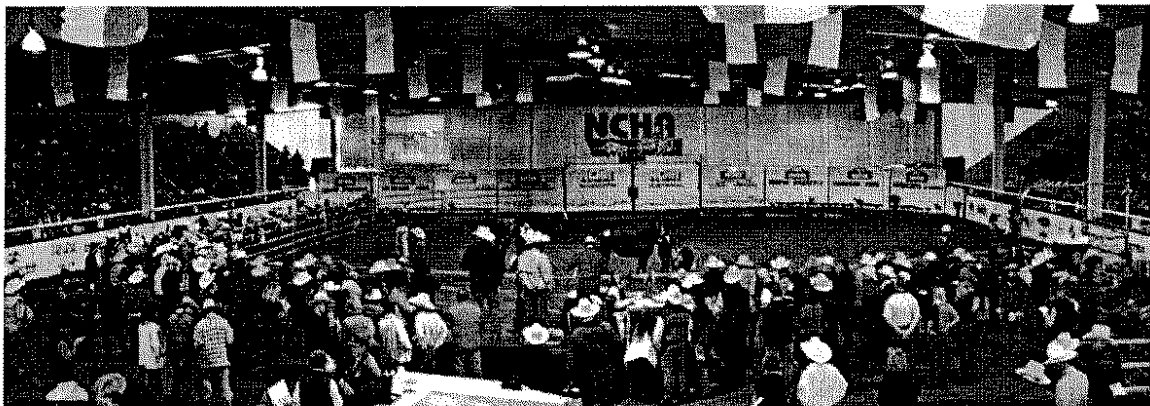


A U S T R A L I A N
EQUINE
&
Livestock
C E N T R E



BUSINESS PLAN

12th August 2004

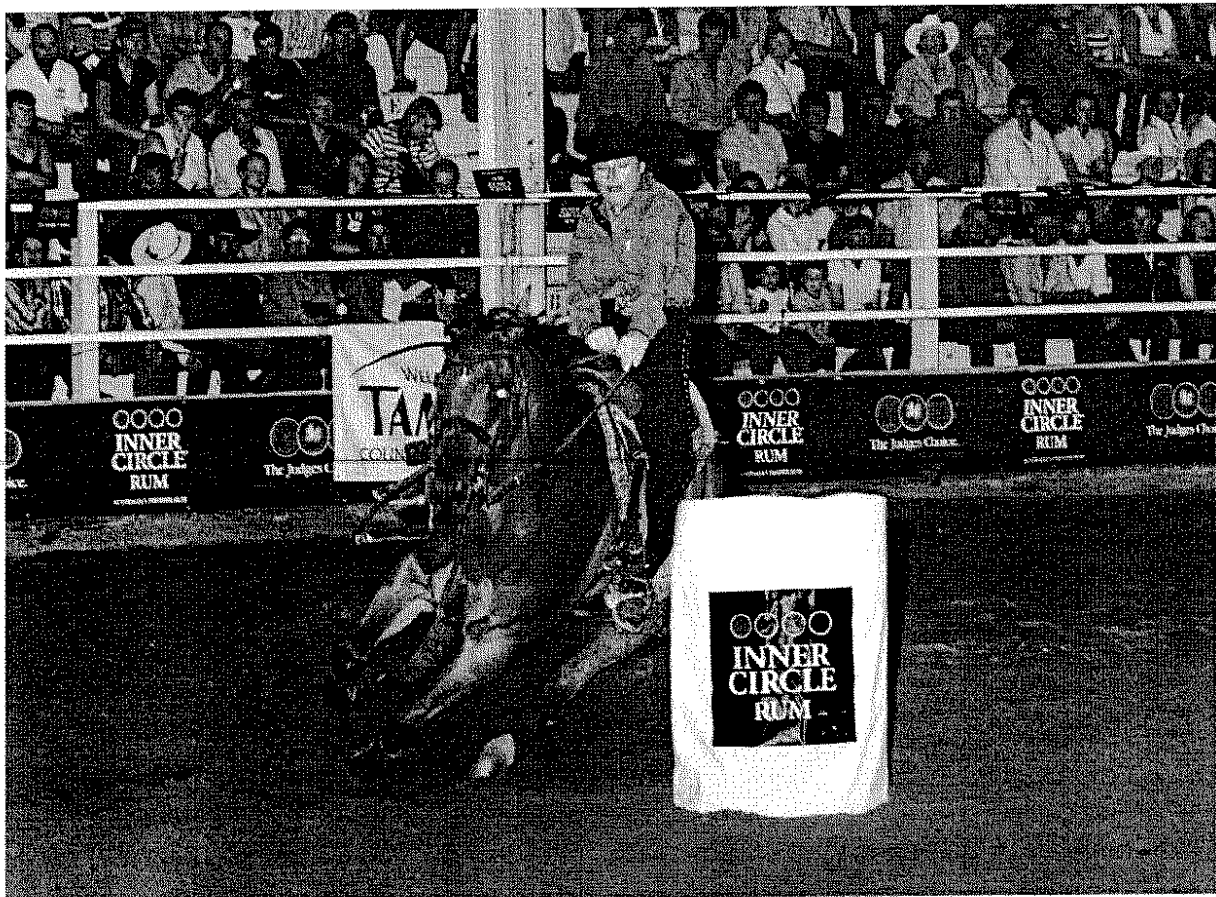


Approval

Title	Signature	Date
TRC Administrator		

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II. Executive Summary

A large number of feