropriate quiet spaces for general reading and study.
- 3.6. Provide improved amenity and working conditions for staff.

Problem 4 - Lack of amenity for staff and community

1. What is the problem?

- 1.1. The deficiencies that currently exist in the Administration building in relation to building condition and space also do not enable the building to provide a contemporary workplace or staff amenity.
- 1.2. The current Administration building does not provide staff with facilities that enable contemporary work practices.
- 1.3. The current facility does not attract or retain staff.
- 1.4. The current facility does not provide appropriate community spaces such as meeting rooms.
- 1.5. The historic Crago Mill is currently inaccessible, unsafe and requires rectification. There is a concern in the community that the building should be retained, restored, and used to provide community benefits.

2. What is the evidence to confirm there is a problem?

- 2.1. A modern building design has been shown to generate higher productivity from staff and as such higher service levels for the community, is a key enabler of a customer-focussed organisational culture and attracting quality staff and provides greater efficiencies in operational costs.
- 2.2. One study showed that 93% of workers would stay longer at a company who would offer healthier workspace benefits.¹
- 2.3. In another study one third of office workers say that the design of an office would affect their decision to work at a company.²
- 2.4. Community requests for facilities cannot be accommodated due the lack of appropriate space.
- 2.5. There are no appropriate commercial spaces available within Yass to provide Co-working areas, resulting in workers who could remain in Yass leaving the area for work purposes. By providing suitable co-working facilities (either short term or long term flexible working spaces) it is anticipated that less people will travel outside of the community to work, providing community benefit and increased economic benefits to the area.
- 2.6. As a result of the COVID-19 pandemic, the way in which people work has changed and flexible working opportunities and increasingly sought. The lack of appropriate co-working spaces in the community means that there are insufficient opportunities for the population to work remotely.
- 2.7. The historic Crago Mill is heritage listed and requires restoration. Several reports have been prepared to date documenting the condition and restoration requirements of the Mill,

¹<https://www.forbes.com/sites/alankohl/2019/01/24/how-your-office-space-impacts-employee-wellbeing/?sh=3a147c4764f3>

²https://interfaceinc.scene7.com/is/content/InterfaceInc/Interface/AsiaPac/WebsiteContentAssets/Documents/Press%20Releases/Human%20Spaces%20Report/wc_ap-humanspacesreport2015.pdf

including but not limited to a Conservation Management Plan and Preliminary Conservation Strategy.

3. Does the problem need to be addressed now?

- 3.1. In order to provide a modern contemporary workplace and to attract and retain staff amendments to the workplace are needed.
- 3.2. Council cannot currently provide meeting spaces and other areas for community groups requesting use of space.
- 3.3. Restoration of the Crago Mill is required to make the space safe and habitable. Currently this space cannot be used, and its restoration would address both heritage concerns as well as providing improved amenity to the community.
- 3.4. The historic Crago Mill is currently inaccessible, unsafe and requires rectification. There is a concern in the community that the building should be retained, restored, and used to provide community benefits.

Problem 5 – Lack of Commercial & Flexible Co-Working Facilities in Yass

1. What is the problem?

- 1.1. The working population in Yass is generally transient and travel outside of the area for work. There is a lack of appropriate commercial spaces within the community to enable the provision of co-working spaces, which if provided would reduce the number of people in the community travelling outside of the area. This is particularly relevant following changes in work practices resulting from the COVID-19 pandemic.
- 1.2. The area currently has a lack of suitable commercial spaces available. The provision of additional commercial tenancies will support local businesses, the economy, and the growth of the region.

2. What is the evidence to confirm there is a problem?

- 2.1. There are limited appropriate commercial spaces available within Yass to provide co-working areas, resulting in workers who could remain in Yass leaving the area for work purposes. By providing suitable co-working facilities (either short term or long term flexible working spaces) it is anticipated that less people will travel outside of the community to work, providing community benefit and increased economic benefits to the area.
- 2.2. As a result of the COVID-19 pandemic, the way in which people work has changed and flexible working opportunities and increasingly sought. The lack of appropriate co-working spaces in the community means that there are insufficient opportunities for the population to work remotely.

3. Does the problem need to be addressed now?

- 3.1. The provision of the proposed commercial spaces will assist in addressing the lack of available commercial tenancies in the area.
- 3.2. It is anticipated that there will be significant demand for proposed the café space, along with commercial tenancies and co-working spaces.

5. Benefits & Expected Outcomes

Benefits to be Delivered

5.1. The below section details the anticipated benefits to be realised by addressing each problem and the metric that could be used to validate that the goal has been achieved.

Problem 1	THE PROBLEM:
	<ul style="list-style-type: none"> ▪ The current facility is at capacity and there is currently insufficient space for the existing staff. ▪ The existing facility does not have capacity to accommodate expected increases in staff numbers necessary to support the growth of Yass.
	BENEFITS OF ADDRESSING THE PROBLEM:
	<ul style="list-style-type: none"> ▪ Ensure office accommodation for current and future workforce. ▪ Provide a workplace that attracts and retains staff.
	METRIC TO BE USED TO VALIDATE THE PROBLEM HAS BEEN SOLVED:
	<ul style="list-style-type: none"> ▪ Enough office accommodation amenity for new staff and meet forecast adjusted staff numbers. ▪ Increase in Staff Retention ▪ Increase in number of applications for positions

Problem 2	THE PROBLEM:
	<ul style="list-style-type: none"> ▪ Deficiencies in current facility. ▪ Building compliance issues. ▪ Due to its age and condition the facility there is increasing operating and maintenance costs to run the facility and maintain a level of service within.
	BENEFITS OF ADDRESSING THE PROBLEM:
	<ul style="list-style-type: none"> ▪ There will be a reduction in the operating and maintenance costs for Council. ▪ A more accessible building and reduction of compliance issues. ▪ Less liability to Council on the property portfolio.
	METRIC TO BE USED TO VALIDATE THE PROBLEM HAS BEEN SOLVED:
	<ul style="list-style-type: none"> ▪ A percentage reduction in annual maintenance costs. ▪ Reduction in facility operating costs per m² of floor space.

	THE PROBLEM:
--	---------------------

Problem

3

- Inadequate library facilities.
- Existing library not of a suitable size to service the community effectively.
- The existing library cannot provide extensive programs and services to the community due to the lack of space and appropriate facilities.

BENEFITS OF ADDRESSING THE PROBLEM:

- Opportunities to improve customer service and service offerings.
- The ability to house a larger collection of books, DVD's and magazines that can be displayed appropriately.
- The new facility will enable the library to offer more community programs.
- Improved study and meeting spaces.
- Provision of appropriate quiet spaces for general reading and study.
- Improved amenity and working conditions for staff.

METRIC TO BE USED TO VALIDATE THE PROBLEM HAS BEEN SOLVED:

- Increased visitor activity to the library.
- Increase in services and programs that can be offered to the community.
- Increased in publicly accessible meeting rooms and computer spaces.

Problem

4

THE PROBLEM:

- Lack of Amenity for Staff and Community
- The deficiencies in the existing facility do not lend itself to contemporary work practices or provide staff amenity.
- The current facility does not attract or retain staff to YVC.
- The current facility does not offer community spaces or amenity

BENEFITS OF ADDRESSING THE PROBLEM:

- Increased staff moral and performance
- Increased ability to attract and retain staff
- Increased amenity for community activities

METRIC TO BE USED TO VALIDATE THE PROBLEM HAS BEEN SOLVED:

- Increase in Staff Retention
- Increase in number of applications for YVC positions
- Use of community facilities provided

THE PROBLEM:

Problem 5	<ul style="list-style-type: none"> Lack of suitable commercial and flexible co-working spaces in the area.
	<p>BENEFITS OF ADDRESSING THE PROBLEM:</p> <ul style="list-style-type: none"> Increased ability for the local community to work flexibly from the area without the need travel outside the area for work that could otherwise be undertaken in the town.
	<p>METRIC TO BE USED TO VALIDATE THE PROBLEM HAS BEEN SOLVED:</p> <ul style="list-style-type: none"> Commercial tenancies and co-working facilities leased.

Strategic Benefits Realised

- 1.1. By addressing the problems, a number of strategic benefits are realised for Council.
 - 1.1.1. Staff attraction and retention.
 - 1.1.2. The Crago Mill Precinct project, will assist YVC in addressing the five strategic pillars outlined in The Tablelands Regional Community Strategic Plan 2016 – 2036, including:
 - Community (Life and Welfare in the Community),
 - Environment (Conditions and Influences in the Area and Sustainability),
 - Economy (Generation, Distribution, Use of Income, and Business Development),
 - Infrastructure (Facilities, Transport, and Systems Serving the Area), and
 - Civic Leadership (System of Government or Management).

Table 1 – Strategic Pillars

Pillar	How the project assists Council in achieving these objectives
Community	Improved community amenity including the provision of an accessible outdoor space, a new library, restoration of the Crago Mill, provision of a café, exhibition spaces and commercial tenancies and co-working areas.
Environment	Improvements in building efficiencies through more efficient plant and equipment, solar panels, and the future capacity for electrical vehicle chargers.
Economy	Supports the local economy through the development of jobs during construction and provision of commercial and co-working spaces which is expected to result in less people leaving the area for work.
Infrastructure	Provision of new building and services infrastructure to replace the existing aged and inefficient infrastructure.
Civic Leadership	Provision of a new Council administration building which will enable Council staff to work in a modern and efficient office building. The provision of this building is expected to improve efficiencies in current work practices, as well as assisting the in attracting new staff to the Council and retaining existing staff.

6. Options Analysis

Strategic Options Explored

- 6.1. This study investigated four (4) strategic options. They are:
 1. **OPTION 0:** Do Nothing. This approach did not attempt to solve any of the identified problems but kept YVC's existing operations within their existing asset.
 2. **OPTION 1:** Refurbish Existing Facilities. Existing asset refurbishment. This approach looked at addressing Problem 2 by refurbishing the existing YVC's office building to a code compliant standard and increasing amenity within the facility.
 3. **OPTION 2:** Construction of the Crago Mill Precinct Project (Stages 1-4) as a full scope development including Commercial and Co-working spaces.
 4. **OPTION 3:** Construction of the Crago Mill Precinct Project (Stages 1-3) Partial scope development excluding Commercial and Co-working spaces.
- 6.2. Design documentation has been prepared to the Detailed Design stage for options 2 and 3. Design documentation is included at Appendix A.
- 6.3. Table 3 itemises the specific purpose and spatial requirements of each of the functions contained within the new building.

Table 3 – Spatial Requirements

Function	Purpose	Option 0 NLA (m2)	Option 1 NLA (m2)	Option 2 NLA (m2)	Option 3 NLA (m2)
Community Functions					
<ul style="list-style-type: none"> Community gathering, meeting, reception, and performance spaces. Includes public toilets in Commercial Building in Option 2 only. 	Providing a new space for the benefit and use of the community.	NA	NA	1,434	1,378
<ul style="list-style-type: none"> Car parking 	To provide the required car parking for workers and patrons of the precinct.	NA	NA	67	67
Commercial Functions					
<ul style="list-style-type: none"> Lettable Area: Commercial (external tenant), including Café in Crago Mill and Co-Working and Commercial spaces in the Commercial building in Option 2, and Café tenancy only in Option 4. 	Providing revenue to YVC and to provide colocation of NSW Government Services.	NA	NA	1,140	218
Council Functions					
<ul style="list-style-type: none"> YVC Administration and Office Space including Customer Service Area 	Relocating the Council staff and shopfront into a new facility.	RE	RE+R	1,728	1,728
Support Functions					
<ul style="list-style-type: none"> Entry Foyer & Lobby 	Support facilities to the users of the building including Community Functions.	RE	RE+R	374	374

Legend

RE: Retain Existing

RE+R: Retain existing + refurbish

Note: All areas are NLA, not GFA.

6.4. Each option is described further as below.

1. **OPTION 0: Do Nothing.**

a. The 'do nothing' option involves YVC undertaking no works to the existing administration facility. YVC's staff remain within their existing asset.

2. **OPTION 1: Refurbish Existing Facilities.**

a. This option involves the renovation of the existing building, including the required increase to floor plans to ensure code compliance and to extend the lifespan of the existing assets.

b. This option would require sourcing of appropriate accommodation for staff during the refurbishment period. It is noted that there is currently no appropriate commercial accommodation for lease in the area.

3. **OPTION 2: Full Scope Redevelopment (Stages 1-4)**

The project is made up of the following components:

a. **Administration Building.**

The Administration Building is made up of both the workspaces of council officers and the public-facing facilities, including customer service, council chamber, meeting and consultation rooms. These are the spaces where the community will interact with council officers and councillors.

An assessment of the types and nature of required public facilities has been undertaken to create spaces that will support operation and community needs, but at the same time are flexible and can maximise use. For example, the council chamber and public gallery are planned to allow flexible division that can transform from a single-use space into two multipurpose spaces.

b. **Library Building.**

A modern library is not a place to store books, it is a vibrant interactive place for the community. A modern library includes places for learning, recreation, to meet and interact. It should be a place where all ages can enjoy the facilities, undertake programs, and feel they are part of their community.

The new facilities are planned to include spaces for recreational reading areas, a peaceful lounge, an enhanced children's area with interactive reading areas that are designed to engage with young minds, a study centre for all ages to learn individually or in groups, all supported by three program areas including an assembly space, maker space and digital technology space.

c. **Crago Mill Refurbishment**

Placed at the centre of the proposed precinct is the heritage Crago Mill. The Mill industry and this building were at the core of Yass' early development in the late nineteenth century. It is an expression of Yass as a vibrant rural commercial and community hub. The Crago Mill is heritage listed and in need of both renovation and a new purpose.

After reviewing options, it has been decided to develop the Mill to include:

- A cafe/ restaurant to be located on ground level with outdoor seating
- Flexible exhibition spaces to upper floors
- Flexible multipurpose space to basement.

To provide access to all levels a new stair and lift extension is proposed to the northern side of the Mill.

d. Public Space.

A public space is provided to link all the facilities and to provide access to the main street. The public space will consist of soft and hard landscaping elements, to provide suitable amenity for both the public and staff. The public space will also provide overflow areas for the Crago Mill and the Library to enable the use of outdoor space to these facilities.

e. Commercial Building.

Facilities have been planned for that are of a more commercial nature. These include a co-working space and a commercial tenancy. These facilities are being considered to support the community and Council's operations. The vision for the co-working space is to provide flexible workspace for short term and periodic use of community organisations, small local business, sole traders, local start-up businesses and government bodies providing or coordinating services in the program. Council has identified a need to support emerging businesses to provide opportunities for them to establish a presence in the Yass town centre. This support will allow small or emerging enterprises to remain in town and ensure there is a dynamic commercial community into the future.

The inclusion of a commercial tenancy strategically placed to address Comur Street would allow both a diversity of use in the precinct and a first step of creating more active and reinvigorating eastern end to the town centre.

Additionally, the commercial building will house public amenities to serve the public spaces of the precinct and the Crago Mill redevelopment.

4. OPTION 3: Partial Scope Redevelopment (Stages 1-3)

- a. Option 3 is proposed as a partial scope redevelopment which includes the elements of Option 3 with exception to the Commercial Building which is excluded from this option.

Option Comparison

The below Table summarises the ability of each option resolving each identified problem.

Table 4 – Summary Comparison of Options

Option Description	Resolves Problem 1?	Resolves Problem 2?	Resolves Problem 3?	Resolves Problem 4?	Resolves Problem 5?
OPTION 0: Do Absolute Minimum	x	x	x	x	x
OPTION 1: Refurbish Existing Facilities	✓	✓	x	x	x
OPTION 2: Construction of the Crago Mill Precinct Project including Commercial & Co-working facilities (Stages 1-4)	✓	✓	✓	✓	✓
OPTION 3: Construction of the Crago Mill Precinct Project (Stages 1-3)	✓	✓	✓	✓	x

The comparison of pros and cons of each option is contained within **Error! Reference source not found..**

Table 5 – Pros and Cons	Option 0	Option 1	Option 2	Option 3
List of Pro's				
Increase amenity and public perception of the Yass CBD			●	●
Increased community spaces within the CBD allowing community to grow and thrive			●	●
Increased staff productively due to improved work environment and centralised staff		●	●	●
Provision of Commercial and Co-working spaces			●	
Provides growth space for the YVC workforce			●	
No capital expenditure required from YVC	●			
List of Cons				
Increased maintenance costs on end-of-life assets including the requirement in the short term for major reactive maintenance works.	●	●		
Inherent uncertainty of the level of required maintenance needed on the assets to ensure safe operation	●			
Increased liability risk resultant from non-DDA compliant facilities	●			
No consideration of future growth of the YVC.	●	●		
Not providing accommodation expected in a modern workplace increasing staff absenteeism, decreasing staff morale, and making it harder to attract and retain staff	●	●		
The workforce is still split geographically decreasing productivity	●			
Large Capital Expenditure required from YVC		●	●	●

Option Recommendation

1. This study investigated several options culminating in the recommendation of Option 2, as it was the most suitable option to address the problems and realise the benefits whilst still remaining financially viable.
2. This option proposes to deliver the new Crago Mill Precinct project in total.
3. The new facility is proposed to be located on the site currently accommodating the Yass Council Administration building and Council Chambers at 209 Comur Street Yass.

7. Financial Assessment

Introduction

- 7.1. The financial outcomes for Council are one component of the overall business case. In order to evaluate and compare the financial outcomes of each Option, detailed cost estimates have been prepared and a financial model for Options 1-3 have been developed. A financial model has not been prepared for Option 0 Do Nothing.
- 7.2. Key outcomes for each Option have been summarised and presented in the sections below.

Methodology

- 7.3. The financial models capture the estimates of the key financial items attributable to Options 1 – 3 and deliver a range of key financial metrics to enable a relevant comparison of the financial outcomes of each Option.
- 7.4. The estimates and assumptions used have been sourced from observable external data were available, and otherwise from YVC internal data and estimates. The data was based on preliminary estimates of the Long Term Financial Plan and will require additional analysis prior to deciding to progress to the construction phase of the project.
- 7.5. Cost estimates prepared by the project Quantity Surveyor have been utilised in determining construction capital costs. These estimates are provided at Appendix B (retained as commercial in confidence).

Financial Modelling & Output Metrics

A number of financial metrics have been considered in the modelling completed for each of the options, as outlined in the below table.

Metric	Option 1 - Refurbishment (R0)	Option 2 - Redevelopment (R0)	Option 2 - Redevelopment (R1 update)	Option 3 - Redevelopment (excl. commercial building) (R0)
Total project cost	(\$9,564,749)	(\$35,622,620)	(\$56,194,298)	(\$30,744,592)
Overall net project cash flows (over 40-year operations)	\$14,006,771	\$62,442,667	\$80,772,193	\$37,491,882
Net development profit (over 40-year operations)	\$4,442,022	\$26,800,046	\$24,527,826	\$6,747,290
Development margin (over 40-year operations)	46.4%	75.2%	43.6%	21.9%
Discount rate per annum	5.75%	5.75%	5.75%	5.75%
Project NPV	(\$4,160,789)	(\$13,480,282)	(\$13,100,612)	(\$16,431,127)
Internal rate of return (IRR) % per annum	1.8%	2.6%	2.7%	0.9%
Payback date	May-2056	Oct 2050	Oct 2050	Feb-2060
Payback duration post completion of construction	29.4 years	25.9 years	24.4 years	34.3 years

The modelling completed indicates that Option 2 indicates that the financial outcomes of option 2 are better off than the other options. This is largely driven by the revenue generated by the Commercial Building.

A summary of findings associated with each option is provided below with full modelling information included at Appendix C.

Option 0

1. The base case 'do nothing' option does not have a calculated capital cost associated with it. It retains the YVC within the existing building however does not address any of the identified problems and is likely to result in significant increased maintenance and operational costs in the future.
2. This option does not address any of the identified problems including the condition issues identified in the existing facility and the requirement for additional space to house YVC staff.
3. A financial model has not been undertaken on this option.

Option 1

1. Option 1 to refurbish the existing facility addresses some of the building condition issues it does not address the additional building requirements or space required for YVC as projected to 2026 and beyond. It also does not achieve the intent of the approved master plan and does not enable the development of the Crago Mill Precinct project Yass.
2. Option 1 is projected with the least total project cost, at \$9,564,749, including an allowance of \$200,000 allocated for decanting and temporary offices. This indicates the refurbishment of existing administration building is approx. 58% of the construction cost of the new Civic Admin Centre (Construction Stage 1 of Option 2 and 3).
3. Funding sources for this option include Council's internal sources to fund the cost to date consultant fees and the consultant fees that will be incurred prior to the start of construction. Additional debt funding will be sourced from NSW Treasury Corporation (TCorp), which has been authorised by the NSW Government to provide loan facilities to general purpose local councils, to fund the non-commercial components of the project and/or from a third-party loan provider.
4. There are no further revenue sources associated with this option.

Option 2

1. Option 2, including construction of the whole of the proposed redevelopment, is projected with the highest total project cost, at \$56,194,298.
2. Funding sources for this option include Council's internal sources to fund the cost to date consultant fees and the consultant fees that will be incurred prior to the start of construction. Additional debt funding will be sourced from a third-party loan provider.
3. This option includes estimated revenue from the commercial lease associated with the Commercial building and the Crago Mill Café space of \$277,907 per annum.

4. Despite that this option has the highest project cost, its high development margin which is mainly driven by the additional lease income generated from the operations of commercial building enables a payback period significantly less than others.
5. Financial modelling indicates that the project outcomes of option 2 are better off than the other options, which is largely driven by the revenue generated by the Commercial Building.

Option 3

1. The capital costs associated with Option 3 which excludes the commercial spaces is \$30,744,592. The total project cost of this option is slightly less than that of Option 2 (R0) by \$4,878,028 as the construction of commercial building is excluded.
2. Funding sources for this option include Council's internal sources to fund the cost to date consultant fees and the consultant fees that will be incurred prior to the start of construction. Additional debt funding will be sourced from NSW Treasury Corporation (TCorp), which has been authorised by the NSW Government to provide loan facilities to general purpose local councils, to fund the non-commercial components of the project and/or from a third-party loan provider.
3. This option includes estimated revenue from the commercial lease associated with the Crago Mill Café space of \$28,500 per annum.
4. This option is projected with the least development margin. By excluding the commercial building, this option is considered less cost effective than Option 1.

8. Recommended Option

Scope of Capital Works

- 8.1. The recommended option for the redevelopment has been identified as Option 2 to include the design and construction of the new Crago Mill Precinct based on the assessment of all proposed options.
- 8.2. Option 2 includes for the construction of the full scope of the redevelopment including the Council Administration Building, the Library, the Crago Mill restoration and refurbishment, the Commercial Building and the public space.
- 8.3. Option 2 best addresses the problems raised and will realise the most benefits over the other options proposed. Option 2 is the only option considered that addresses all 5 problems identified in determining the project need.
- 8.4. Financial modelling demonstrates that Option 2 provides improved financial outcomes in comparison to the other options considered.
- 8.5. Refer to **Appendix A** for design documentation associated with this option.

9. Risks & Mitigations

9.1. A high-level assessment was undertaken of the risks and associated mitigation strategies associated with Option 3. Refer to Table below:

Table 6 – Risks and Mitigations

Risk	Mitigation
The ability to design, tender and fully deliver the project within the estimated cost and timing assumptions.	<ul style="list-style-type: none"> Appointment of suitably qualified project team to manage the design, procurement, and project delivery. Development and endorsement of project procurement plan Creation of a master programme for the overall project including design, procurement, and construction activities. Clearly defined and documented scope management processes. Development of cost estimates as each phase of the project. Undertaking value management activities where required. Identification of shared costs across the stages of the master plan (i.e., services costs).
There may be negative public perception regarding the amount of capital expenditure for YVC office accommodation.	<ul style="list-style-type: none"> Communication and community consultation to occur on the project focussing on the benefits to the community. Broader community aspects of the project to be made publicly available. Benefits of other commercial spaces to be included within the facility to be made publicly available.
Successful execution of commercial lease elements including quantum and timing.	<ul style="list-style-type: none"> Negotiations with other Government agencies or commercial tenants to commence immediately. Head of agreement to be entered into with other Government agencies or commercial tenants prior to construction.
Ability to attract quality tenants at a market rent for lettable areas in order to generate the rental revenues that have been estimated	<ul style="list-style-type: none"> Tenders for commercial leases to be released early to secure tenants. Appointment of suitably qualified property and commercial manager to manage the leasing.
Development application approval timeframes.	<ul style="list-style-type: none"> Appointment of suitably qualified architect to prepare DA submission DA process to be commenced early in the project
Design approval timeframes	<ul style="list-style-type: none"> Clear project governance to be established with approval at design gates Key stakeholders to be identified and engaged with by the project team
Procurement of suitably qualified head contractor to complete the works	<ul style="list-style-type: none"> Appointment of suitably qualified project team to manage the design, procurement, and project delivery. Development and endorsement of project procurement plan. Undertake a 2-stage procurement (open expression of interest followed by select request for tender).

<p>Poor construction performance leading to negative public perception of the project</p>	<ul style="list-style-type: none"> • Appointment of suitably qualified Head contractor for the project
<p>Adoption of new workplace strategies</p>	<ul style="list-style-type: none"> • Engagement of a change manager to implement change management
<p>Impact of the project on the surrounding neighbourhood (dust, noise, traffic)</p>	<ul style="list-style-type: none"> • Early communication and community consultation to occur on the project.

10. Delivery Model Analysis

Delivery Model Options

10.1. The available delivery models are broadly described as follows:

1. **Lump Sum Head Contractor – Traditional Form of Delivery.**

The client selects the design team and produces a fully documented design. The contractor is then sourced to undertake construction of the works only.

2. **Lump Sum Design & Construct.**

The contractor assumes responsibility for managing both the design and construction phases of the works within a tendered lump sum figure. The design team is selected and managed by the design and construct contractor.

3. **Managing Contractor.**

A contractor is procured through competitive bids to manage the design and construction phases of the works on a lump sum basis. Trade and design costs are treated as pass through reimbursable costs. Trades are competitively tendered during the course of the project.

4. **Construction Management.**

A contractor is procured through competitive bids to provide superintendence services on site during construction of the works. The design team will be engaged and managed by the Client.

5. **Private Public Partnership.**

A delivery method that relies on private sector funding to design and construct a facility in return for a fee obtained during the operating of the facility. This method is typically used for large high-risk projects with high levels of uncertainty and are more suited to infrastructure projects.

6. **Early Contractor Involvement.**

This is a collaborative procurement method whereby multiple contractors are engaged to work with the Client and designers in parallel to develop their own design, a detailed project plan, programme, and commercial proposal for the construction phase.

Delivery Model Analysis

10.2. A total of eight parameters were used to evaluate the most appropriate delivery method. Table details the importance of each parameter and its applicability to this project.

Table 7 – Delivery Model Parameter Assessment

Parameter	Rating	Comments
Certainty of time – <i>Is completion by a drop-dead definitive date important?</i>	<i>Somewhat Important</i>	The completion of the project is required to enable the progression of the remainder of the master plan.
Certainty of cost – <i>Is adherence to a definitive budget important?</i>	<i>Highly Important</i>	Cost certainty is of high importance to YVC. A delivery model that reduces variation exposure is required.
Design control – <i>Is full control of the design important?</i>	<i>Somewhat Important</i>	The design of the facility is important to YVC. However, innovation in the form of construction technique is appreciated.
Flexibility – <i>How significant is the risk that scope changes will be made after the engagement of the contractor?</i>	<i>Somewhat Unimportant</i>	YVC believe that once the design is finalised there will be minimal changes required. However, it is noted that some flexibility will be required for the tenant space.
Multiple contractors – <i>How likely is it that there will be multiple contractors on the same site (Such as a separate fitout Contractor before the base building works are completed)</i>	<i>Neutral</i>	There may be some risk of tenants requesting their own contractors to complete their fitout works. This risk can be managed during tenancy negotiations.
Complexity – <i>How likely is that the project involves a highly specialised, technologically advanced, or highly serviced building?</i>	<i>Neutral</i>	The building has no added complexity other than the site constraints of the location.
Quality / WOL - <i>Is high quality of the product, in terms of material, workmanship, design and Whole of Life outcomes important?</i>	<i>Highly Important</i>	The quality and whole of life considerations for the building are of high importance noting YVC will be owning the building in perpetuity.
Contractual Framework – <i>How important is it to utilise a readily available contract mechanism that is familiar to the industry?</i>	<i>Highly Important</i>	The use of an industry standard contract form is considered important to increase market interest in the project and therefore drive a value for money outcome.

Figure 2 provides the summary of the assessment of each delivery method against the established parameters. It was identified that the Lump Sum Head Contractor – Design Finalisation and construction was the most suitable.

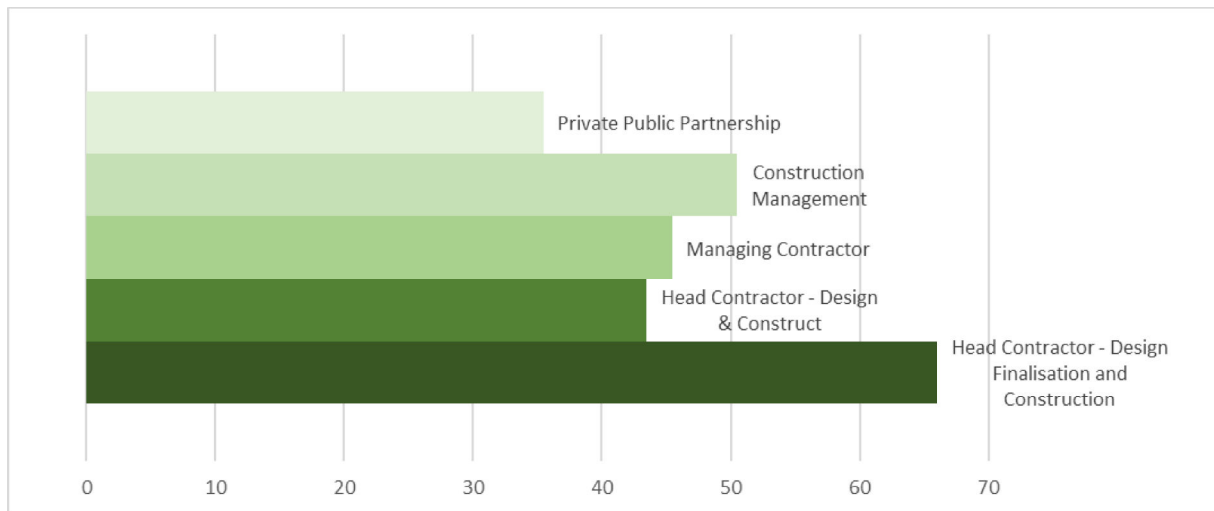


Figure 2 Delivery Model Assessment

Recommended Delivery Model

- 10.3. The recommended delivery model for the Crago Mill Precinct project is a construct only delivery method for the following reasons:
 - 1.1. It provides cost certainty.
 - 1.2. It allows Council to retain control of the design and over quality outcomes; and
 - 1.3. It is a well-known and utilised delivery method within the industry.
- 10.4. A lesson learnt from a recently completed similar project is to undertake the design to an 80% 'tender ready' however allowing the Head Contractor to complete the final construction detail therefore allowing innovation in the construction methodology.
- 10.5. The 'tender ready' documented design should be undertaken by a consultancy team procured as a separate process to the construct only tender.
- 10.6. The design finalisation and construction tender could be run as a two-stage procurement with an open market Expression of Interest (EOI) followed by a shortlisted select Request for Tender (RFT).

11. Timeline

Project Timeline

11.1. Table provides the indicative key milestones for the project.

Table 8 - Milestone dates	
Task	Target Date
Business case approval	April 2022
Design Team engaged for ongoing phases of works	September 2022
Decision point for progressing the project to construction	April 2023
Completion Detailed Design	February 2023
Complete head contractor tender and award building contract	November 2023
Construction – Stages 1	
Construction commencement	April 2024
Construction completion (including commissioning)	June 2025
Defects Liability Period	June 2026
Construction – Stages 2	
Construction commencement	June 2025
Construction completion (including commissioning)	January 2026
Defects Liability Period	January 2027

Decision Points

- 11.2. Key project decision points for the work included within this business case include:
1. Approval of engagement of design consultants for subsequent phases of works to complete the design.
 2. Approval of the 50%, 80% 'for tender' drawings; and
 3. Approval of the recommended head contract tenderer; and
 4. Approval of the 100% design as finalised by the head contract.

- 11.4. The staging plan has been developed on the basis that the existing Administration sits within the footprint of the Stage 2 area. Given the requirements to maintain Council operations within the existing Administration Building and the lack of suitable commercial space for Council to decant into during construction, the whole of works cannot be undertaken concurrently.
- 11.5. It is noted that as the new Administration Building covers a portion of the exiting building that houses the Council Chambers, an alternative location for the Council Chambers will be required to be sought during the construction Stage 1 works.
- 11.6. It is intended that the new Administration Building, Library and carpark be constructed concurrently to improve site access and provide the most efficient construction program for the works.
- 11.7. It is intended that staff will be relocated into the new Administration building following practical completion and demolition of the existing Administration Building will commence to enable the construction of the Public Space, Commercial Building and Crago Mill refurbishment.

12. Recommendation

Recommendation

- 12.1. This study investigated four options to address the problems identified. They are:
 - i. Do nothing, culminating in option 0. This approach did not attempt to solve any of the identified problems but retained the YVC's operations in the existing facility.
 - ii. Complete a refurbishment and refresh of the existing assets to increase the life span and bring the buildings to a code compliant standard, culminating in Option 1.
 - iii. Construction of the new Crago Mill Precinct project including lettable commercial spaces, identified in Option 2; and
 - iv. Option 3 including the construction of the new Crago Mill Precinct project however excludes the lettable commercial spaces included as part of the Commercial Building.
- 12.2. After financial modelling and detailed analysis of each option, Option 2 is the recommended option as it demonstrates value for money to YVC and the community and addresses the problems identified to be addressed by the works.
- 12.3. This option will include the construction of the new Crago Mill Precinct that addresses the problems and achieves the benefits identified specifically by:
 - i. Providing the new Crago Mill Precinct to improve service to the community;
 - ii. Increasing the ability for YVC to increase it's working population;
- 12.4. This project is recommended to be delivered by undertaking an 80% 'tender ready' design and then procuring a Head Contractor to complete the final construction detailed design and construction.
- 12.5. Revision 5 Update

After updated financial modelling and detailed analysis of Option 2 with the updated project budget of \$50m, Option 2 remains the recommended option as it demonstrates value for money to YVC and the community and addresses the problems identified.

The project is to be delivered via a Head Contractor to complete the final construction detailed design and construction.

Appendix A. Design Information

Crago Mill Precinct

Yass Valley Council

22 September 2021

Schematic Design Report

Volume 2



brewster
hjorth
architects

DOCUMENT CONTROL

this document was prepared by:	Janette Tam, Vladislav Trofimov and Andrew Hjorth		
and checked by:	Andrew Hjorth		
reference number:	22101-3,05-01 Schematic Design Report		
issue version	Reason for issue:	date:	
P1	Draft issue for comment	6.09.21	
1	Draft Development Application	10.09.21	
2	Development Application	17.09.21	
3	Updated to APP comments	23.09.21	

TABLE OF CONTENTS

1 Introduction		
1.1 Introduction	4	
1.2 Context	4	
1.3 Proposed Built Elements	5	
2 Site Analysis		
2.1 Project Site	6	
2.2 Site Context	7	
2.3 Neighbourhood Character	8	
2.4 Site Views	9	
2.5 Existing Building Form	10	
2.6 Site Development Considerations	10	
2.7 Heritage Value	11	
2.8 Topography & Landscape	12	
2.9 Existing Pedestrian Network	13	
2.10 Vehicle Access & Parking	14	
2.11 Solar & Wind	15	
3 Proposed Architectural Design		
3.1 Proposed Overall Precinct	17	
3.2 Proposed Civic Administrative Centre	20	
3.3 Proposed Yass Valley Library	23	
3.4 Proposed Crago Mill Refurbishment	27	
3.7 Proposed Commercial Building	30	
4 Exterior Material Palette		32
5 Solar & Shadow Impacts		33
6 Vehicle Access & Car Parking		34
7 Proposed Signage		35
8 Schedule of Areas & FSR		36
9 Staging Strategy		40
10 Actions for Future Design Development Phase		41

1. INTRODUCTION

1.1 INTRODUCTION

In February 2021 Yass Valley Council engaged Brewster Horth as their architects to prepare a design for the new Crago Mill Precinct. This report details the Architectural Statement to accompany the development application for Crago Mill Precinct Project.

Council had reviewed a number of sites to locate the proposed facilities and following public consultation selected their existing civic administration centre site bounded by Cornur, Folding and Adele Streets to house the proposed facilities.

Brewster Horth have been engaged to prepare a design to create a new civic precinct for the community on this site.

Council has operated on this site over the long term and over time has acquired a number of adjoining sites within the goal to amalgamate council operations on the site.

The proposed scope includes:

- Development of a new building to house civic administration centre;
- Development of a new building to house the Yass Valley Library;
- Renovation and redevelopment of the existing Crago Mill to house flexible community and exhibition spaces and a cafe;
- Development of a new building to house commercial tenancies, co-working facility and public amenities to serve Crago Mill and public plaza;
- Development of a new on site car park and enhanced street parking to service the precinct; and
- Development of new public plaza.

1.2 CONTEXT

Yass Valley Council has a population of approximately 17,000 people in 2019. By 2036, it is expected to increase to approximately 27,000 people.

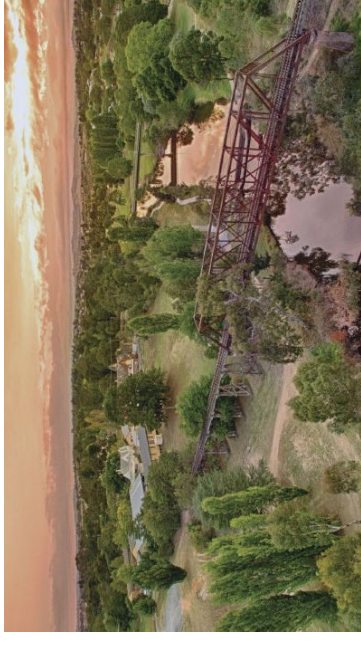
This project provides opportunities to:

- Plan for growth, with the rise of population in the LGA increasing demands on council administration.
- Better provide for the evolving customer-base with the increase in population.
- Ensure that a strong community culture is maintained, fostering social connectivity moving ahead.
- Build upon a thriving community supported by quality and up-to-date services.
- Potential to revitalise the southern end of Yass into a vibrant gateway and the creation of a vibrant and dynamic precinct within the town centre.
- Build a strong cohesive civic administrative organisation with collaboration between divisions and creating a sense of community for the staff.

The siting of the proposed Yass Civic Precinct at the start of the main street will form a gateway development to the southern entry of town, with the new council administration centre forming a bookend to the main street.

There is a distinctive built form to the main street, with one to two storey commercial buildings forming the streetscape. The built form is continuous but broken up into segments by laneways and driveways running perpendicular to the street. As one moves along the street these breaks in the built form create views beyond the commercial buildings, to activated green spaces in backyard of the commercial properties, and an urban park sitting behind the Soldiers Memorial Hall.

The precinct will need to reinforce the urban character but at the same time create a public space that connects the precinct to the main street for an active and vibrant streetscape.



1.3 PROPOSED BUILT ELEMENTS

The project is made up of the following four components and the public spaces that connect them and the main street:

- Crago Mill refurbishment
- Yass Valley Library
- Civic administration centre
- Commercial building

Through a series of meetings with Council stakeholders, a Project Functional Brief has been developed to capture the operational needs of each component of the proposed development.

Crago Mill Refurbishment

Placed at the centre of the proposed precinct is the heritage Crago Mill. The Mill building was at the core of Yass's early development in the late nineteenth century. It is an expression of Yass as a vibrant rural commercial and community hub.

The Crago Mill is heritage listed and in need of both renovation and a new purpose. After reviewing options it has been decided to develop the Mill to include:

- A cafe/ restaurant to be located on ground level with outdoor seating
- Flexible exhibition spaces to upper floors
- Flexible multipurpose space to basement.

To provide access to all levels a new stair and lift extension is proposed to the northern side of the Mill.

Yass Valley Library

The Council currently operates a library service from an existing facility located to the rear of the Soldiers Memorial Hall.

The existing library does not meet the operational requirements of a modern library and council has decided to replace with a new purpose-built facility.

A modern library is not a place to store books, it is a vibrant interactive place for the community. A modern library includes places for learning, recreation, to meet and interact. It should be a place where all ages can enjoy the facilities, undertake programs and feel they are part of their community.

Through careful curation of their collection the library is using their spaces very efficiently. However the size of existing spaces does not allow room to provide

the facilities that allow users to linger and relax in the library, or to stay and quietly study, or to work as a group on a school assignment, or to run programs which will extend patronage. Without these, the library is unable to become the community "lounge room".

The new facilities are planned to include spaces for recreational reading areas, a peaceful lounge, an enhanced children's area with interactive reading areas that are designed to engage with young minds, a study centre for all ages to learn individually or in groups, all supported by three program areas including an assembly space, maker space and digital technology space.

Civic Administration Centre

The council administration centre is currently located in a number of buildings along Comur Street. The core building was constructed in the 1970s. This building is made up of small inflexible spaces that no longer support the operational needs of a modern organisation.

The core building has been joined to adjacent retail buildings, that have been procured over time, to provide additional space required for growth. The resulting work place is very disjointed, and has inherent fire safety and WHS issues which are extremely hard and costly to resolve. The current facilities also lack sufficient meeting and team spaces required in a collaborative workplace.

Council has assessed that it is not cost effective to refurbish the existing centre and has decided to develop new facilities to house a Civic Administration Centre. Through a series of stakeholder workshops, the operational requirements for the proposed Civic Administration Centre have been developed.

Careful consideration of the types of work settings and collaborative spaces will maximise efficiency and flexibility of the proposed workspace. This analysis has included the integration of council operational divisions and made allowance for them to evolve over time.

The Civic Administration Centre is made up of both the workspaces of council officers and the public-facing facilities, including customer service, council chamber, meeting and consultation rooms. These are the spaces where the community will interact with council officers and councillors. An assessment of the types and nature of required public facilities has been undertaken to create spaces that will support operation and community needs, but at the same time are flexible and can maximise use. For example, the council chamber and public gallery are planned to allow flexible division that can transform from a single-use space into two multipurpose spaces.

Commercial Building

Council has requested the consideration of a number of facilities of a more commercial nature. These include a co-working space and a commercial tenancy. These facilities are being considered to support the community and councils operations.

The vision for the co-working space is to provide flexible workspace for short term and periodic use of community organisations, small local business, sole traders, local start-up businesses and government bodies providing or coordinating services in the program. Council has identified a need to support emerging businesses to provide opportunities for them to establish a presence in the Yass town centre. This support will allow small or emerging enterprises to remain in town and ensure there is a dynamic commercial community into the future.

The inclusion of a commercial tenancy, strategically placed to address Comur Street would allow both a diversity of use in the precinct and a first step of creating more active and reinvigorating eastern end to the town centre.

Additionally, the commercial building will house public amenities to serve the public spaces of the precinct and the Crago Mill redevelopment.

2. SITE ANALYSIS

2.1 PROJECT SITE

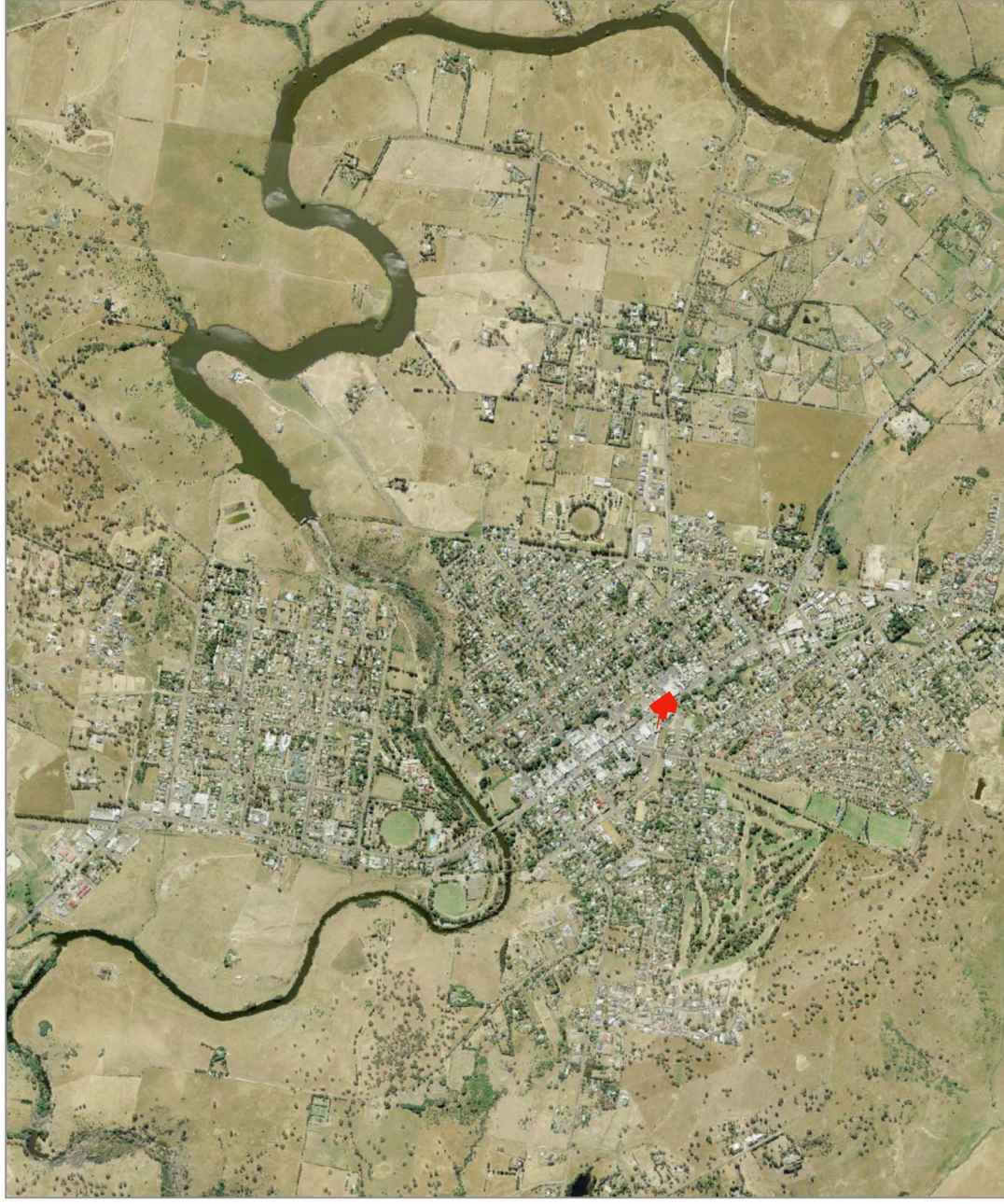
The site is located on the main street (Comur Street) of the regional town of Yass. Yass is the central town of the Yass Valley local government area and sits 59 kilometres northwest of Canberra and 280 kilometres southwest of Sydney. The town is located south of the Hume Highway and is divided by the Yass River. The site is indicated in red on the aerial photo to the right.

The Ngunnawal people are the traditional custodians of the land. The name 'Yass' is believed to be derived from the Aboriginal word 'Yharri', meaning 'running water', referencing the flowing river in the Yass Valley. The region was first visited by Europeans during the early 1820s and its agricultural potential attracted settlement by the 1830. Yass Town was subsequently formally gazetted in 1837. With many travelling between Sydney and Melbourne through the town, as well as stopping over to the goldfield in Kiandra and Lambing Flat, wealth and services were brought in, and the town prospered with civic buildings and numerous banks.

Agriculture (including wool wine and forestry) and tourism (including fishing, camping and water sports) are the pillar industries of the town. Yass prides itself with their strong sense of community, scenic natural landscapes, simple country lifestyle, rich heritage and historic buildings, and its innovative local producers and creative craftspeople. With its proximity to Canberra and located between Sydney and Melbourne, Yass has a significant tourism industry, attracting many tourists to the food, wine, heritage and arts of the region.

Yass is the main town centre within the Yass Valley with it established commercial centre, district hospital and healthcare services, schools and a TAFE.

The proposed precinct is located at the southern end of the historical main street to the town's centre. It sits at the corner of Comur Street and Polding Street, with Adele street to its southern boundary. The site is formed by amalgamating 9 adjacent lots owned by the local council. It includes the historical Crago Mill and its associated railway, dating back to the 1870s. The Crago Mill is socially and culturally significant to the local community and gives the development its name.



2. SITE ANALYSIS

2.2 SITE CONTEXT

The site is located at 209 Comur street, between Lead and Polding Streets. Comur Street is the main street of Yass with commercial activities running three blocks including the block on which the site is located.

The site bookends the southern end of the commercial strip with the courthouse bookending the northern approach to main streets.

The southern block of the commercial strip has not been developed significantly until recently. Woolworths and Aldi recently developed supermarkets at this end of the main street in recent times. It is envisaged that with the development of council's site the new precinct will lead to further development of the opposite side of Comur street in this block.

The site area is 1.1 hectares and is council-owned land. It consists of 9 allotments, including the current council offices. The site has served a variety of uses over the years, such as commercial (restaurant, butcher, bakery and retail), service station and car dealership, offices, carriageway, and recreation (swimming pool and tennis courts). The heritage listed Crago Mill and its associated railway are also part of the site.

The concept of the size is how on drawing to right with specific features of the existing site as follows:

1. Alignment of existing railway line to Crago Mill building
2. Existing Crago Mill to be refurbished
3. Existing Winchcombe Carson produce store to be demolished
4. Existing council administration centre to be demolished
5. Extent of council-owned property



2. SITE ANALYSIS

2.3 NEIGHBOURHOOD CHARACTER

The Crago Mill Precinct is located along the historical main street of Yass, with predominately buildings of the Victorian and Georgian styles, and a few inter-war buildings. Most of these buildings are one to two storeys, with the exception of Liberty Theatre and Soldiers Memorial Hall. Many buildings along Comur Street are civic in nature, with residential cottages on Polding and Adele Streets. The features that characterise the neighbourhood are summarised as follows:

Built Form:

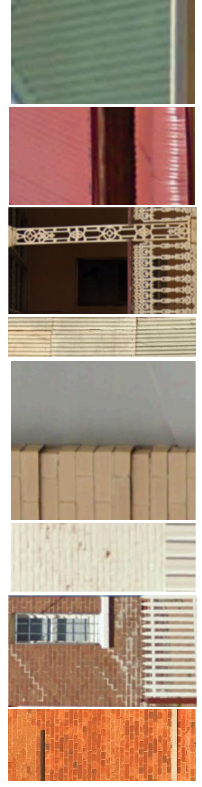
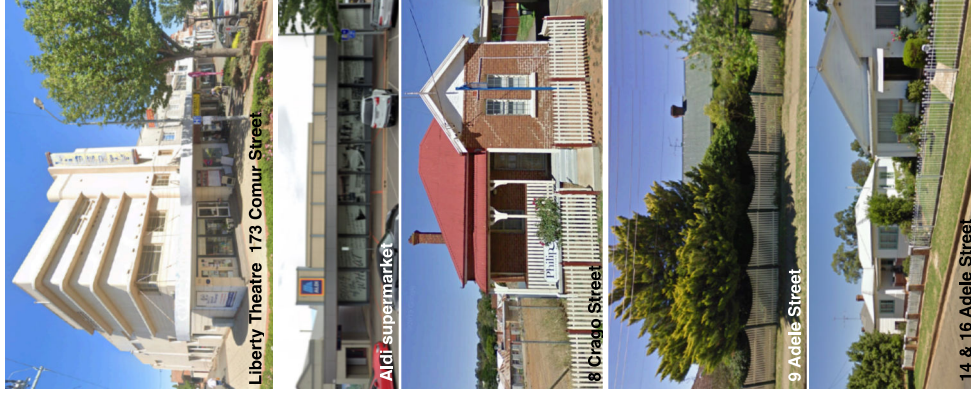
- verandahs and colonnades
- fence to residential boundary
- hipped and gable roofs

Materials:

- exposed red brick
- rendered/ bagged and painted brick
- corrugated roof
- iron lace columns and railings

Streetscape/ Landscape:

- mature trees
- established hedges with perennial shrubs and roses with seasonal annuals
- lawn
- white picket fence
- street furniture matching heritage hitching posts and lampposts



Existing Material Palette

2. SITE ANALYSIS

2.4 SITE VIEWS

Views of the project site are available from all streets that bound the block where the site is located as follows:

- The northern boundary allows a continuous view along Comur Street.
- This view will be important to creating a main address and activated main street edge to development.
- The site bounds the corner of Polding and Adele Streets, and it can be viewed along these streets.
- Views of the site through extension of the site through to Crago Street, allow connection to the west and Crago Mill to be viewed from this direction.

Crago Mill sits at the centre of the site, currently it is located behind council's civic administration centre and can only be viewed from its carpark or from the neighbouring properties' carpark from various angles of the site. All other existing buildings are to be demolished to allow for the proposed development.

The following illustrates the views shown in adjacent photos.

1. View of Crago Mill and Winchcombe Carson produce store from the east.
2. View of Crago Mill from the northwest. As can be seen, some external walls have been rendered and painted into white and has been weathered off.
3. Interior view of Crago Mill, showing existing timber trusses, remnants of flooring to upper levels and steel reinforcements to prevent structural failure. The vertical volume and lightness can be appreciated from within.
4. Pedestrian footpath to the west of Crago Mill connecting back entry of adjacent Aldi Supermarket to the shared driveway owned by council, within the precinct's site boundary. Aldi's carpark is to the right of the vegetation on the photo.
5. Western part of the site currently undeveloped. It sits higher than the eastern parts to Comur Street and northern portion where Crago Mill is located.
6. Existing single-storey building of the Council Chamber.
7. Existing garage/ mechanic to the corner of Comur and Polding Streets to be demolished with round-about to the right of the photo, viewed from the southern end of Comur Street.
8. View from the lane bordering the site's north with Aldi Supermarket towards Comur Street. The lane allows glimpses of Crago Mill but lacks character on its own.
9. Shared driveway of the site and Aldi Supermarket looking eastwards to Crago Mill.



2. SITE ANALYSIS

2.5 EXISTING BUILDING FORM

Council resolved to develop a site they owned at the corner of Comur and Polding Streets and running through from Comur to Adele Streets and along Comur Street from the corner of Polding to the Aldi development.

The attached aerial photo indicates the site location and relationship to town centre and adjacent developments.

Located at the centre of the development site is the heritage Crago Mill and a number of buildings originally used by Winchcombe and Carson Store. Both buildings are in varying states of dilapidation.

A heritage analysis has identified the core brick structure to Crago Mill as high heritage value and that surrounding metal clad structures around core mill building should be demolished. It is proposed to renovate the core brickwork structure, rail platform and covering skillion roof as part of the proposed development.

2.6 SITE DEVELOPMENT CONSIDERATIONS

The geometry of the site and the way in which the proposed development addresses the street or neighbourhood features are important to creating a cohesive urban precinct. Analysis of the site identified the following elements that became core to developing the proposed design:

- The requirement to step the built elements across the site to address the site topography.
- Creating built forms that address both Comur Street and new public spaces to be included in the development.
- Creating a built element that allows the precinct to become an eastern gateway to the town centre.
- The location of the Crago Mill set well back from Comur Street needs to be reinforced to ensure an appropriate setting for this significant heritage structure. The Mill building should be connected to Comur Street appropriately.
- Consideration of the alignment of proposed buildings so they address both the main street (Comur Street) and the Crago Mill that is set diagonally to street alignment.
- The alignment of the heritage railway line running into Crago Mill is to be reinforced by new buildings, heightening the presence of Crago Mill in the public domain.
- Creating multiple addresses to precinct, including from Comur Street, from car park to be located off Adele Street and from Crago Street through driveway adjacent Aldi carpark.



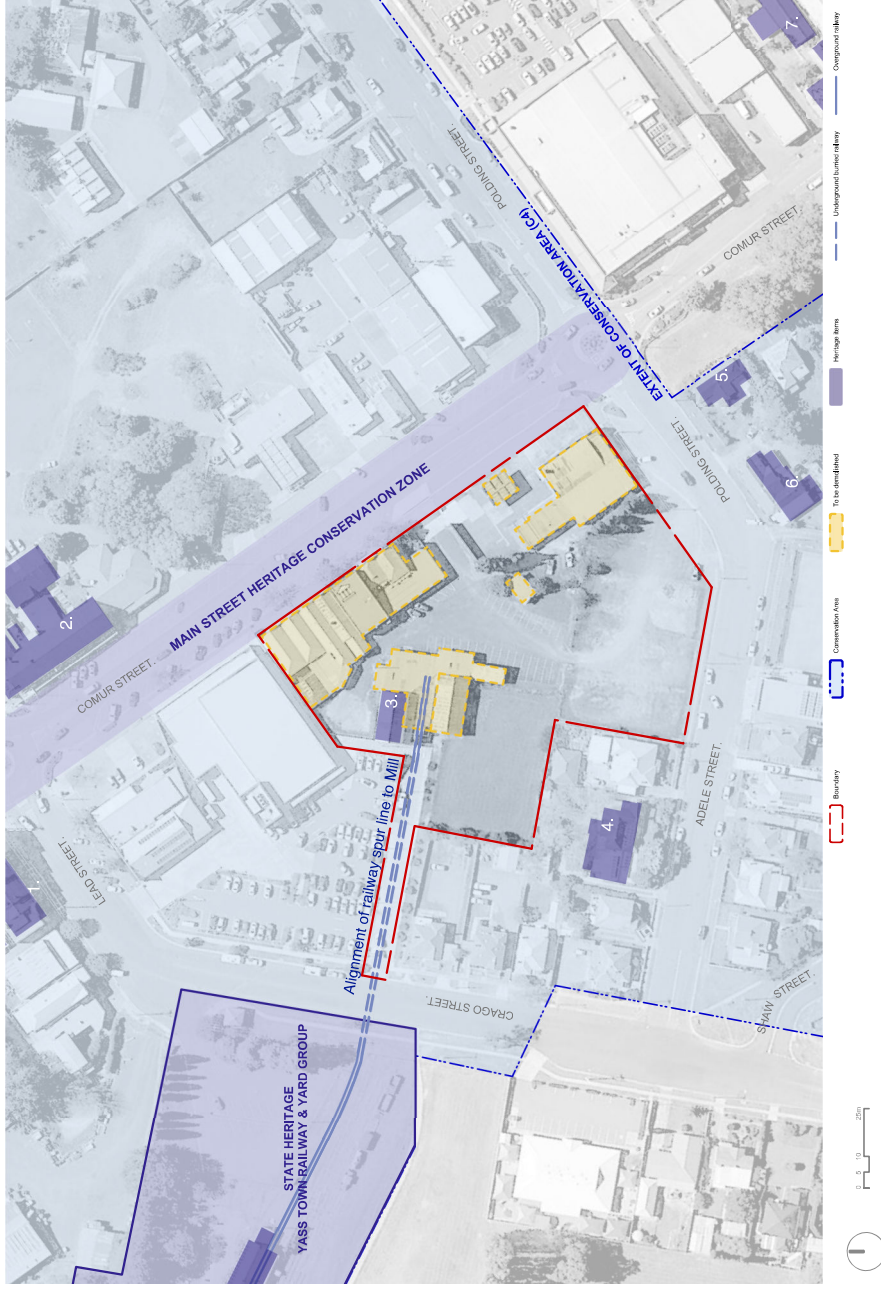
1. Existing Council civic administration centre to be demolished after new facility constructed.
2. Existing Crago Mill building.
3. Existing Winchcombe and Carson store building to be demolished.
4. Existing garage building to be demolished.
5. Existing storage building to be demolished.

2.7 HERITAGE VALUE

The main frontage of the site along Comur Street, is within the Comur Street heritage conservation area (C4) listed under Yass Valley LEP 2013. The old Yass Train Station to the west is state heritage listed and currently houses the Yass Railway Museum. Buildings of heritage value have been identified on the diagram to the right of the page.

Crago Mill is heritage listed under the National Trust and Yass Valley LEP 2013 (1189) with local heritage significance. The brick structure can be dated back to the 1870s. The Mill has not been used or maintained in recent years and is in need of much repair. The following are some images of the Crago Mill building.

Refer to heritage consultant's heritage assessment report for further details.



A. Historic railway platform of Crago Mill.

B. Roof awning above the old railway for loading of goods.

C. Interior of Crago Mill, walls have been rendered and timber floor structure to the level above still intact

D. Remnants of railway tracks on the ground outside the Mill.

Heritage listed buildings on or adjacent the site include:

1. Liberty theatre and cafe
2. Commercial building (1171)
3. Crago's Mill (former)
4. Milltown House
5. Pair of semi-detached cottages
6. Pair of semi-detached cottages

2.8 TOPOGRAPHY & LANDSCAPE

Levels across the site vary greatly, sloping down approximately 5.7 meters from the south western corner on Adele Street to northern corner along Comur Street. The proposed design takes into consideration the difference in levels across the site so as to establish connections between proposed buildings and manage stormwater run off across the site.

There are 35 existing trees on the site, along Comur Street and in the middle of the site. Those located in the centre of the site are not of high quality and in areas where they will need to be removed for proposed development.

The council is reviewing the type of street trees as part of developing a masterplan for Comur Street. The existing pear trees are not excellent street trees and are recommended to be removed.

Please refer to the landscape report for further details.

A detailed survey of trees have been prepared by an arborist and is attached, for information.



Existing trees identified by Arborist, map extracted from report appended.

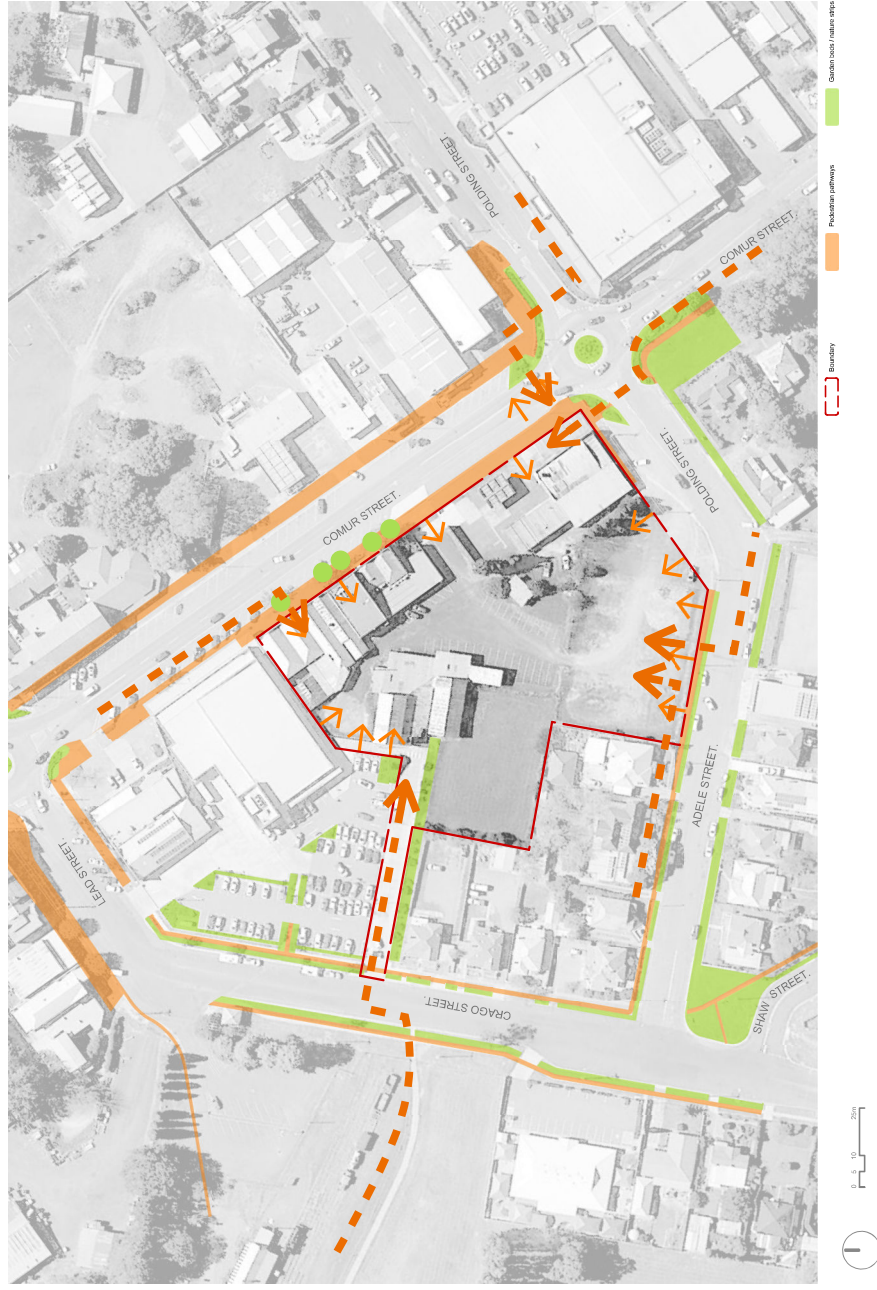


2.9 EXISTING PEDESTRIAN NETWORK

The diagram to the right shows the primary pedestrian routes to the site. As the site bounded by four different streets there is a diverse number of pedestrian routes to the site.

Comur Street has the most pedestrian traffic as the main shopping street of the town. The main frontage of the site is therefore along Comur Street. The southern side of site is also accessible by pedestrians along Adele and Polding Streets. There is a potential for access from the north along the lane adjacent to Aldi Supermarket, while the shared driveway to the west of the site allows connection to Crago Street and the Yass Railway Museum across the street.

There is a potential to create a heritage walking and bike trail through the site connecting Crago Mill with the river and Yass Rail Museum to the west and visitors information centre on Comur Street along the alignment of the old railway line.



2.10 VEHICLE ACCESS & PARKING

As the site is bounded by Crago Street, the main street of Yass, the majority of vehicles are expected to approach the site via Comur Street. The shared driveway to the west connecting the site to Crago Street is also a potential vehicular access point.

There is existing on-street parking along both sides of Comur Street, and on the southern side of Polding Street. Aldi supermarket has a large on-site carpark utilising the shared driveway from Crago Street.

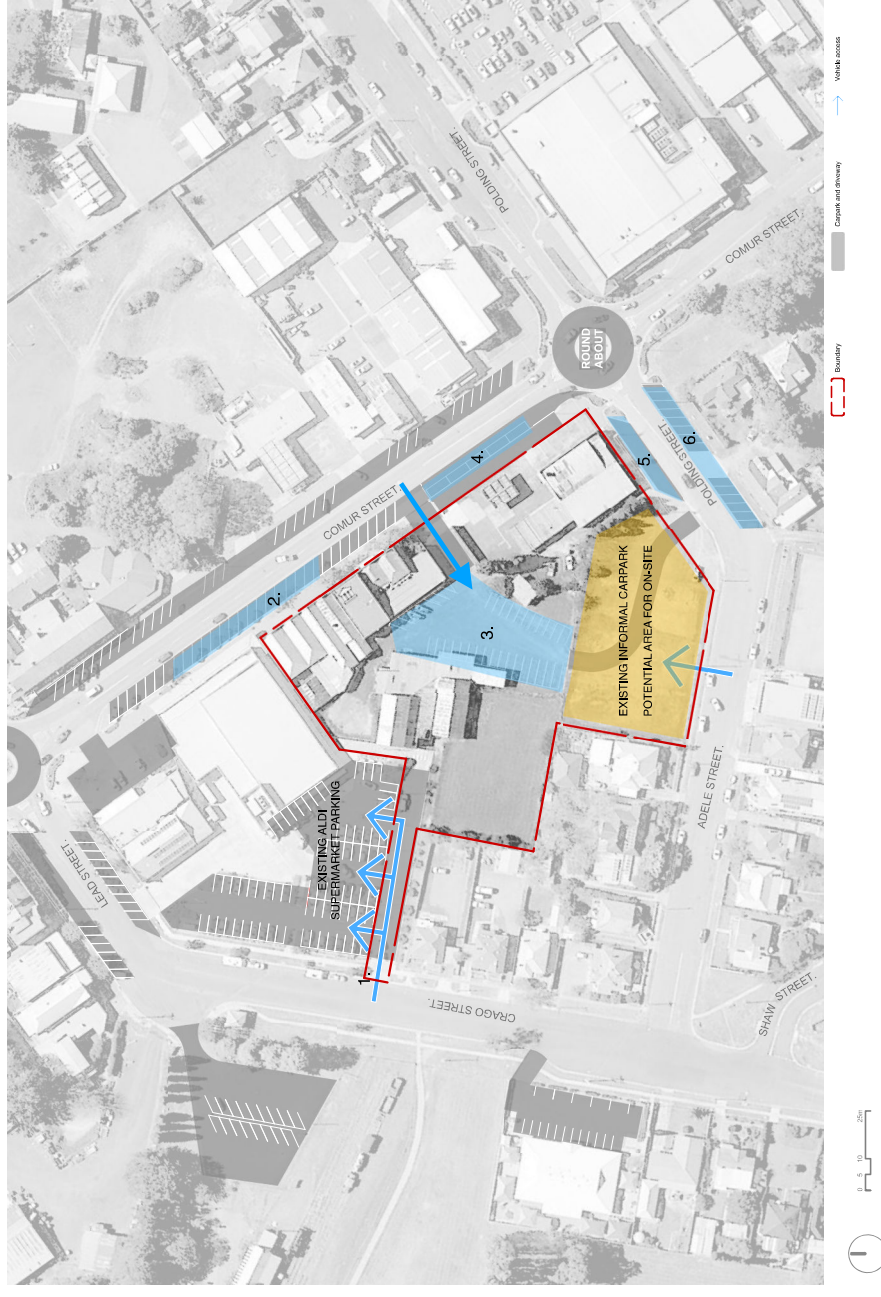
Due to the difference in levels on the southwestern part of the site and proximity to heritage Mill, the shared driveway from Crago Street is not well located to create a new vehicular entry to the site. It is planned to use this driveway for library loading dock access and parking of mobile library when it comes to Yass to be restocked.

There is also potential to increase the number of on-street parking to service the precinct by altering existing parallel parking spots along Comur Street into angle parking spots, as well as adding a row of angle parking along the northern side of Polding Street.

The number of car parking depends on building use and gross floor area of the proposed buildings, in accordance to planning regulations of the consent authorities.

The diagram on the right indicates the following:

1. Right of way to Aldi supermarket carpark via council-owned driveway
2. On-street car spaces typically used by visitors to council's civic administration centre
3. Existing car park for council staff accessible from Comur Street
4. Existing parallel parking
5. Existing informal parking on Polding Street
6. Existing angle parking spaces along Polding Street



2.11 SOLAR & WIND

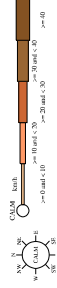
Yass falls within climate zone 6. With a generally mild temperate climate, Yass experiences 4 distinct seasons throughout the year with high diurnal temperature range. Spring and autumn are ideal for human comfort, while summer and winter exceed such comfort range. Summer ranges from hot to very hot with moderate humidity, and mild to cool in winter with low humidity. Wind direction is generally from the west throughout the year.

Number of potential frosts has decreased in Yass in the last 3 decades. Frost risks typically end by the last week of October, with a possibility of frost nights as late as the last week of November. On the other hand, hot days have increased in the region in the last 30 years, with more consecutive days above 35C.

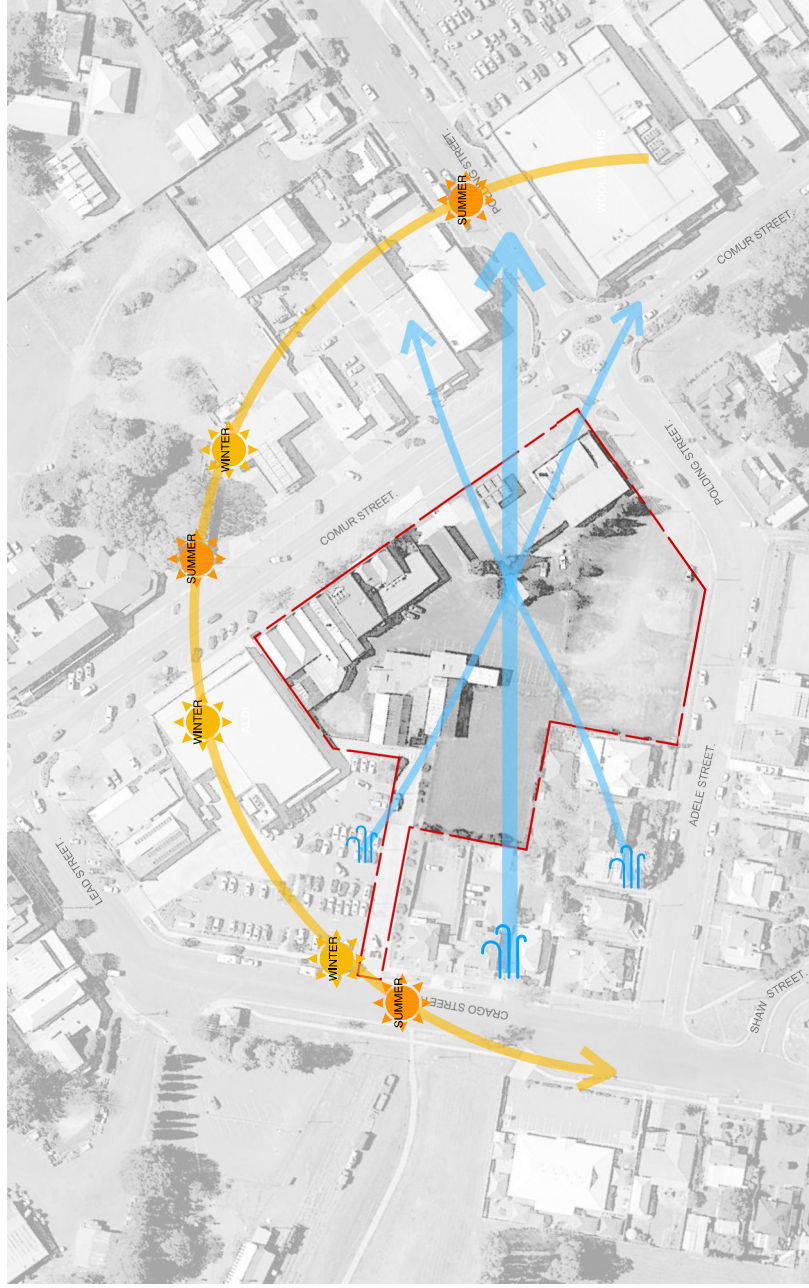
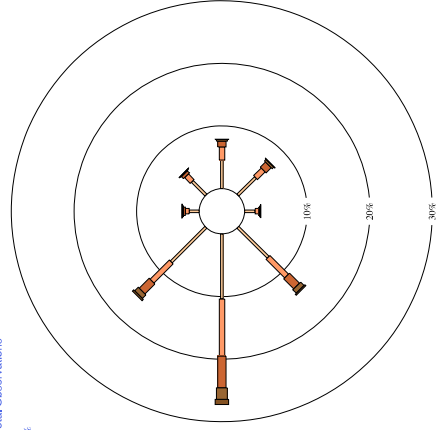
Despite the drop in average annual rainfall in the southeast New South Wales region around Yass, the annual rainfall in the local area itself has increased slightly over the last 60 years. Rainfall during winter is the most reliable, followed by spring and summer with reasonable reliability. Autumn is unreliable for rainfall.

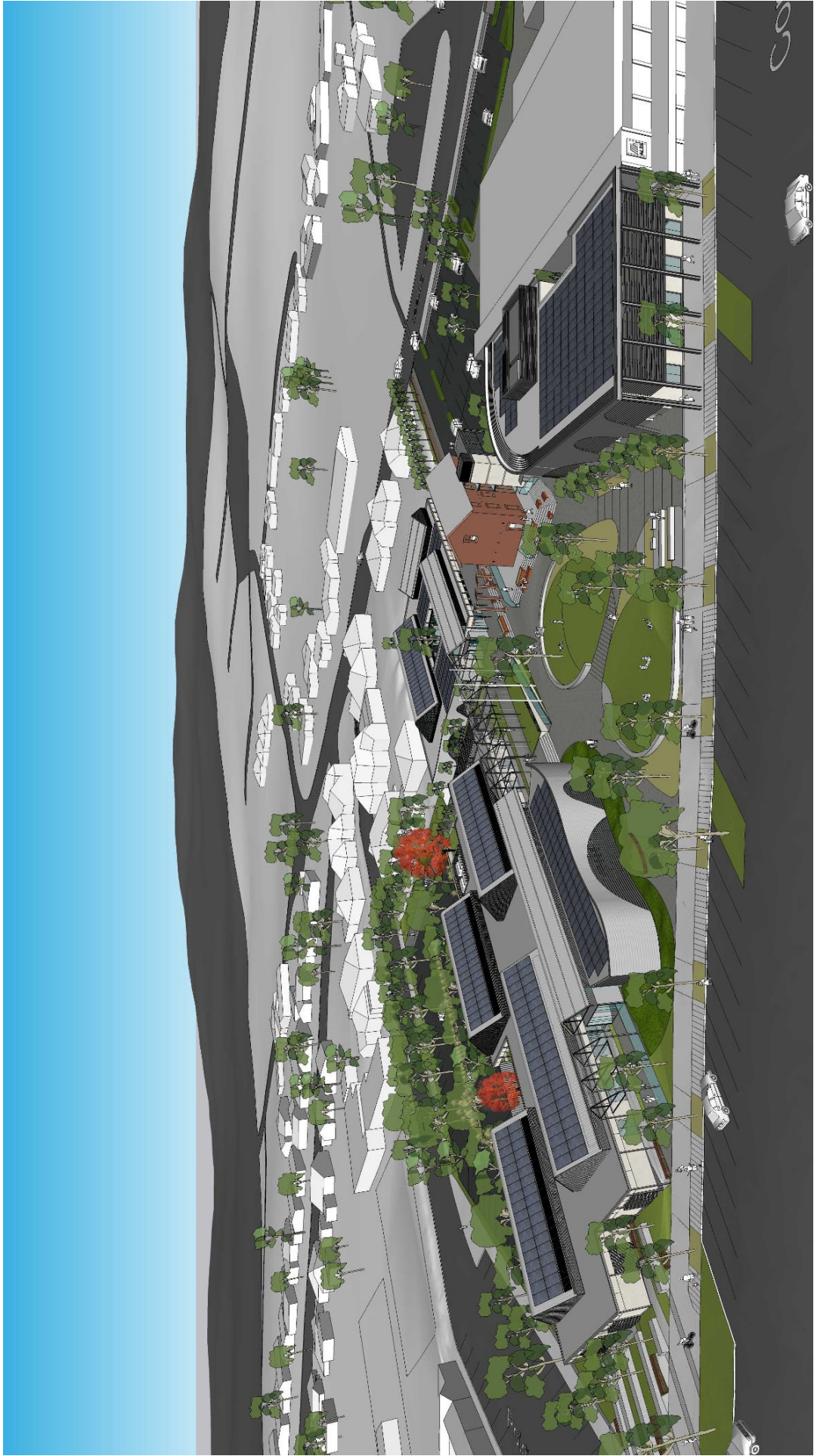
The climatic conditions as well as subtle shifts over the years would have implications on the heating and cooling requirements, as well as energy consumption of the precinct. The proposal should carefully consider these aspects to achieve a climate resilient and resource efficient design.

Annual Wind Rose recorded in Yass at 3PM.



3 pm
15381 Total Observations
Calm 18%





3. PROPOSED ARCHITECTURAL DESIGN

3.1 PROPOSED OVERALL PRECINCT MASTERPLANNING STRATEGY

The proposed precinct masterplan creates an urban public space connected to Comur Street, the main street of Yass. Three new proposed buildings outline the edges of this triangular public plaza.

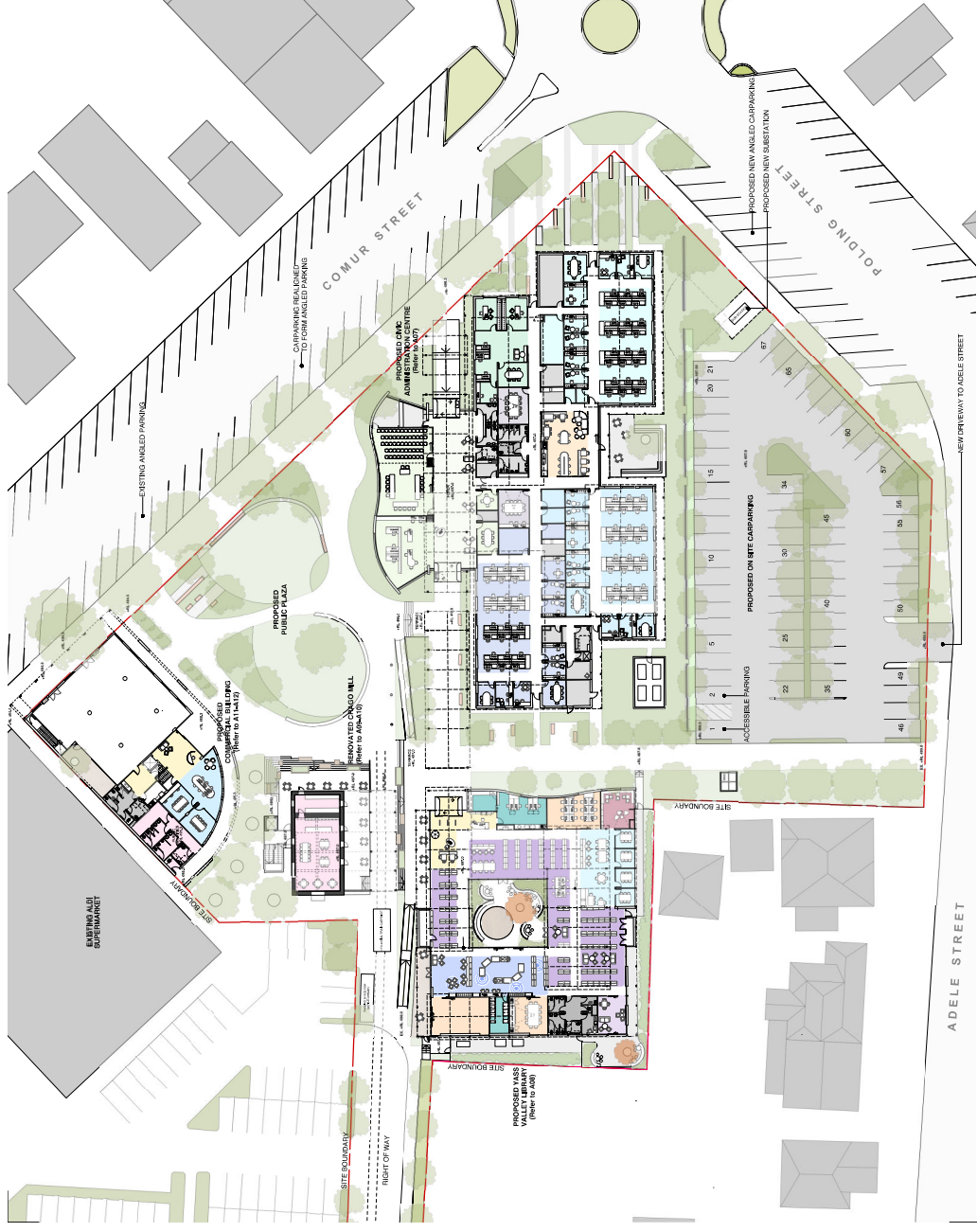
The historic Crago Mill is framed by these buildings and forms pride of place at the apex of the triangle urban space. The proposed cafe tenancy within will form an active use to the existing mill and has been designed to allow seating to spill out onto the railway platform and a proposed new platform facing the new public space.

The public space has been designed to gently slope to Comur Street with a mix of paved and grassed areas designed to stimulate community activities.

Cutting across the site, a new terrace connected to the lower public space creates the setting for the library and civic administration centre. This terrace is set to be in alignment with the historic railway spur line. There is potential to connect the visitor information centre, through the Crago Mill precinct and along railway line to the railway museum and through to river and historic bridge to create a heritage interpretation trail through the centre of Yass.

To the south of the proposed civic administration centre, a new on-site carpark accessed off Adele street is proposed. A pedestrian pathway starting from Adele street towards the north into the public plaza branching off to the respective buildings within the precinct.

Pedestrian entry is also planned from the west from Crago Street and the adjacent Aldi supermarket development. These connections will weave the precinct into the existing built environment and allow the precinct to be connected in all directions to the broader Yass township.



Design Approach: Shaping the Precinct

The driving principle of the precinct planning is to create a public open space framed by significant heritage and public buildings, that are scaled appropriately to the existing streetscape. The ensemble of proposed buildings create the built edge to two sides of the public plaza, with the main street forming the third edge.

At the apex of the proposed new public plaza is the heritage Crago Mill. This building will be renovated as part of the development along with its associated railway platform and awning. As the railway platform faces away from the main open space, it is planned to extend the existing platform with a new platform structure. This platform will allow the cafe tenancy to spill out with seating onto this covered space. By wrapping around the corner to the eastern end of the Mill, the new activities will now also face the public plaza and main street.

The civic administration centre and Yass Valley library are proposed to be located to the southern side of the plaza. These buildings will form a single-storey built edge to the public plaza from Comur Street through to the western end of the Crago Mill. The library has been designed to address the railway platform and provide library users with vantage points to view and experience this significant heritage while using the library.

Along the western side of the public plaza, a two-storey commercial building is proposed. The southeastern facade of this building will form the opposing edge to the public space.

The proposed buildings share an architectural language and materials to strengthen their role as built edges to the public space. The architectural forms of the proposed civic buildings are an abstraction of Crago Mill and picking up on the existing roof form and materials of the heritage building.

The commercial building becomes a transition from the main street buildings and the free stranding buildings of the precinct. It references the built form of many of the buildings along Comur Street with its two-storey facade and balcony tying into the character of the main street.

A feature curved facade fronting the public plaza has been introduced to each of the proposed buildings to breakdown the rectilinear forms. This references the industrial heritage of Yass in materiality, while expressing flowing waters of the Yass valley.



1. View of Mill and library from the west facing Crago Street and Railway Museum.



2. View of southeastern corner of site, approaching view of Yass town centre.



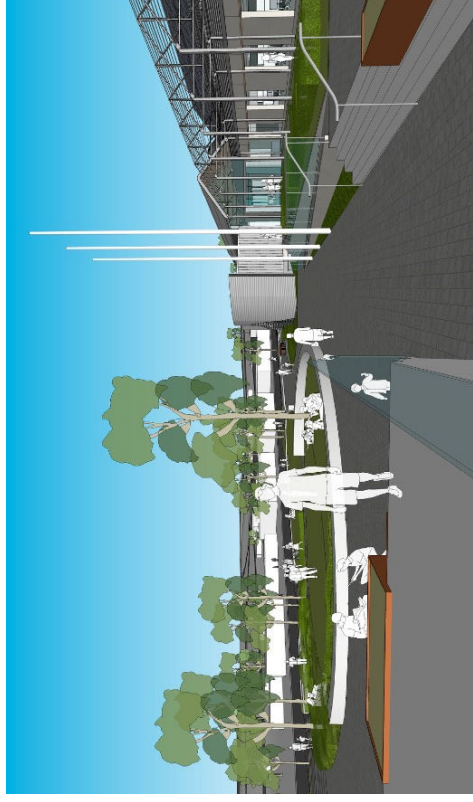
1. View of Civic Administration Centre and public square from Comur street.



3. Walkway connecting carpark to public square framed by Library and Civic Administration Centre.



2. View of public square from northeast and Commercial building, with Mill and Civic Administration Centre as backdrop.



4. View towards Comur Street along heritage railway alignment of Crago Mill.

3.2 PROPOSED CIVIC ADMINISTRATION CENTRE

Vision for Council's Civic Administration Centre

Yass Valley Council aims to deliver a civic administration facility that provides a modern collaborative workspace while embodying the spirit of the council's workplace culture.

The proposed new civic administration centre has been designed to:

- Foster a friendly and welcoming customer service centre
- Create a council chamber that is flexible and multipurpose and openly expresses democratic decision making
- Include flexible and adaptable office spaces (and ancillary/support areas) capable of accommodating rising council staff numbers at projected levels into the future.

Key Elements for Council's Civic Administration Centre

The civic administration centre is made up of both the workspaces of council officers and the public facing facilities.

Workspaces and supporting meeting and utility spaces are required for the four divisions of council:

- Executive
- Corporate and Community
- Planning and Environment
- Infrastructure and Assets

A central staff hub will provide space for socialisation and informal work settings, linking the four divisional workspaces.

The public facing spaces include customer service, council chamber and consultation rooms.

These are the spaces where the community will interact with council officers and councillors. An assessment of the types and nature of required public facilities has been undertaken to create spaces that will support operational and community needs, while being flexible to maximise use.

Creating a New Workspace

The current council workplaces are considered to be outdated, inflexible and suboptimal in terms of operational environmental and work health and safety. There is a significant lack of appropriate spaces to allow collaborative work. Thus, a new workplace strategy has been developed that:

- Helps improve productivity through having departments co-located under the same roof;
- Catalyses improvements in work flows, systems and processes through a rolling program of improvement;
- Fosters improved communication and relationships, both internally and externally;
- Fosters "good outcomes on lean resources"; and
- Incorporates improved technology to support streamlined work processes.

Council seeks to provide a modern collaborative office facility that will allow it to serve the community efficiently, in a high quality office environment that is responsive to the functional requirements of the organisation. The workspace has been planned as a hybrid owned open-plan workspace.

The workplace strategy forms the basis for all decision making on the design of the new administration centre.

Each division of council is to be co-located as a team with its director and managers in enclosed office spaces and all other team members located in open-plan work settings.

All staff members have access to a range of work settings, and are not confined to their allocated desks. There are four types of work settings that make up the workplace:

1. Individually occupied work points
2. Shared team work settings
3. Breakout spaces for team or quiet work and
4. Central facilities

Council Chamber

The chamber is required to accommodate nine councillors, four council executive officers and supporting staff including recorder and media officers.

Council does not want fixed furniture and favoured moveable furniture that can be easily rearranged allow for maximum flexibility, adapting to multiple uses including meeting, functions and civic events. The preferred arrangement is for councillors to be seated in a u-shape configuration facing mayor and council executive staff. The chamber has been designed to be adjacent to the public gallery. The gallery space is designed to seat between 25 to 30 members of the public.

Considerations have been given to allow this space to be increased where there is an issue of high public interest. An operable wall is used to enable the chamber and gallery to be split into to meeting rooms or one large space when chamber meeting is not held.

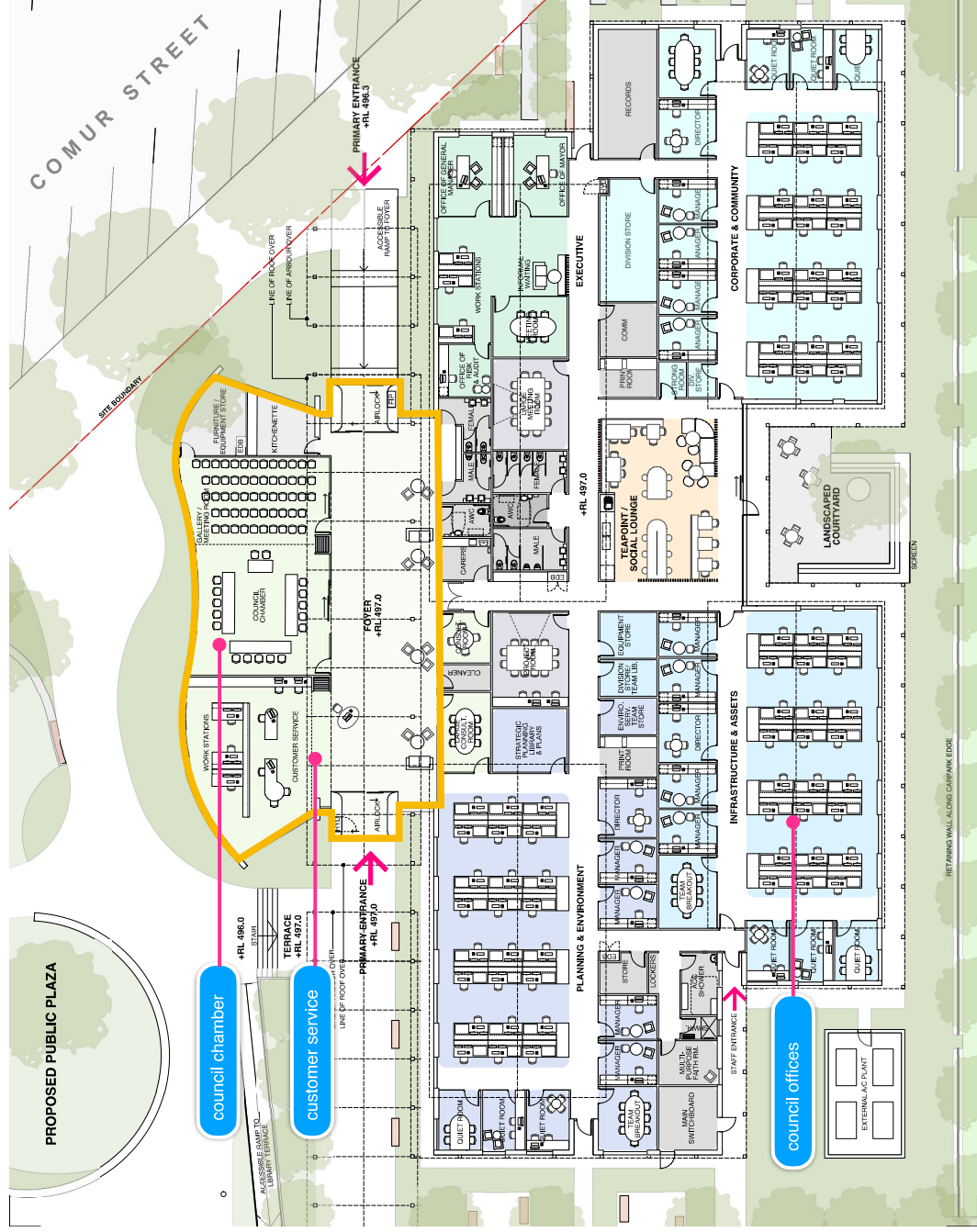
Customer Service Centre

Council aims to create an open and welcoming customer service centre that is also the "meet and greet" area for visitors to the building.

Customer service is located at the arrival point of the building. From a concierge desk a council customer service officer will welcome a visitor and organise the appropriate service, whether that be to let their appointment know that they have arrived, organise a duty planner or arrange for another service officer to serve them at open service pods.

The design incorporates a sense of security and back up for staff, with the back of house work points close at hand to provide additional support as required.

Two consultation rooms connect directly off the foyer allowing visitors from the public to attend their meeting from the public wing while allowing council staff to enter discreetly from their office area.



Design Approach: Planning

The proposed civic administration centre is made up of two functional areas:

- Public facing spaces, including customer service centre and council chamber; and
- The office spaces, where each division of council and its team will be located.

The two functional areas are linked via the building foyer which runs from the Comur Street entry through the building to an entry of the public plaza.

The public facing spaces include the following elements and design attributes:

- Flexible council chamber and public gallery space that can be divided into two meeting rooms when not being used as a council chamber through the incision of an operable wall;
- Customer service centre which incorporates a back of house support area with workstations sitting behind a screen wall.
- The public wing has been designed so that it can operate after hours while council office wing can be secured and locked up independently.
- The customer service area can be secured after hours to allow the chamber/ meeting rooms to become community bookable spaces.

The adjacent office wing has been designed to create a connected and collaborative work culture. Key design attributes include:

- Workspaces for each division are grouped together with a central open workstation area with enclosed offices and team breakout and quiet rooms to the sides. This allows each division to good access to natural light and views.
- Number of work settings to each division allows for growth and flexibility.
- Shared meeting and project rooms provide collaborative spaces outside each division's work area.
- Social lounge is at the core of the workspace and provides a place for staff to meet socially and to allow informal work interactions. The social lounge open onto an outdoor courtyard providing an extended area to support staff.
- Consultation rooms have been placed at the interface between office area and public facing spaces.

The plan to the right shows the overall planning configuration proposed.

Design Approach: Relationship to Precinct

The civic administration centre and library buildings are set on a terrace sitting above the public plaza. Both buildings are aligned to the Crago Mill and railway to create a strong edge to the southern side of the public plaza.

The building form reinforces the Crago Mill alignment across the site, connecting the heritage building fabric with the proposed buildings. An arbour has been proposed to create a physical connection over the terrace between the civic administration centre and library buildings to further reinforce this formal arrangement.

The civic administration centre addresses the street with a front street address, while a second entry on the western side of foyer provides an entry off the public plaza. This entry reinforces the precinct being a series of connected buildings and facilities to serve the community.

Design Approach: Building Form

The administration building is organised as a linear series of spaces connected along a foyer that splits the the building into two, public and staff zones.

Facing the public plaza, the council chamber is given prominence via the use of a curved and textured wall that defines its form. Within the curved wall two large arched openings that allow the citizens of Yass to see democracy in action from the public domain.

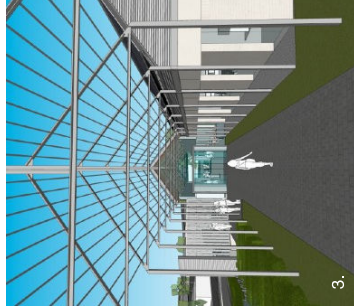
The office wing has been designed to group the operational spaces of each division together along two main corridors running east west through the building. At the centre of each operational division is an open workstation area which is roofed with a pitched roof with skylights and loured gabled ends. The four council divisions are each roofed similarly with a low pitch roof connecting these taller built forms together as a single building.

Collaborative workspaces and shared utilities occupy the spaces in-between the departments, with a social hub being located at the centre of the offices. This space opens onto a landscaped courtyard to extend functions into the landscape. The two primary corridors are crossed by a series of secondary corridors, providing efficient connections between departments and access to amenities.

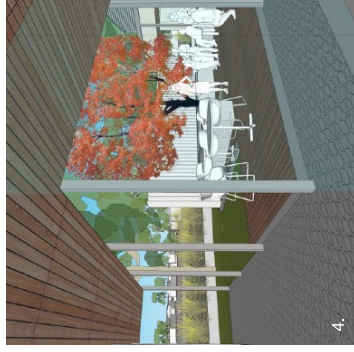
The pitched roofs are derived from that of the Crago Mill and follow the same angle and material. They are also aligned with the existing heritage Mill connecting the new buildings with the existing heritage to create a cohesive visual language.



1.



3.

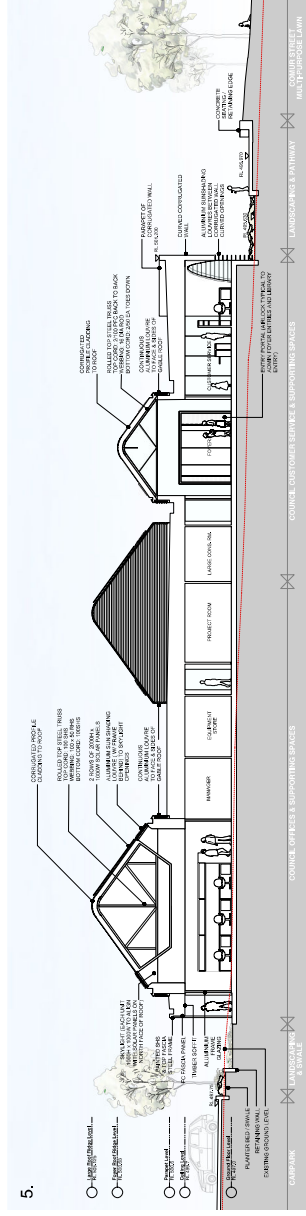


4.



2.

1. View of council chamber wing with its articulated built form facing public square.
2. View from Cornur Street round-about. Public entry can be seen from Cornur Street.
3. Public entry off the public square opposite to library on the same raised forecourt.
4. Courtyard to social lounge of council offices.
5. Sections showing ceiling options exploring spatial relationships and opportunities for incorporating mechanical services within ceiling voids.



5.

3.3 PROPOSED YASS VALLEY LIBRARY

Vision for Yass Valley Library

The Yass Valley library is the most public in nature of all buildings in the precinct. Every member of the community is invited to this building and their needs catered for. The modern library is the living room of the community.

The library becomes a connection and meeting point for the community, providing:

- Places to study and work collaboratively
- Place for older people to gather and read
- Strong child-friendly spaces in the children's area
- Youth focussed areas that cater to their specific needs
- Pervasive technology that supports digital access from fixed computer points and users own devices
- Modern borrowing and book security systems like RFID allow for self-checking in and out of borrowed material
- Staff are located to be able to provide personal assistance to users
- Good connection to library program spaces that facilitate events such as author talks, reading and exhibitions

Design Principles

The proposed library has been designed to become the "third place" for the community. It will become a community living room providing a vibrant place for the people of Yass. The guiding design principles for the Yass Valley library include:

- Book centric moves to people centric
- The traditional libraries have been places where lots of books are stored and limited space for people to use. The 'people' centric paradigm presents the library with more space dedicated for people to sit, lounge, socialise and interact in, without being dominated by books.
- Socialisation
- Socialisation is a key factor in the new library design. The design needs to attract people in. It needs to be a fun, interactive and social place to be.

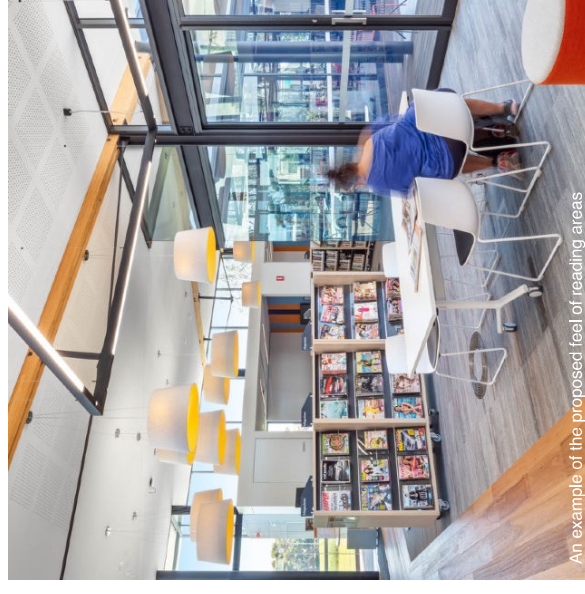
Lending Library

The non-fiction, fiction, large print, audio-visual and magazines form the base of the lending collection used by the community for leisure and learning.

The library will reduce visual dominance of the shelving by designing the shelving to be low-height mobile shelving in runs of 3 to 4 bays of shelves. These runs of shelves are to be grouped to allow logical organisation of collection zones.

The reading areas are not planned to be clustered together, smaller reader areas are placed throughout the collection creating places where users can stop and view materials they have found while browsing the collection.

Importantly, the library as a community centre needs to provide quiet places of calmness. Rather than a silent library, it is proposed to provide a peaceful lounge where users who would like to read quietly can do so away from other activities.



- Individual Choice
- The design of the library needs to provide multiple, flexible spaces for individuals choice, thus allowing a diversity of groups, programs and users to interact. Areas for both noisy and quiet activities need to be provided.

- IT Centric
- Innovations and "IT" dominate the library of the future. To engage its new customers, the library needs to provide readily accessible and mobile technology, provide resources such as "eBooks" and "e magazines", and services via social media platforms. The design of the library needs to be highly flexible and adaptable to evolving technologies.

Design Opportunities

The proposed library has been designed for the twenty first century and includes the following features:

- The spaces will be people centric. Traditional libraries have been places where lots of books are stored and limited space for people to use. The proposed design with more space dedicated for people to sit, lounge, socialise and interact in, without being dominated by books creating a people centric facility.
- Socialisation is a key factor in the new library design. The building has been designed to attract people in. It needs to be a fun, interactive and social place to be.
- The design of the library includes multiple, flexible spaces for individual's choice, allowing a diversity of groups, programs and users to interact. Areas for both noisy and quiet activities are to be provided.
- Innovations and "IT" dominate the library of the future. The design of the library is highly flexible and adaptable to evolving technologies.
- The library focuses on providing a distributed customer service model around the library to provide library users service where required rather than form behind a centralised counter. A retail model using a central counter as an information point from which service moves to where customer can best be serviced is included in the design.
- The collection management will be handled through an RFID system which allows fully automated borrowing and returns sorting.
- Books and other physical resources will be borrowed through a series of self-checkout units, centralised in an area within the library.

Children's Library

Developing a love of reading starts at an early age. The Children's areas of community libraries are key in this process. To encourage children to use their library the facilities should be active and inspiring to growing minds.

The collection is only part of the engagement strategy. The new library will incorporate the following elements to support services for children and their carers:

- Shelving of books to be at level of children using and include a significant amount of face-out book display
- A picture book area which is fun and exciting for young children, to support learning, play and social activities. This area should include bespoke shelving and reading areas which can be themed to create a focal point to early childhood activities in the library
- A diverse range of reading areas which encourage both children and their carers to stop and use the library
- IT equipment and software specifically targeting children's learning and play
- A display area to feature children's resources. This will be designed as a specific joinery display creating the part of ambience of the library.
- The children's area has been designed to open out onto an external secure court.



Study Centre

The study centre provides resources for life long learning including a HSC collection, electronic research facilities and a range of reading and study areas.

As libraries are no longer quiet spaces careful consideration is required how to accommodate quiet and group study modes.

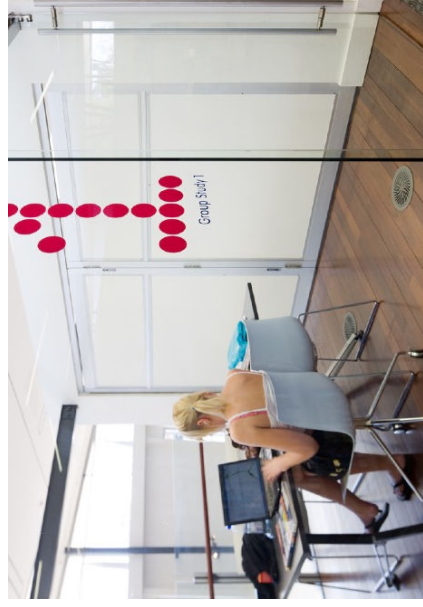
The study area will include the following areas to cater for different users:

- 4 group study rooms where groups can collaboratively work. These rooms will be visually transparent while acoustically separated. These rooms can also be used for quiet study.
- Open reading areas with a series of group tables for individual or small group work.
- Print centre to allow users to print work prepared on their devices or copy images for texts they are reading.

Youth Area

This area provides facilities within the library where young adults can establish a place for themselves at a time in their lives when they are finding their place within the world. This area needs to allow them to express themselves, socialise, relax and learn informally.

The young adult area of the library has been designed as drop in youth space with soft lounges and chill out areas, without being dominated by collection.



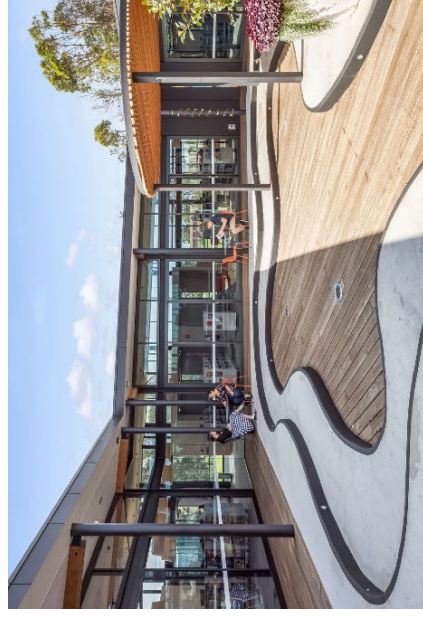
Program Spaces

As community centres, modern libraries offer a range of programs to their customers which draw users to the facility and enhance their user experience.

These programs not limited to those traditionally associated with libraries such as story-telling for children, book clubs and author presentations. A modern library offers a range of recreational and educational programs. These programs may include homework support, creative workshops, music events, knitting clubs, IT training, seniors scones and tea mornings, the list is endless.

To allow the development of these programs, four specific program spaces in the new library have been propose, namely:

- General purpose program room
- IT studio
- Outdoor courtyard
- Maker space



Design Approach: Planning

The design for the Yass Valley library locates all facilities on a single level around a central landscaped courtyard. Careful attention to placement of functional elements separates the various users and creates active and quiet zones.

Entry to the library is from the north east corner of the building off the terrace that links to the civic administration centre. When entering the library one is greeted by an open area with a raked ceiling following the pitched roof over. Within this space is a concierge point and staff work area/ service point.

The lending collection is distributed around three sides of the central courtyard, with reading areas distributed within collection. These reading areas take advantage of glazed facades to link them to the public spaces beyond or landscaped vistas.

A special reading area for quiet and reflective reading is placed at the southwestern corner of the building. This space allows users to move away for the more active and noisy spaces of the library to read while taking advantage of the connection to a reading garden beyond.

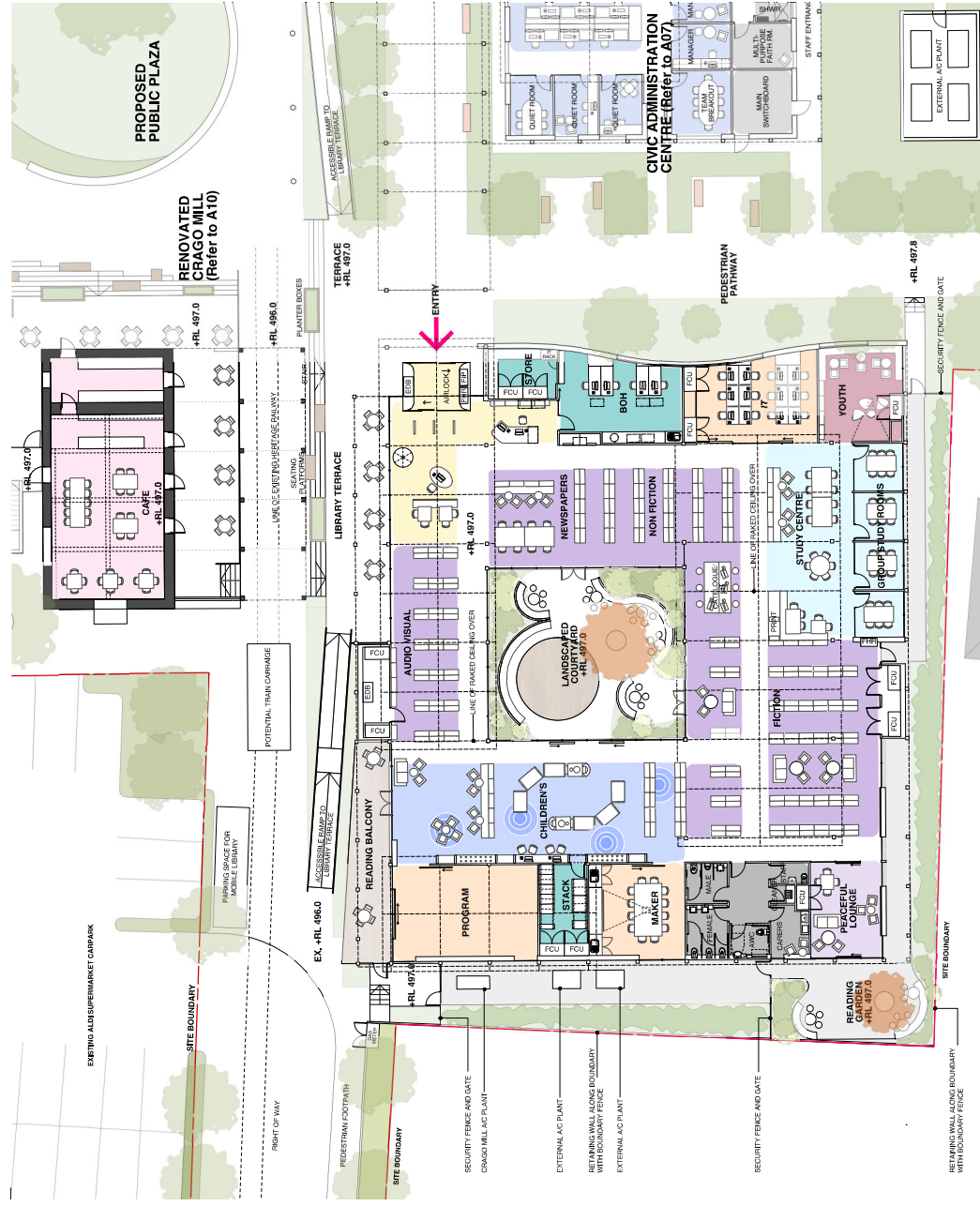
Located along the eastern edge of the library a curved feature wall runs parallel with the pedestrian pathway from the onsite carpark. Behind this curved form are a series of enclosed spaces including the staff back of house area, IT studio and youth area.

Adjacent to the youth area is the study centre with a mix of open and enclosed study and reading areas for both quiet and group work.

The children's library is located on the western side of central courtyard. This creates a discrete area connected to the central landscaped courtyard allowing activities to spill outside.

Beyond the children's area are the program and maker space as well as the amenities and stack area. The program space opens onto a north-facing balcony that can be used to support activities within.

The drawing to the right shows the planning layout proposed for the library.



Design Approach: Building Form

The library building is organised around a central landscaped courtyard with open reading and collection spaces wrapping around this central space. Enclosed spaces are organised around the periphery. This arrangement provides reading spaces with ample daylight as well as visual and physical connections to a variety of outdoor rooms.

Two pitched roofs align with the open reading and collection areas while a third has been placed over the program space. The ceiling has been designed to follow the rake of these roofs providing a generous spatial atmosphere and drama to the library interior. This helps reinforce the library as a significant community place and asset.

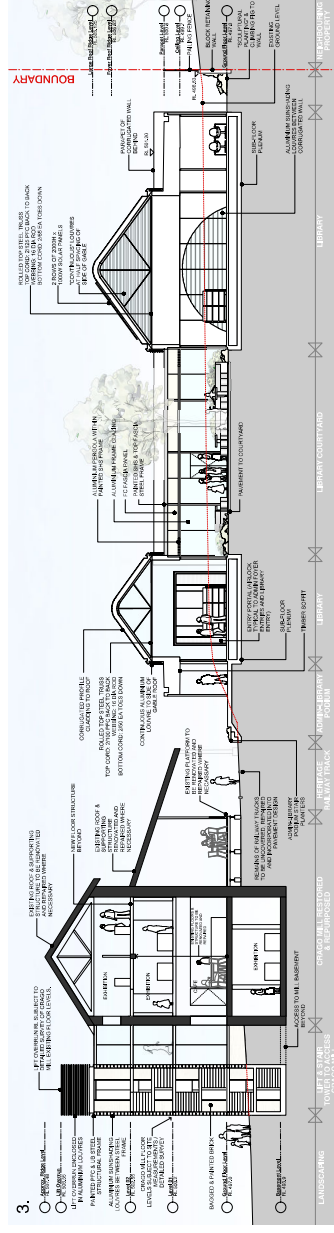
Like the civic administration centre, the roof form mirrors that of Crago Mill along the northern facade of the library the low roof extends out beyond the internal footprint to create a covered terrace. This covered area addresses the adjacent heritage railway and its awning to create a series of loosely interconnected buildings.

The image of pitched roofs within a surrounding low flat roof reflects the add-on nature of the original warehouse complexes found on the site.

The roofs are designed as modern interpretations of the heritage mill, with a rolled ridge and sleek continuous aluminum louvred gables. Bagged and painted off-white brickwork features in both the library and civic administration centre is a nod to the characteristics of neighbouring buildings.



1. Library entry with forecourt facing Crago Mill rail platform, also serving as reading balcony.
2. Connection of the library with Civic Administration Centre and walkway towards carpark.
3. Relationship with Crago Mill, indoor-outdoor connections and extent of excavation.



3.4 PROPOSED CRAGO MILL REFURBISHMENT

Vision for Crago Mill

At the centre of the precinct is the heritage Crago Mill. The Mill building was at the core of Yass's early development in the late nineteenth century. It is an expression of Yass as a vibrant rural commercial and community hub.

It is proposed that a refurbished Crago Mill will house a range of community programs and activities. These may include exhibition, community meetings and social events. The flexible community and exhibition spaces, will be located across multiple levels including the basement and levels 2 and 3. A flexible loose fit approach will allow opportunities to evolve to match the creativity and innovation of the Yass community.

The proposal includes a cafe to serve all components of the precinct within level 1 of the existing building.

Design Principles

The Crago Mill is an important heritage building. The renovation and reuse of this building needs to carefully consider the existing building fabric and retain its heritage value while adapting to new uses.

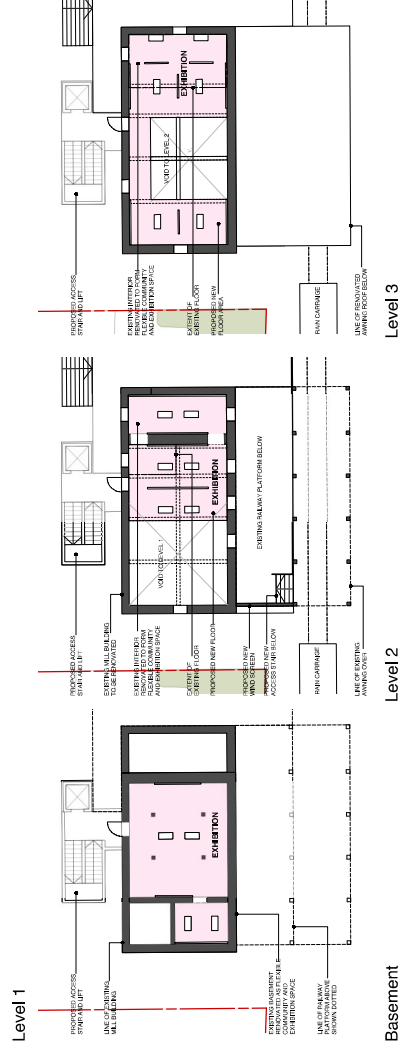
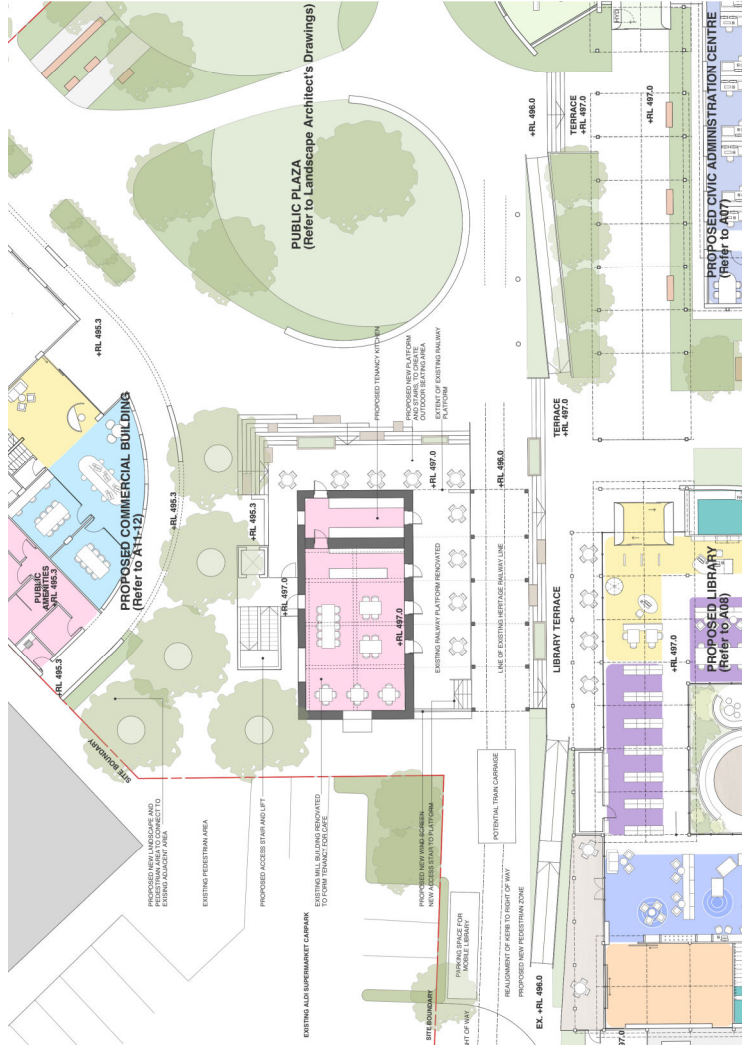
The following principles have been adopted in the design:

- The building is to be maintained intact and renovated to preserve the existing heritage building fabric.
- The railway platform and awning over are important features of the heritage and are to be preserved.
- The Mill building should include functions that allow the multi floor open spaces to be preserved.

The photos to the right show the existing building as follows:

1. Interior of Crago Mill with steel reinforcements to support decaying structures. Some existing windows have been blocked, with opportunity to be reinstated to bring in natural light into the space. Remnants of upper levels can be seen on the right of the photo.
2. Basement of the Mill with existing brick columns and timber floor joists supporting the floor of the ground level.
3. Brick wall with arched doorway in the basement level of the Mill.
4. Mill stone of the former flour mill, to be exhibited within the refurbished facility to demonstrate agricultural and industrial development of the site.





Design Approach: Planning

The design for the historic Crago Mill includes providing the following functional elements:

- Cafe to ground floor;
- Flexible exhibition and community spaces to levels 2 and 3;
- Use of the basement for flexible community and exhibition space.

Key attributes of this design include:

- A new stair and lift tower to allow access to upper levels and basement of the Mill to maximise use of the heritage building.
- The existing spaces of the Crago Mill have been analysed to locate functions in existing scapes that best suit their size and shape. This allows the existing building fabric to be kept intact with only minor alterations.
- The main interior is an open multi-level open space. The proposed design allows clear view up through to the ceiling. With careful placement of voids and new floors to levels 2 and 3, the sense of volume is preserved the proposed design.

A cafe tenancy on level 1 is proposed. This tenancy has been designed to spill out along with heritage railway platform with an outdoor covered seating area. The proposal extends the platform to the east of the Mill for additional outdoor seating. This create a mix of shaded and unshaded seating options and connects activities to the Public Plaza.

The upper levels of the Mill will provide area for flexible exhibition and community functions. New floors have been inserted into part of each of these levels to provide the area required to support planned functions. These areas will be visually connected to the ground floor cafe through voids that run through the building.

The heritage railway platform and track to be maintained and renovated. New stairs from the platform will allow connection to the rail level and main public urban space.

Design Approach: Building Form

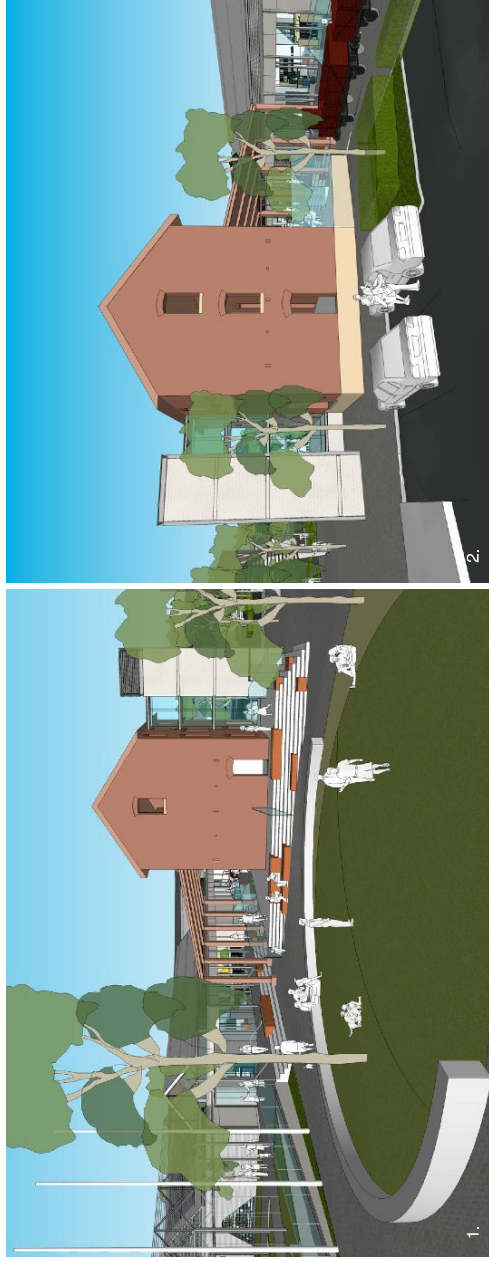
Crago Mill is the centrepiece of the proposed precinct which bears its name. It is important to keep the former mill building as important living heritage amongst the ensemble of new buildings that form the proposed precinct.

It is proposed to demolish a number of existing surrounding warehouse buildings to allow the Crago Mill to be seen rather than hidden behind surrounding public domain.

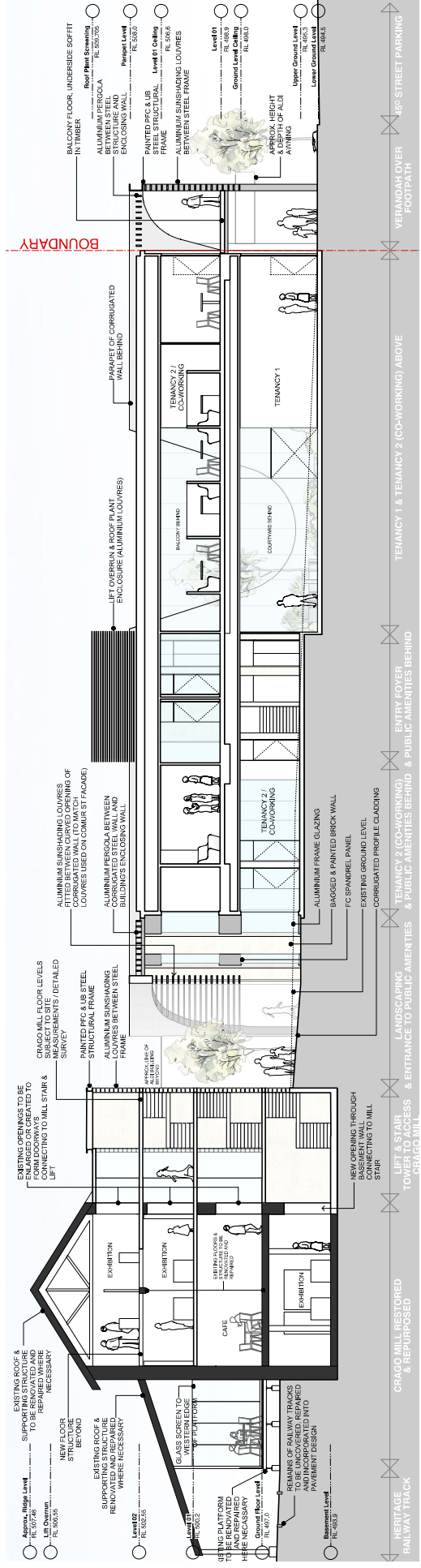
Renovation of the existing building including the railway platform and awning over will be required to preserve the heritage building fabric.

A new freestanding tower housing new access stair and lift is proposed to provide better accessibility. This new element has been deliberately designed with light steel structure with glazed and brick infills. A glazed link will bridge the stair with the existing building. The new and existing built forms will be clearly visible and expressed to demonstrate the evolution of the building over time.

A new outdoor space elevated to the same plane as the existing railway platform is proposed. This will allow the cafe tenancy to flow out of the existing enclosures onto a raised outdoor space over looking the public plaza. The new platform will be constructed to clearly articulate the line between old and new.



1. View of Crago Mill from proposed public square adjacent to library.
2. Crago Mill viewed from shared driveway to Aldi supermarket carpark showing new stairs and lift core, along with rehabilitated railway platform and library forecourt.



3.5 PROPOSED COMMERCIAL BUILDING

Vision for Commercial Building

It is proposed to include a number of facilities of a more commercial nature within the proposed precinct. These include:

- A co-working space; and
 - Commercial tenancies.
- The commercial building has been designed to cater for both the current briefing requirements but also to allow for flexibility to change and evolve over time to suit new users.

The precinct requires public toilets and it has been decided that these should be included in the commercial building with access from the public domain. This will allow these facilities to serve activities in both the Mill and public plaza of the precinct.

Co-Working Space

The vision for the co-working space is to provide flexible workspaces for short term and periodic use of both start-ups and small local businesses. Council has identified a need to support emerging businesses to provide opportunities for them to establish a presence in the Yass town centre. This support will allow small and emerging enterprises to remain in town and help ensure there is a dynamic commercial community into the future.

Council's brief is to provide work settings for approximately 30 people in a mix of individual and group settings that can be leased on a needs basis. These work settings will be supported with a mix of meeting and collaborative spaces to create a range of work and meeting opportunities.

Commercial Tenancy Space

The inclusion of a commercial tenancy, strategically placed to address Comur Street allows for both a diversity of use in the precinct and will help to create a more active and reinvigorated southern end to the town centre. The space has been designed to allow one large tenancy or to be divided into two smaller tenancies.

This area of the building will be cold shell only and is to be designed to allow a range of possible tenants including a service centre, offices, retail or restaurant.

Design Approach: Planning

The proposed design for the commercial includes following functional elements:

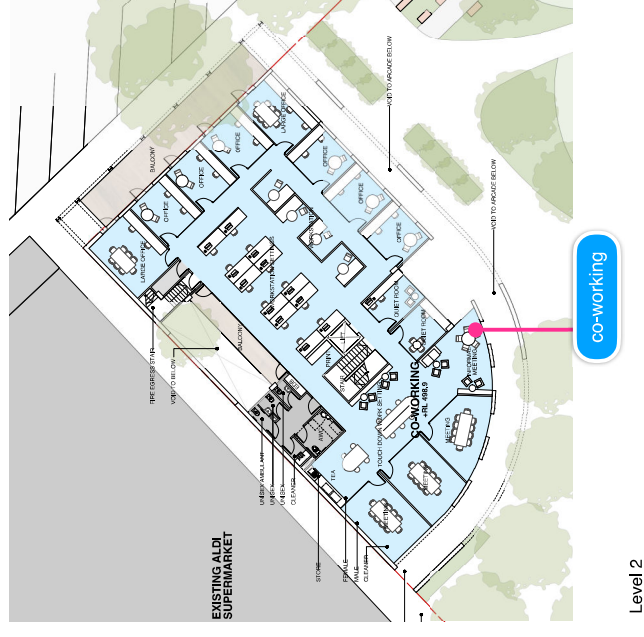
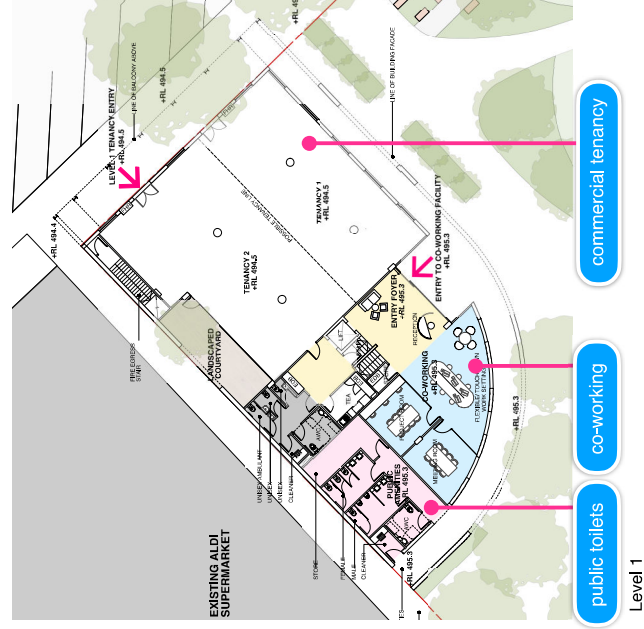
- Flexible commercial tenancies to level 1, which are divisible into different configurations. The rear ground floor tenancy is to be included as part of co-working facility.
- Level 2 is proposed to be single floor of co-working facilities accommodating approximately 30 people in a diverse range of work settings. The facility also includes a range of bookable meeting spaces.
- Inclusion of public toilets to serve public spaces and Crago Mill is proposed on level 1. These will be accessed off the public domain between the commercial building and the renovated Crago Mill.

Key attributes of this design include:

- Entry to co-working from south eastern facade with foyer serving either a two level co-working facility or a leased level 1 tenancy with co-working on level 2.

- The level 1 co-working area is designed to be level with public plaza, with a stair and lift to allow accessibility to lower level of Comur Street tenancies and amenities provided to the ground floor.
- The two commercial tenancies facing Comur Street are designed so the floor level matches Comur Street frontage.
- A landscaped courtyard is proposed on level 1 opening to laneway adjacent to Aldi supermarket. This will provide both access to natural light to commercial building and help activate the pedestrian laneway.
- Public toilets serving the public plaza and Crago Mill cafe and exhibition are accessed off the south western facade of the building.
- Co-working offices on level 2 have been designed flexibly to allow space to be altered into open plan office or commercial tenancy if needed in the future.

The drawings below show proposed planning for each level of commercial building and location of each element included.



Design Approach: Building Form

The proposed design of the commercial building resolves the significant fall across site by stepping the ground floor, splitting it into upper and lower areas. Each of the levels addresses the adjacent external level to create two separate on-grade entries to the proposed facility.

Centrally located at the change in level is a foyer. This foyer zone includes a lift and stair connecting the level 1 co-working space and level 2. This core includes amenities for each floor and has been designed to cater for future internal layouts where tenancies chase over time.

The commercial building faces Comur street where the design picks up on the two-storey facade articulation of the main street buildings and includes a balcony accessed by the level 2 offices overlooking the street. This facade addresses the heritage qualities of the streetscape in a contemporary way, whilst terminating the street-facing building and turning the built form into the public plaza.

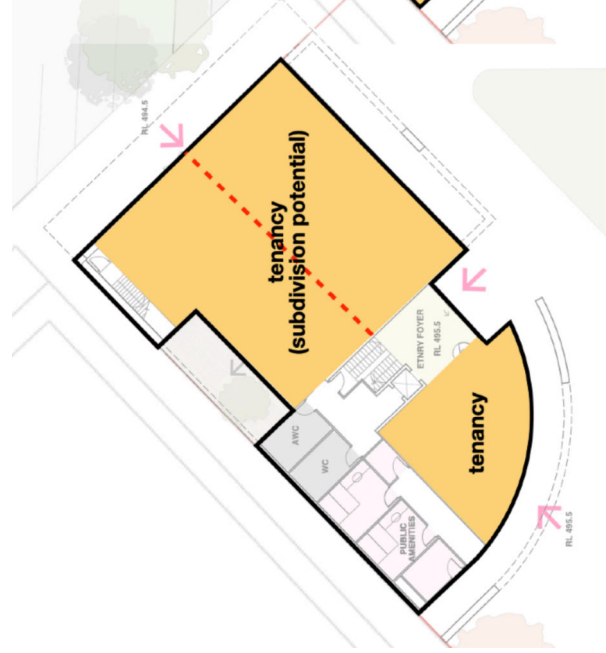
The street facade is articulated with vertical painted and bagged brick panels and modulated with glazed windows. The south eastern facade addresses the public plaza with a permeable curved screen with arched openings that connect the building form from the street alignment through to the boundary with Aldi.

The curved feature walls of all three proposed new buildings will tie the built forms together and create a unified character to the precinct.

Horizontal sun-shading louvres are proposed within the arches providing both sun shading to the windows and reinforce the horizontal flow of the curved wall.



1. View of Commercial Building from Civic Administration Building across public plaza
2. View from Comur Street looking west
3. Diagram illustrating the flexibility of Commercial buildings with both levels having the capacity to be merged or subdivided into various layouts to suit a range of uses and businesses, increasing rental potentials.



LEVEL 1

LEVEL 2

4. EXTERNAL MATERIAL PALETTE

The proposed material palette references that of existing buildings on the site and along the main street of Yass.

The buildings within the precinct take cues from:

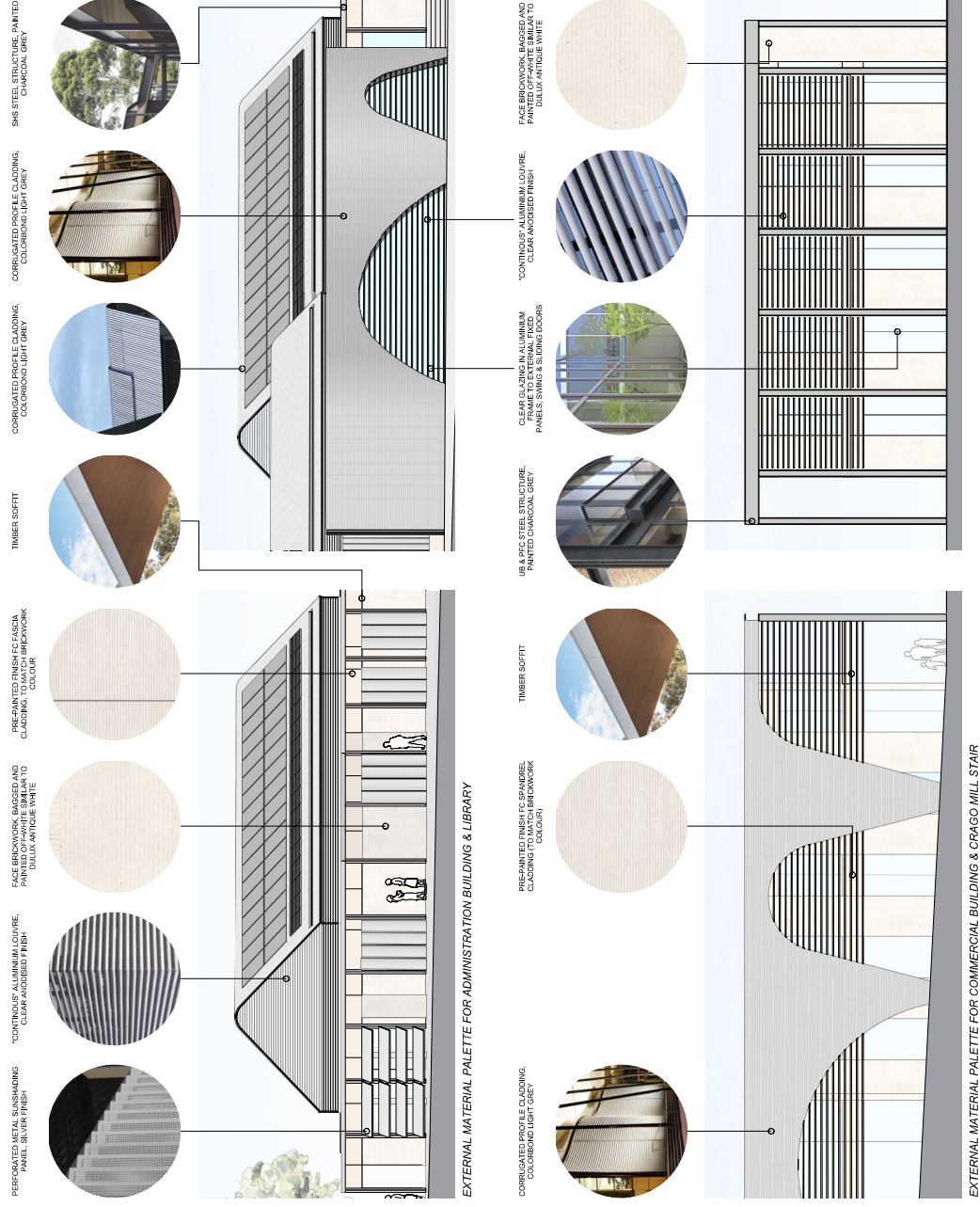
- Crago Mill and its pitched roof and its robust masonry forms
- Colonnades and verandas fronting Comur Street; and
- industrial heritage of site and surrounding region with their simple forms and extensive use of profiled metal sheeting.

Importantly the design strategy does not just borrow from the past, but reinterprets these forms and subsequently materials to make a genuinely 21st century collection of buildings and to create a cohesive precinct.

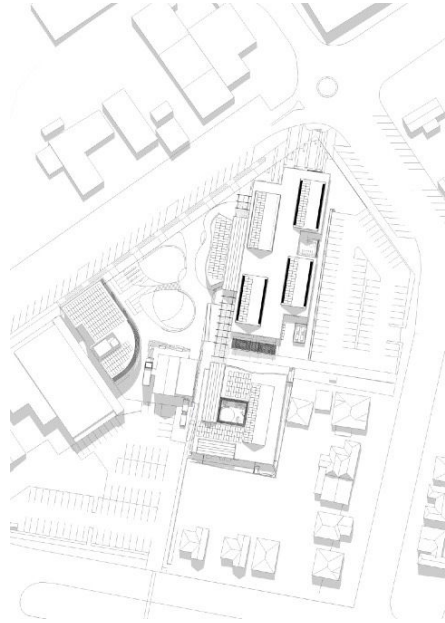
The traditional materials of brick, steel and profiled metal cladding form the palette of the proposal. These are precisely curated together playing with forms of old and familiar in a contemporary manner.

The colonnade of columns and channels reference the timber post and beam colonnades of verandahs along Comur Street. The aluminium sun shading louvres, set between this structural frame in their scale gives a similar level of grain and detail to the ornamental cast iron or timber balustrades of those verandahs.

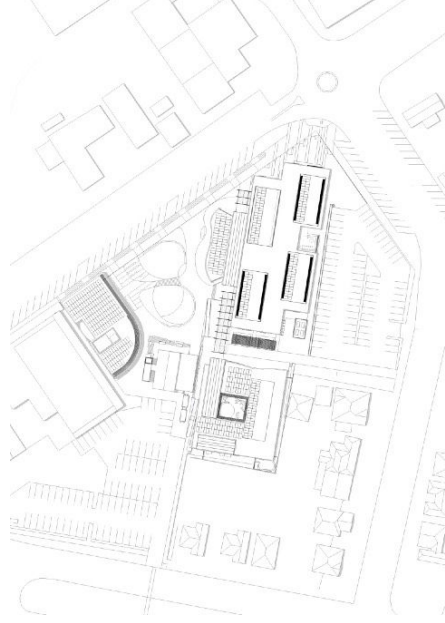
Bagged and painted brickwork is another material used throughout all three proposed buildings. The surface is simplified, and the texture abstracted, by bagging and painting, resulting in greater cohesion and visual simplicity, whilst retaining more than a hint of texture and warmth of the brickwork behind.



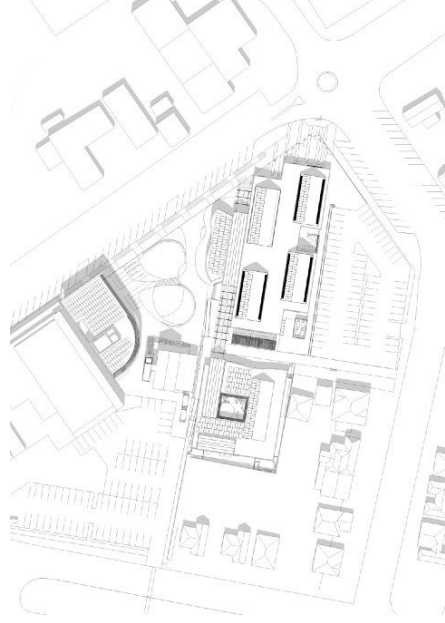
5. SOLAR & SHADOW IMPACTS



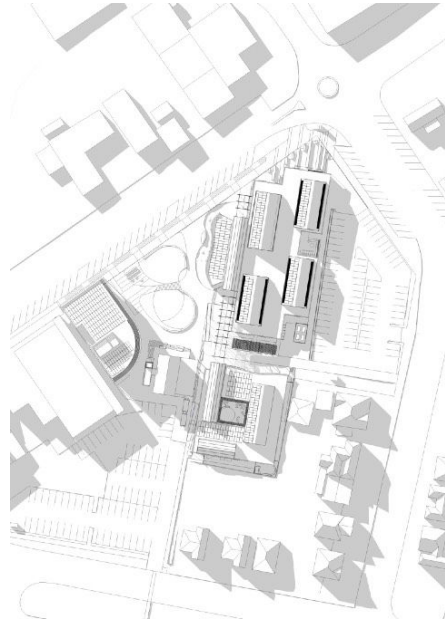
SUMMER 9AM



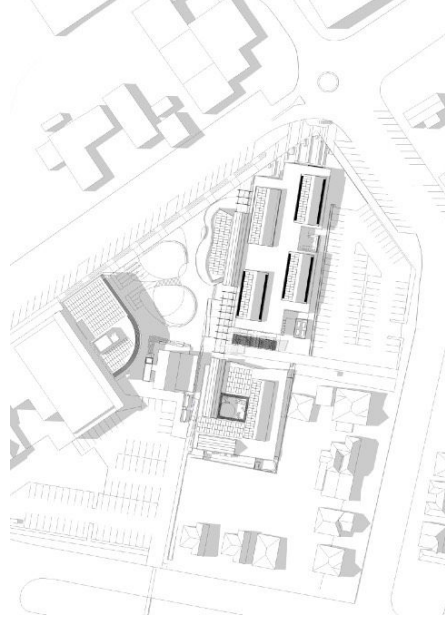
SUMMER 12NOON



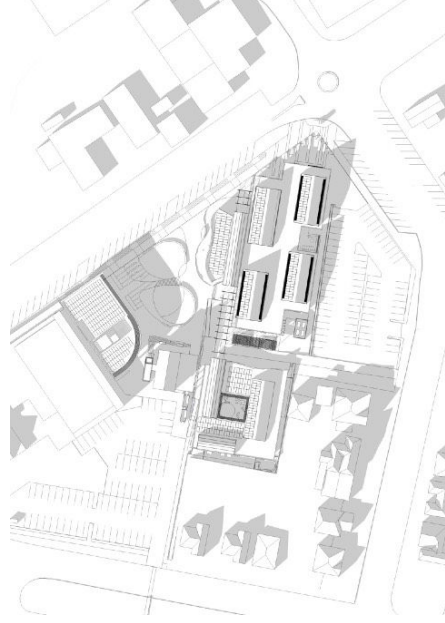
SUMMER 3PM



WINTER 9AM



WINTER 12NOON



WINTER 3PM

6. VEHICLE ACCESS & CAR PARKING

Provision of carparking to the proposed development is based on *Off-Street Carparking Policy (ENG-POL-8)*, the number of carspaces required for the

Building (Use)	GFA	Parking Requirement	Number of Carspaces
Library (bulky goods retail store*)	970m ²	1 space/ 80m ²	12
Civic Administration Centre (office)	1964m ²	1 space/ 40m ²	49
Crago Mill (cafe)	101m ²	10 spaces/ 100m ²	10
Crago Mill (exhibition*)	194m ²	1 space/ 40m ²	5
Commercial building (office)	920m ²	1 space/ 40m ²	23
Total			99

development is calculated as the following table:

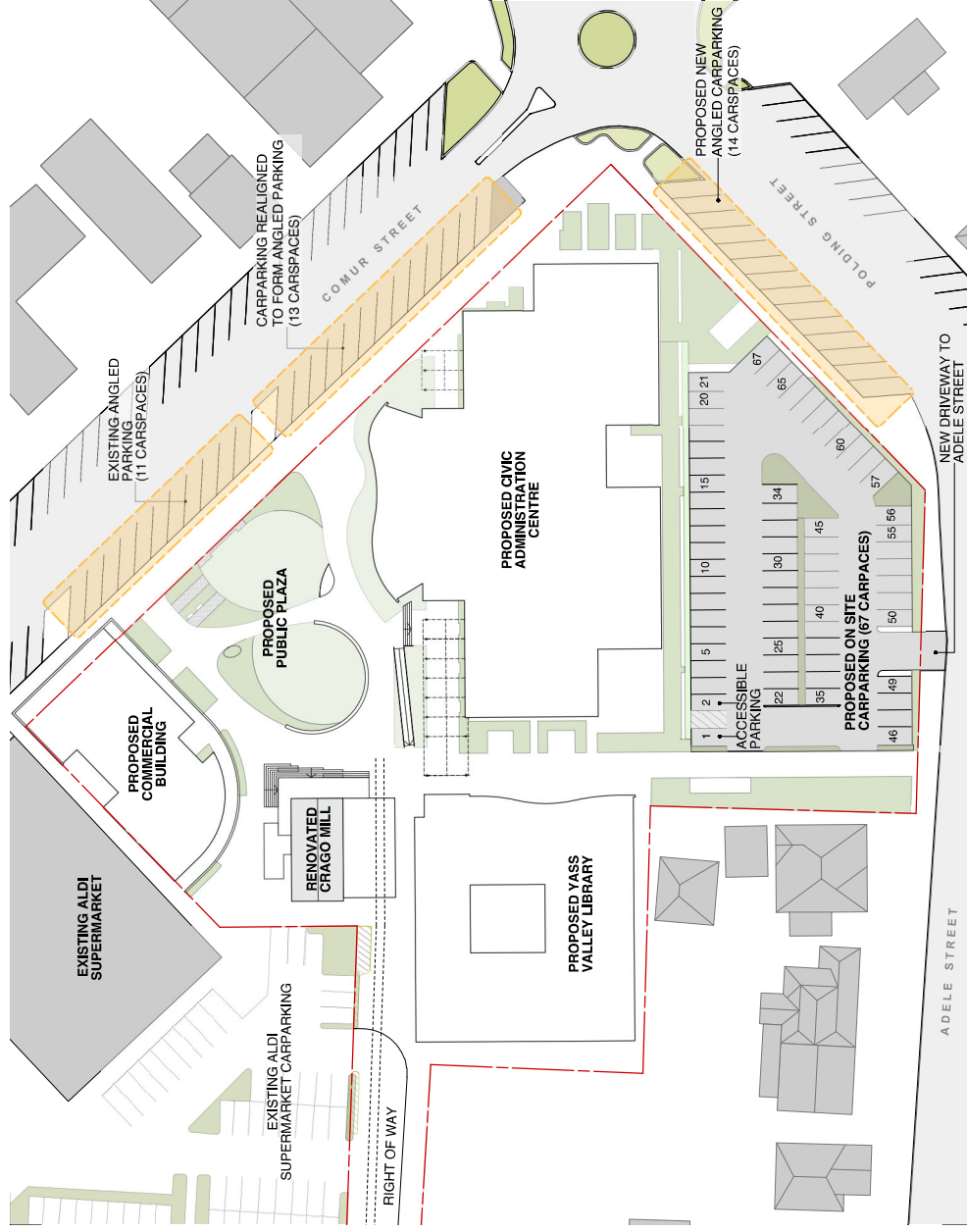
* Requirement for library and exhibition uses not specified, 'bulky goods retail store' and 'commercial premises' calculations have been adopted respectively according to council's advice.

Proposed carparking strategy makes use of existing off-street parking spaces to

Location	Carspace Provision	
On-site carpark	Carpark off Adele Street	67
On-street parking	Along site boundary, Comur Street	24
	Front of Aldi, Comur Street	11
	Northeastern edge, Polding Street	14
	Adele Street	0
Total		116

supplement on-site carparking provisions. The total number of car spaces are as follows:

Further details are available in the appended traffic engineer's report.



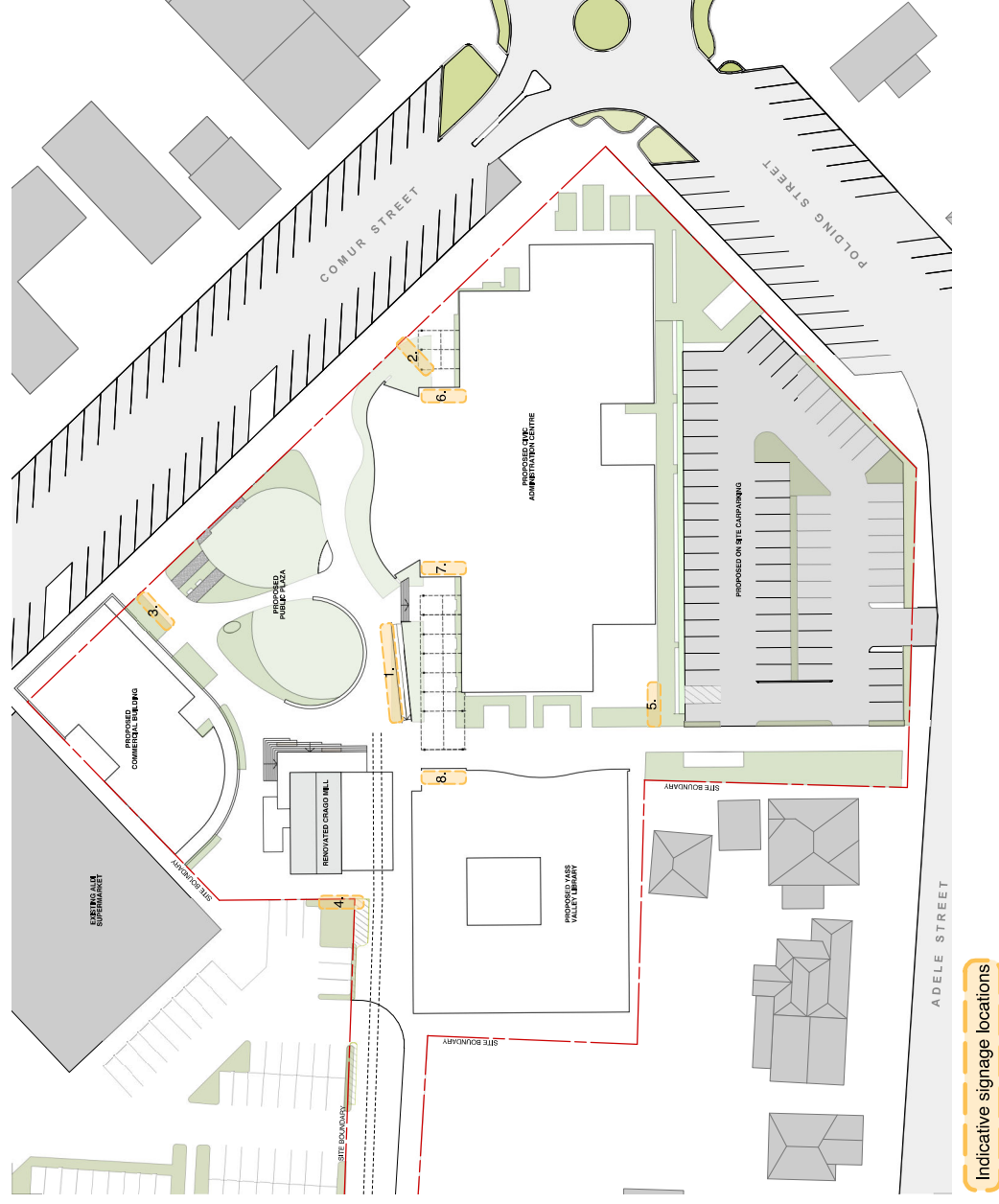
7. PROPOSED SIGNAGE

Proposed Precinct Signage

The application includes a number proposed signage elements, these include both precinct and way finding signage. The diagram to the right shows the proposed location of each of these signs.

The following outlines the proposed intent and design parameters for each signage element:

1. Integrated into landscape wall to terrace. It is proposed to include organisational signage element that notes this as a council facility. This will include the council's name and possibly council logo integrated into the design of the terrace wall.
2. Entry sign and way finding sign to civic administration centre entry from Comur Street. It is proposed to locate a signage blade with signage on both sides in this location. This signage blade will include precinct name, council's name and logo and way finding information for the precinct. The sign will be approximately 2.4m high x 1.0m wide.
3. Entry sign and way finding sign to northern entry to precinct from Comur Street. This sign will be located adjacent to the proposed commercial building along site boundary and act as precinct signage. This signage blade will include precinct name, council's name and logo and way finding information for the precinct. The sign will be approximately 2.4m high x 1.0m wide.
4. Entry sign and way finding sign to western entry to precinct. This sign will be located at the western side of Cargo Mill and act as precinct signage. This signage blade will include precinct name, council's name and logo and way finding information for the precinct. The sign will be approximately 2.4m high x 1.0m wide.
5. Entry sign and way finding sign to southern on-site carparking entry to precinct. This sign will be located at the north western corner and act as precinct signage. This signage blade will include precinct name, council's name and logo and way finding information for the precinct. The sign will be approximately 2.4m high x 1.0m wide.
6. This sign will be a building name signage, integrated into the design of the entry airlock. The sign shall include the text, Yass Valley Council.
7. This sign will be a building name signage, integrated into the design of the entry airlock. The sign shall include the text, Yass Valley Council.
8. This sign will be a building name signage, integrated into the design of the entry airlock. The sign shall include the text, Yass Valley Library.



8. SCHEDULE OF AREAS & FSR

Schedule of Areas: Library

Element	m2	Element	m2
Library entrance and customer service	56	Library program spaces	
Back of house	33		
Work room	14		
Store	10	Children's library	
Stack	16		
Interactive youth pod	3		
Youth collection	8		
Youth reading/ IT	20		
Study/ research	13		
Quiet study/ research	8	Library amenities	
Copy/ print	9		
Group study room 1	9		
Group study room 2	9		
Group study room 3	115		
Fiction Collection	73		
Non-fiction Collection	34	Exterior spaces	
Newspapers/ magazines collection	58		
Audio visual collection	18		
Peaceful lounge	13		
Informal reading	7		
Walk-up IT area			
		Total	773

Schedule of areas: Civic Administration

Element	m2	Element	m2	Element	m2
Public wing		Infrastructure and assets		Executive	
Foyer	174			Open work stations	134
Council chamber	67			Director	12
Gallery/ meeting room	48			Manager 1	9
Store	16			Manager 2	9
Kitchenette	14			Manager 3	9
Large consultation room	15			Manager 4	9
Consultation room	10			Team breakout	14
Cleaner's room	5			Quiet room 1	9
AWC	7			Quiet room 2	9
Female toilets	12			Quiet room 3	9
Male toilets	10			Division store	7
Open work stations	134			Equipment store	10
Director	12	Corporate and community	134	Open work stations	30
Manager 1	9			Records	9
Manager 2	9			Carers' room	9
Manager 3	9			Multi-purpose faith room	10
Manager 4	9			Main switchboard room	-
Team breakout	14			Accessible shower	8
Quiet room 1	9			Shower	3
Quiet room 2	9			Lockers	2
Quiet room 3	9			AWC	8
Library and plans	18			Male toilets	12
				Female toilets	12
				Total	1465
				Strong room	6

Schedule of Areas: Crago Mill

Schedule of Areas: Commercial

Element	m2	Element	m2	Element	m2
Level 1		Public amenities	3	Level 2 Co-working	22
	77	Cleaner's room	7	Meeting room 1	24
	18	AWC	11	Meeting room 2	20
	-	Female toilets	11	Meeting room 3	22
Basement	68	Male toilets	-	Informal meeting	16
Level 2	60	Plant room	292	Tea room	39
Level 3	72	Open plan tenancy	2	Touch down work setting	10
		Cleaner's room	7	Quiet room 1	10
	295	AWC	7	Quiet room 2	7
		Unisex toilets	7	Print	144
		Tea room	9	Open work station	23
		Courtyard	-	Large office 1	18
		Entry foyer and reception	32	Large office 2	15
		Store	3	Office 1	15
		Flexible/ touch down work settings	39	Office 2	15
		Meeting room	19	Office 3	14
		Project room	20	Office 4	14
				Office 5	14
				Office 6	14
				Cleaner's room	2
				AWC	7
				Unisex toilets	7
				Balcony 1 & 2	-
				Communication cupboard	-
Total				Total	920

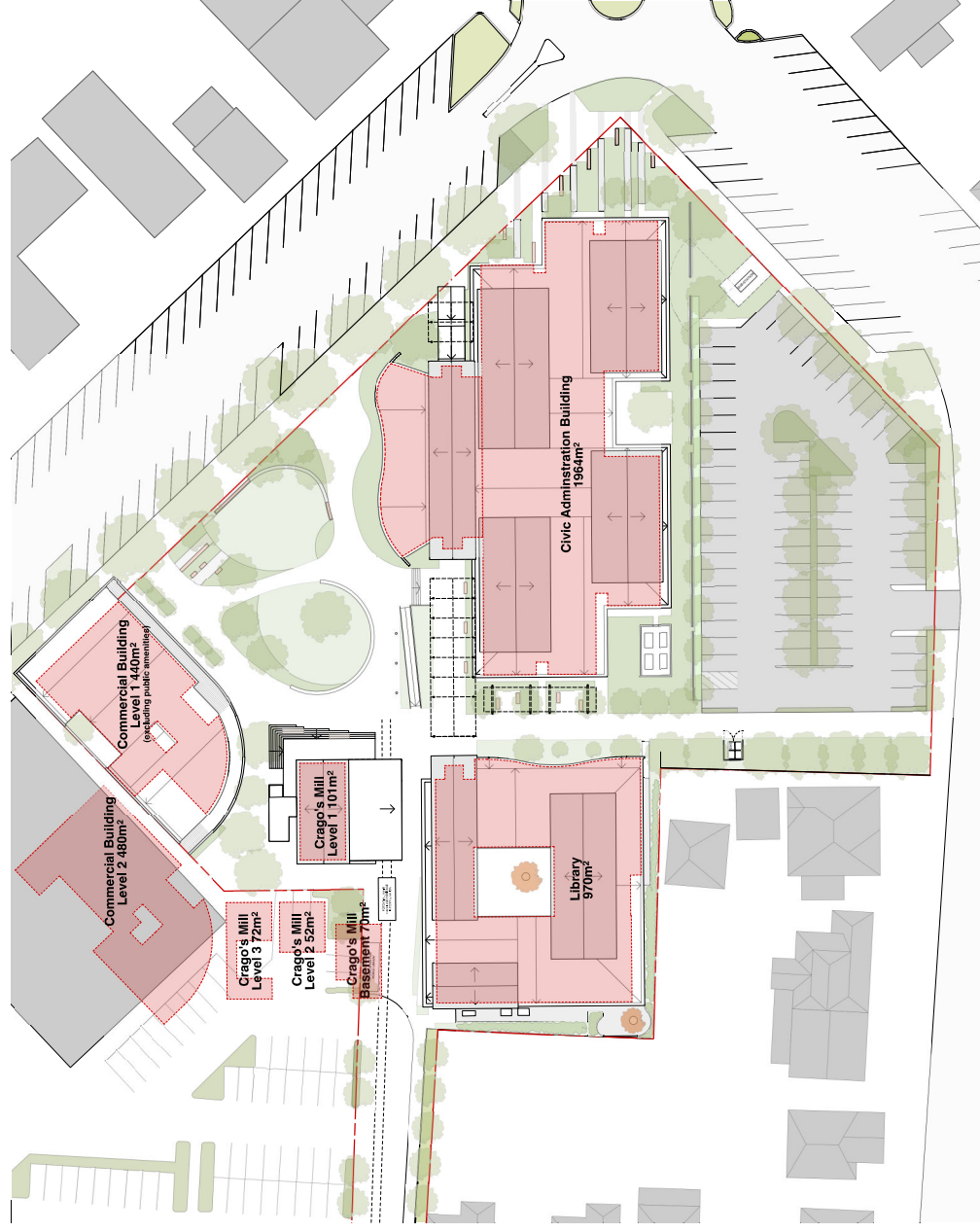
SUMMARY OF AREAS AND FSR CALCULATION

Summary of Areas

Building Area	m2
Yass Valley Library	970
Civic Administration Centre	1964
Crago Mill & proposed works	295
Commercial building	920
Public amenities	32

FSR Calculation

TOTAL GROSS FLOOR AREA	4181
SITE AREA	11401
FSR	0.37:1



9. STAGING STRATEGY

As the current council chamber and administration building are located within the development precinct, and will need to operate from their current facilities with minimal interference until the new civic administration centre is completed. It is therefore proposed to stage the construction works to achieve this aim.

Stage 1 of construction will include the construction of the new civic administration centre and will require the temporary relocation of the council chamber offsite. This first stage will include:

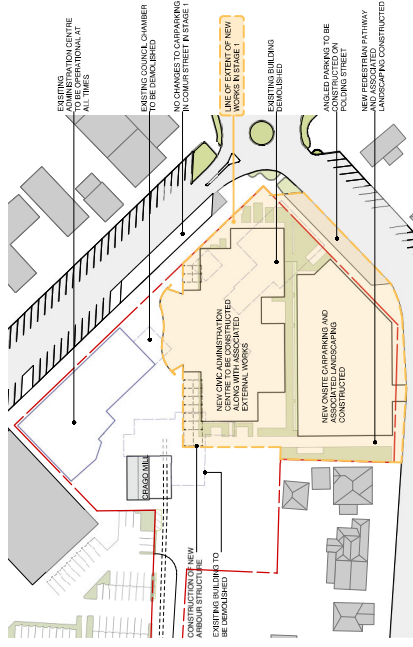
- Demolition of garage/mechanic workshop and Winchcombe Carson produce store, removal of vegetation in preparation of construction.
- Building works for proposed new council chamber and administration building.
- Construction of new on-site carpark and enhancements of existing street carparking.
- All associated site services to serve the works constructed.

Once stage 1 is completed, the council chamber and administrative functions can be relocated to the new building, then the existing office buildings to the north of the site can be demolished and the remaining construction can begin.

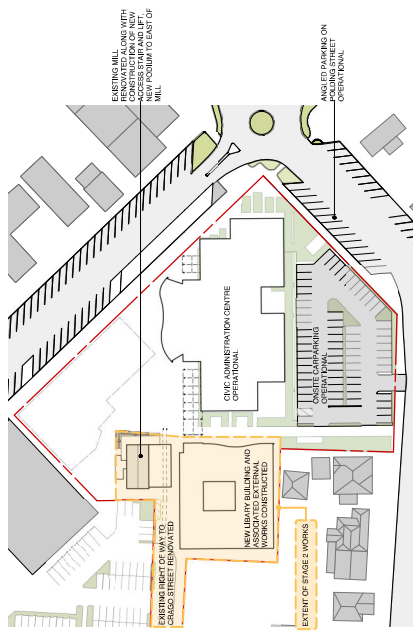
The remaining components of the precinct have been split into three stages. This provides council flexibility to stage the works over one or more stages.

It is noted that stage 2 the proposed library and Mill based works may be undertaken concurrently with stage 1.

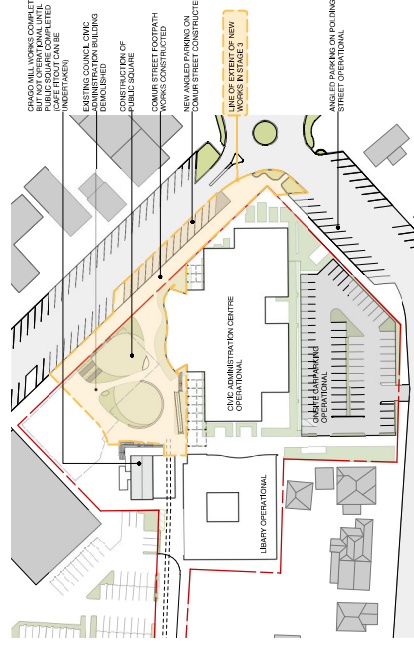
The diagrams to the right provide a detailed assessment of staging and the proposed scope of each stage of construction.



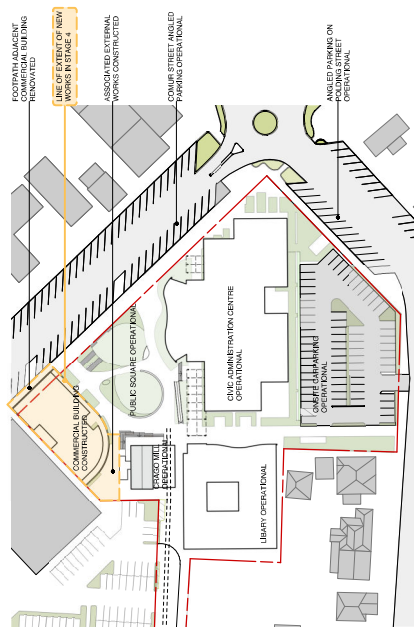
Stage 1 Works



Stage 2 Works
NOTE STAGE 1 WORKS MAY BE UNDERTAKEN CONCURRENTLY WITH STAGE 2.



Stage 3 Works
NOTE WHERE STAGE 2 NOT DONE CONCURRENTLY WITH STAGE 1, MAY BE DONE CONCURRENTLY WITH STAGE 3.

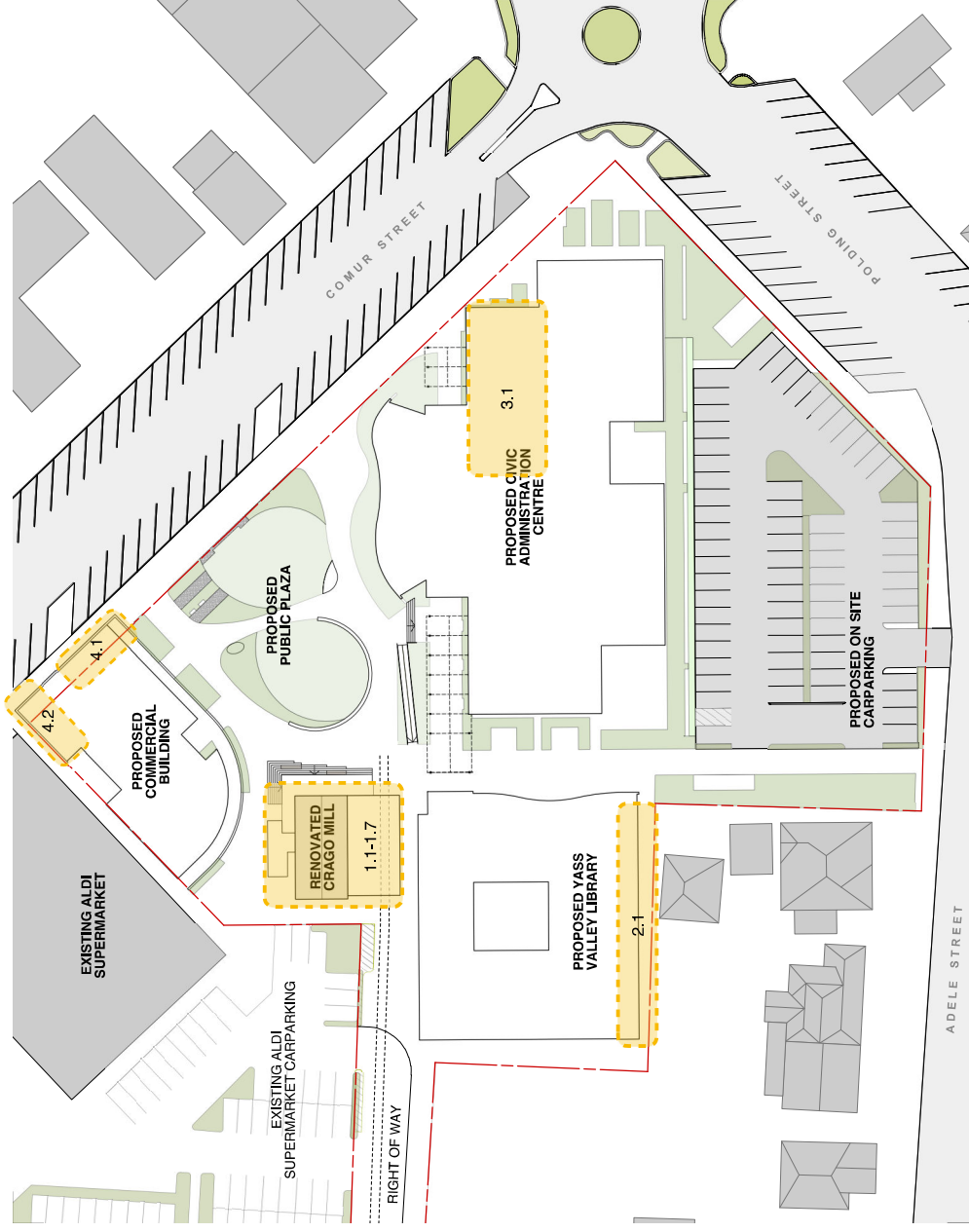


Stage 4 Works
MAY BE UNDERTAKEN CONCURRENTLY WITH STAGE 3.

10. Actions for Future Design Development Phase

Future investigation in design development phase are as follow:

- | | |
|------------|--|
| 1.0 | Crago Mill |
| 1.1 | Survey of existing building required to verify: <ul style="list-style-type: none"> • external dimensions; • internal dimensions; • floor levels and locations; and • existing structure, in order to verify design.
APP and Council agreed to delay this to design development phase due to Covid restrictions. |
| 1.2 | Fire engineering may be required to separate cafe and exhibition spaces over and a fire engineering review will be required in next phase. |
| 1.3 | Full review of existing building fabric to review extent of refurbishment is required in design development phase. |
| 1.4 | Structural review of existing building fabric and coordination of design implications. This review needs to include a full structural assessment of all existing timber structural elements. |
| 1.5 | Review whether FHR is required. |
| 1.6 | Review of railway platform, timber type and finish to achieve slip resistant ratings. |
| 1.7 | General principles for airconditioning and kitchen exhaust reviewed at this time, detailed strategy to be developed in design development phase. |
| 2.0 | Yass Valley Library |
| 2.1 | Review of fire rating requirements to parts of southern external facade that are less than 3.0m from boundary and drencher protection to associated openings. |
| 3.0 | Civic Administration Centre |
| 3.1 | Review of hot water plant and access to be located in roof space. |
| 4.0 | Commercial Building |
| 4.1 | Review whether FHR is required. |
| 4.2 | Review discharge point of fire stair through Comur Street facade achieves required compliance |



Appendix B. Cost Estimate – Commercial in Confidence

Yass Valley Council
Crago Mill Precinct Project
Financial Modelling

February 2024



Contents

02

Contents	2
The project	3
Phase One key findings	4
Phase Two key findings	11
Appendix 1 – Option 2 assumptions	18
Appendix 2 – lease references	24
Appendix 3 – sensitivity analysis summary results	26

Background and objective

Yass Valley Council are seeking to finalise their business case for the redevelopment of the Crago Mill Precinct. The site is located on the main street of Yass. One Fell Swoop (OFS) has been engaged by APP, the council representative, to update the financial modelling that was originally prepared for the council in 2022.

Scope

In 2022, OFS was asked to assess the financial feasibility of three separate redevelopment options for the site. The Yass Valley Council has now narrowed the business case to one option (Option 2 from the report previously provided) being the demolition of the existing buildings and the construction of a new civic admin centre, library, and commercial building. The project will be completed over two stages and is forecast to take approximately two and a half years to complete.

Crago Mill Precinct Project

The configuration of the proposed Crago Mill Precinct Project for Option 2 is as follows.

Stage	Description
Stage 1	<ul style="list-style-type: none">• Demolition of old building• Construction of new Civic Admin Centre• Construction of new library building
Stage 2	<ul style="list-style-type: none">• Demolition of existing Civic Admin building• Crago Mill refurbishment• Construction of commercial building

Phase One

OFS has incorporated research and assumptions and provide detailed financial modelling over 40-year time frames. Key outputs for the model include:

- Detailed financial modelling based on inputs provided by APP, Yass Valley Council and external information
- Summary of key financial metrics, including the Net Present Value, Internal Rate of Return, Development Margin, Return on Investment and Payback duration
- Provision of commentary regarding metrics and outcomes suitable for inclusion into a Business Case

Phase Two

Upon completion of the detailed financial modelling during Phase One, APP and the Council have reviewed the outputs to identify opportunities to improve the financial returns and identify and report on key risks within the project. This includes:

- Sensitivity analysis: based on variations of development cost, cost of funds, source of fund, commercial lease rate and co-working spaces operations
- Identification of key financial and development risks associated with the project

Phase One key findings

04

OFS has incorporated research and assumptions over 40-year time frame for the financial modelling. Refer to Appendix 1 for detailed modelling assumptions. This section outlines the key findings from our financial analysis.

Project costs

The project cost assumptions are based on the latest cost plan, plus 10% GST on development cost and cost to date, provided by APP. Note that 10% GST will be reclaimed from State and Federal Government.

Option 2 is projected with the total cost of \$56,194,298, including the cost to date of \$2,360,053 and 10% GST on development cost.

Project cost

	Option 2 - Feb 2022	Option 2 - Feb 2024
Cost to date	\$909,585	\$2,360,053
FY2024	\$1,166,671	\$11,385,455
FY2025	\$16,803,684	\$29,778,823
FY2026	\$14,043,732	\$12,555,109
FY2027	\$2,698,949	\$114,857
Total project cost	\$35,622,620	\$56,194,298

Funding sources

It is assumed that the project cost is financed via:

- Council's internal cash, to fund the cost to date inclusive of consultant fees and any funding requirement exceeding the \$50,000,000 debt facility
- Debt facility from Westpac of \$50,000,000, as per the Westpac Business Finance Agreement, to fund the Crago Mill Precinct Project

Funding sources

	Option 2
Internal funding	\$6,194,298
Debt (Westpac)	\$50,000,000
Total funding	\$56,194,298

In addition to the project cost funding of \$6,194,298, the internal equity funding is also required for the establishment fee of \$100,000 and interest only repayment over the first two years of the debt term, estimate to be \$5,940,554. Thus, the total internal funding requirement is estimated at \$12,134,852.

	Option 2
Internal funding (project cost)	\$6,194,298
Internal funding (interest only and fees)	\$6,040,554
Total internal funding requirement	\$12,134,852

Debt terms and repayment

Amortising loan is assumed for the Westpac debt facility in this financial analysis, with fixed interest rate and repayable by way of regular quarterly instalments to a term of 18 years. Each instalment includes a component of principal together with interest cost for the period ending on the instalment payment date. Note that for the first two years, monthly repayment for interest only and fees is required.

The total interest rate for the Westpac loan is 6.105% per annum, estimated as the base interest rate of 3.935% per annum, plus a business loan margin of 2.170% per annum, indicated in the Westpac Business Finance Agreement, dated 15 May 2024.

The overall repayment requirement is projected at \$1,137,848 per instalment and the total interest costs over 18-year is estimated at \$31,925,062.

Debt terms and repayment

	Option 2
Loan type	Amortising loan
Loan term	20 years
Loan repayment	Quarterly instalments
Total debt (incl. capitalised interest)	\$50,000,000
Interest rate	6.105% per annum
Repayment per instalment	\$1,137,848 per quarter
Overall interest cost during loan term	\$31,925,062

Net project cash flows during operations

Net project cash flows during operations are the net incremental cash flows as a result of undertaking the proposed project and forecasted revenue from land sales. In this analysis, they include:

- Net income from commercial lease
- Net incremental cash flows from council's existing operations
- GST reclaim and revenue from future land sales

Net income from commercial lease

With respect to the Crago Mill café/restaurant (floor area of 95 sqm), the gross rental income is assumed as \$375 per square meter per annum, which is comparable to the commercial rental rates identified in the surrounding areas of Yass and Goulburn, presented in Appendix 2. The net income is estimated as \$28,500 per annum, assuming an operating margin of 80%, after deducting the associated outgoings, which typically include rates, land tax, building insurance, repair and maintenance.

The net income for commercial tenancies in the commercial building (floor area of 292 sqm) is estimated as \$87,600 per annum, adopting the same approach as above.

To estimate the net income generated from co-working space, OFS has considered fee schedule adopted by Workspace Goulburn (refer to Appendix 2 for more details) as the basis and made high-level assumptions on the take-up rates. The net income for co-working space is estimated as \$161,807 per annum. Refer to Appendix 2 for details.

Note, the Crago Mill gallery/exhibition spaces, providing flexible exhibition and community functions for the general public, are assumed to be operated on non-commercial basis.

Net income from commercial lease per annum

	Option 2
Crago Mill café/restaurant	\$28,500
Commercial building: commercial tenancies	\$87,600
Commercial building: co-working spaces	\$161,807
Total net income per annum	\$277,907

Net incremental cash flows from council's existing operations

In our opinion, there would be potential increase in net operating cash flows related to Council's existing operations if the proposed project is undertaken.

Yass Valley Council could benefit from refurbishment of existing administration building, including:

- Maximise efficiency of existing space
- A renovated workplace could improve employee satisfaction, productivity and reduce turnover
- Refurbishment provides a great opportunity to upgrade appliances to reduce energy usage
- Refurbishment could help remove hazards of aging structures and fixtures and strengthen safety
- Refurbishment could extend building life and promote building energy efficiency

With the Crago Mill refurbishment, development of new Civic Admin Centre, modern library, commercial building and open square space would potentially have positive influences on local business environment indirectly via improving the work and social environment. These are achieved by:

- Benefits from new administration building, similar to those mentioned above for the renovated building
- Providing destination to local residents
- Supporting local culture and the arts
- Providing sense of community
- Enhancing personal health and wellbeing
- Providing stronger connection between the government and social public
- Provision of co-working spaces

To incorporate these potential positive financial impacts, OFS has made high-level assumptions that Council's net operating cash flows would increase by 3.0%, resulting in average net incremental cash flows from council's existing operations of \$569,749 per annum.

Net incremental cash flows from council's existing operations

	Option 2
% of incremental cash flows per annum from existing operations	3.0%
Average net incremental cash flows from existing operations	\$569,749 per annum

Cash flows from GST reclaim and forecasted revenue from land sales

We have included the GST reclaim from development cost and forecasted revenue from land sales as per the Yass Valley Council 2023/2024 Operational Plan page 12.

	Option 2
GST reclaim	\$4,894,022
Land sale in FY 2031/2032	\$15,000,000
Investment securities (land sales) FY 2023-2026	\$13,836,025

Project outcomes

The project summary results are presented in the table below.

Project summary

	Option 2
Total project cost	(\$56,194,298)
Overall net project cash flows (over 40-year operations)	\$80,722,193
Net development profit (over 40-year operations)	\$24,527,896
Development margin (over 40-year operations)	43.6%
Discount rate	5.75% per annum
Project NPV	(\$13,100,612)
Internal rate of return (IRR)	2.7% per annum
Payback date	30-Nov-50
Payback duration post completion of construction	24.4 years

Development margin

Net development profit is measured as the overall net project cash flows during operations minus the total project cost. Development margin is the percentage of the net development profit over the total project cost.

Option 2 has a positive development margin of 43.6% over 30-year operations, which includes the forecasted revenue from land sales.

Project NPV and IRR

At discount rate of 5.75% per annum, the project NPV is estimated as (\$13,100,612) with associated Project IRR of 2.7% per annum.

Payback duration

Payback duration measures the length of time that it takes the net project cash flows during operations to cover the total project cost. Option 2 is projected with 24.4 years payback duration.

Project outcomes – overall

The financial analysis, based on the modelling assumptions, indicates negative Project NPV and low Project IRR (less than the hurdle/discount rate) for Option 2. The negative NPV position is reflective of the nature of the project that high proportion of non-commercial components are involved. For instance, there is no direct project cash inflows generated from the proposed new library and public square.

That said, there may be justification for undertaking projects with a lower IRR return than the hurdle rate given specific circumstances, including projects with a higher proportion of non-commercial components, mission decisions and for replacement of existing aging infrastructure.

Project outcomes – commercial components only

For Option 2 with consideration to commercial components only, the Project NPV is estimated at (\$6,786,596), with associated Project IRR of 1.6% per annum.

Project summary – commercial components only

	Option 2
Total project cost	(\$13,996,904)
Overall net project cash flows (over 40-year operations)	\$20,213,942
Net development profit (over 40-year operations)	\$6,217,039
Development margin (over 40-year operations)	44.4%
Discount rate	5.75% per annum
Project NPV	(\$6,786,596)
Internal rate of return (IRR)	1.6% per annum
Payback date	30-Nov-57
Payback duration post completion of construction	31.4 years

Financial ratios

The financial ratio analysis over 10 financial years has been conducted, utilising the forecasted pro forma financial statements (long term financial plan) from the following documents:

- Yass Valley Council Annual Financial Statements for the year ended 30 June 2023
- Yass Valley Council 2023/2024 Operational Plan, adopted in June 2023

Note that these forecasts focus on the financial impact of the proposed Crago Mill Precinct Project solely, excluding all the other projects that could be undertaken by Yass Valley Council in the future.

The aim of this analysis is to assess the impact of undertaking the proposed Cargo Mill Precinct project on Yass Valley Council's financial position, by comparing the financial ratios based on 'As Is' position with the financial ratios based on 'As if Completed' position for each option.

1. Operating performance ratio (benchmark > 0.0%)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing	(2.7%)	(39.6%)	(38.5%)	(35.7%)	(36.5%)	(35.2%)	(34.1%)	(32.2%)	(31.5%)	(28.6%)
Option 2	(2.7%)	(39.6%)	(38.5%)	(35.7%)	(41.6%)	(44.0%)	(42.5%)	(40.1%)	(38.8%)	(35.4%)

Operating performance ratio is calculated as: (Total continuing operating revenue excluding capital grants and contributions LESS operating expenses) / Total continuing operating revenue excluding capital grants and contributions. This ratio indicates an organisation's operational efficiency. The benchmark of operating performance ratio is: greater than 0.0%.

The impact of the project on operating performance ratio is negative, mainly driven by:

- Higher borrowing costs because of the debt funding
- Higher depreciation expense resulted from the new investment made in infrastructure & property

2. Own source operating revenue ratio (benchmark > 60%)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing	49.8%	63.7%	64.6%	66.0%	66.5%	67.0%	67.6%	68.1%	68.6%	69.1%
Option 2	49.8%	63.7%	64.6%	66.0%	67.0%	67.5%	68.0%	68.6%	69.1%	69.6%

Own source operating revenue ratio is calculated as: Total continuing operating revenue excluding all grants and contributions / Total continuing operating revenue. This ratio indicates an organisation's ability to cover its expenses through its own revenue efforts. The benchmark of own source operating revenue ratio is: greater than 60.0%.

The impact of the project on own source operating revenue ratio is positive, mainly driven by:

- The assumed net incremental cash flows from council's existing operations because of the benefits from refurbishment of existing administration building and new developments
- Increase in the income from commercial lease

3. Current ratio (benchmark > 1.5x)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing	3.0 x	1.5 x	1.3 x	1.1 x	.9 x	.7 x	.6 x	.5 x	.4 x	.5 x
Option 2	3.0 x	1.5 x	1.3 x	1.1 x	.8 x	.6 x	.5 x	.4 x	.3 x	.4 x

Current ratio is calculated as: Current Assets / Current Liabilities. This is a liquidity ratio that measures an organisation's ability to pay short-term obligations. The benchmark of current ratio is: greater than 1.5x.

The impact of the project on current ratio is negative. The main reasons is the reduction in cash and cash equivalents for debt principal repayment.

4. Debt service ratio (benchmark > 2.0x)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing	5.5 x	-3 x	-1 x	.1 x	.1 x	.2 x	.2 x	.2 x	.3 x	.4 x
Option 2	5.5 x	-3 x	-1 x	.1 x	.1 x	.2 x	.2 x	.2 x	.2 x	.3 x

Debt service ratio is calculated as: (Operating result before capital excluding interest and depreciation/ impairment/ amortisation) / (Principal repayments (from Statement of Cash Flows) PLUS borrowing costs (from Income Statement)). This ratio indicates an organisation's ability to produce enough cash to cover its debt repayments. The benchmark of debt service ratio is: greater than 2.0x.

The impact of the project on debt service ratio is negative as debt repayment (principal plus interests) is higher.

5. Cash expenses cover ratio (benchmark > 3.0mths)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing	11.8 mths	5.0 mths	4.4 mths	3.7 mths	2.5 mths	1.3 mths	1.1 mths	1.1 mths	1.0 mths	1.0 mths
Option 2	11.8 mths	5.0 mths	4.4 mths	3.7 mths	2.3 mths	1.2 mths	1.0 mths	1.0 mths	.9 mths	.9 mths

Cash expenses cover ratio is calculated as: (Current year's cash and cash equivalents PLUS all term deposits) / Monthly payments from cash flow of operating and financing activities. This ratio indicates the ability of an organisation to cover the payments of cash flows from operating and financing activities and whether there are sufficient funds available. The benchmark of cash expenses cover ratio is: greater than 3 months.

The impact of the project on cash expenses cover ratio is negative, as both the debt principal payments from cash flows of financing activities and the borrowing costs payments from cash flows of operating activities are higher.

Phase Two key findings

Sensitivity analysis variables

Upon completion of the detailed financial modelling, APP and the Council have reviewed the outputs to identify opportunities to improve the financial returns and identify and report on key risks within the project.

OFS has conducted sensitivity analysis to assess the financial impact against the following variables.

Sensitivity test variables

Variables	Option 2
Development cost (change by 5%)	√
Debt - interest rate (0.5% per annum increase)	√
Crago Mill café/restaurant - rental rate (change by 10%)	√
Commercial building commercial tenancies - rental rate (change by 10%)	√
Commercial building co-working spaces - fee schedule (free of charge)	√
Commercial building co-working spaces - occupancy rate (increase to 80%-90% from 30%-40%)	√

Sensitivity analysis key findings

This section outlines the key findings from our sensitivity analysis. Refer to Appendix 3 for detailed sensitivity analysis summary results.

Development cost

	Option 2		
	Base Case	Const. cost: +5.0%	Const. cost: -5.0%
Total project cost	(\$56,194,298)	(\$58,886,010)	(\$53,502,585)
Quarterly payment per instalment	\$1,137,848	\$1,199,103	\$1,076,593
Interest cost	\$31,925,062	\$33,643,723	\$30,206,400
IRR % per annum	2.7%	2.7%	2.7%
Payback duration	24.4 years	24.4 years	24.4 years
FY2032 Operating performance ratio	(35.36%)	(35.83%)	(34.88%)
FY2032 Current ratio	.45x	.44x	.45x
FY2032 Debt service ratio	.29x	.28x	.29x
FY2032 Cash expenses cover ratio	.95mth	.94mth	.95mth

Key findings from the sensitivity analysis against total construction costs are:

- Increasing in the construction costs has a negative impact on the financial results:
 - Increasing in construction cost leads to an increase in debt funding requirement. Hence, as shown above, both the debt repayment per instalment and the total interest cost are higher than those of base case
 - In the long term, the operating performance ratio, current ratio, debt service ratio and cash expenses cover ratio are worse off with the higher construction costs scenario. This is mainly driven by the higher debt funding requirement and associated interest expenses
- On the other hand, financial results are better off when construction cost decreases

Interest rate

	Option 2	
	Base Case	Int. rate: +0.5%
Quarterly payment per instalment	\$1,137,848	\$1,178,656
Interest cost	\$31,925,062	\$34,863,233
FY2032 Operating performance ratio	(35.36%)	(35.87%)
FY2032 Current ratio	.45x	.45x
FY2032 Debt service ratio	.29x	.28x
FY2032 Cash expenses cover ratio	.95mth	.94mth

Key findings from the sensitivity analysis against debt funding interest rate are:

- Increasing in the debt interest rate has a negative impact on the financial results
- Although the total debt requirement remains the same, both the debt repayment per instalment and the total interest cost are higher than those of base case due to higher interest expenses
- In the long term, the operating performance ratio, current ratio, debt service ratio and cash expenses cover ratio are worse off with higher debt interest rate. This is mainly driven by the increase in interest expenses

Crago Mill café/restaurant rental rate

	Base Case	Option 2	
		Crago Mill café/ restaurant rental rate: +10.0%	Crago Mill café/ restaurant rental rate: -10.0%
Crago Mill café/restaurant (net lease income p.a.)	\$28,500	\$31,350	\$25,650
IRR (commercial component only)	1.6%	1.7%	1.6%
Payback duration (commercial component only)	31.4 years	31.2 years	31.6 years
FY2032 Operating performance ratio	(35.36%)	(35.35%)	(35.37%)
FY2032 Own source operating revenue ratio	69.60%	69.60%	69.59%
FY2032 Current ratio	.45x	.45x	.45x
FY2032 Debt service ratio	.29x	.29x	.29x
FY2032 Cash expenses cover ratio	.95mth	.95mth	.95mth

In the base case analysis, the rental rate adopted for the commercial lease of Crago Mill café / restaurant is \$375 per sqm per annum. Key findings from the sensitivity analysis against the rental rate are:

- As indicated in the change of Project IRR and payback duration (commercial components only), increasing in the rental rate has a positive impact on the project outcomes
- In the long term, the operating performance ratio, own source operating revenue ratio, current ratio, debt service ratio and cash expenses cover ratio are better off because of the additional commercial lease income generated
- The impact of the change in Crago Mill café / restaurant rental rate is relatively less material

Commercial building commercial tenancies rental rate

	Base Case	Option 2	
		commercial tenancies rental rate: +10.0%	commercial tenancies rental rate: -10.0%
Commercial building commercial tenancies (net lease income p.a.)	\$87,600	\$96,360	\$78,840
IRR (commercial component only)	1.6%	1.8%	1.5%
Payback duration (commercial component only)	31.4 years	30.7 years	32.1 years
FY2032 Operating performance ratio	(35.36%)	(35.32%)	(35.39%)
FY2032 Own source operating revenue ratio	69.60%	69.60%	69.59%
FY2032 Current ratio	.45x	.45x	.45x
FY2032 Debt service ratio	.29x	.29x	.29x
FY2032 Cash expenses cover ratio	.95mth	.95mth	.95mth

In the base case analysis, the rental rate adopted for the commercial lease of the commercial building tenancies is \$375 per sqm per annum. Key findings from the sensitivity analysis against the rental rate are:

- As indicated in the change of Project IRR and payback duration (commercial components only), increasing in the rental rate has a positive impact on the project outcomes
- In the long term, the operating performance ratio, own source operating revenue ratio, current ratio, debt service ratio and cash expenses cover ratio are better off because of the additional commercial lease income generated
- The impact of the change in commercial tenancies lease income is relatively less material

Co-working spaces: free of charge

	Option 2	
	Base Case	Co-working spaces: free of charge
Commercial building co-working spaces (net income p.a.)	\$161,807	(\$40,452)
IRR (commercial component only)	1.6%	0.0%
Payback duration (commercial component only)	31.4 years	not repaid
FY2032 Operating performance ratio	(35.36%)	(36.17%)
FY2032 Own source operating revenue ratio	69.60%	69.46%
FY2032 Current ratio	.45x	.45x
FY2032 Debt service ratio	.29x	.26x
FY2032 Cash expenses cover ratio	.95mth	.95mth

Assuming the co-working spaces hiring are free of charge, key findings from the sensitivity analysis are:

- The impact of waiving all the fees for co-working spaces hiring is relatively material
- As indicated in the project outcomes (commercial components only), the Project IRR reduces from 6.14% to 0.00% per annum and the development cost cannot be recovered over 40-year operations
- In the long term, the operating performance ratio, own source operating revenue ratio, current ratio, debt service ratio and cash expenses cover ratio are worse off as less revenue are generated

Co-working spaces: occupancy rate increase

	Base Case	Option 2 Co-working spaces: increase in occupancy rate
Commercial building co-working spaces (net income p.a.)	\$161,807	\$389,933
IRR (commercial component only)	1.6%	4.7%
Payback duration (commercial component only)	31.4 years	20.1 years
FY2032 Operating performance ratio	(35.36%)	(34.39%)
FY2032 Own source operating revenue ratio	69.60%	69.78%
FY2032 Current ratio	.45x	.45x
FY2032 Debt service ratio	.29x	.31x
FY2032 Cash expenses cover ratio	.95mth	.94mth

In the base case analysis, the assumed occupancy rates range between 30% and 40% for the hot desks, office and rooms hiring. In this sensitivity analysis, OFS assume the occupancy rates range between 80% and 90%, increased by 50%, for those co-working spaces hiring. Key findings are:


- The impact of 50% increase in co-working spaces occupancy rate is relatively material
- As indicated in the project outcomes (commercial components only), the Project IRR increases from 1.6% to 4.7% per annum and the capital payback duration shortens by 11.3 years
- In the long term, the operating performance ratio, own source operating revenue ratio, current ratio, debt service ratio and cash expenses cover ratio are better off as more revenue are generated

Dutton. Suite 1.01
9-11 Claremont Street South Yarra VIC 3141
+61 3 9999 1150

Holt & Hart. Suite 513
50 Holt Street Surry Hills NSW 2010
+61 2 8071 4250

onefellswoop.com.au
hello@onefellswoop.com.au



One Fell Swoop 

Melbourne | Sydney | London

One Fell Swoop Partnership Pty Ltd ABN 87 611 502 339



Property and Infrastructure Specialists

Adelaide

61 8 8409 4280

Level 1
151 South Terrace
Adelaide SA 5000

Brisbane

61 7 3238 0400

Ground Floor
143 Coronation Drive
Milton QLD 4064

Canberra

61 2 9957 6211

Suite 2.03
17 Moore Street
Canberra ACT 2600

Melbourne

61 3 8866 0200

Level 7
420 St Kilda Road
Melbourne VIC 3004

Newcastle

61 2 4928 7600

Level 2
426 King Street
Newcastle NSW 2300

Perth

61 8 9224 6300

Level 4
181 Adelaide Terrace
Perth WA 6004

Sydney

61 2 9957 6211

Level 7
116 Miller Street
North Sydney NSW 2060

Tamworth

61 421 959 484

Suite 6
493 Peel Street
Tamworth NSW 2340

Wollongong

61 2 4220 6300

Suite 3, Level 1
6-8 Regent Street
Wollongong NSW 2500

APP Corporation Pty Limited ABN 29 003 764 770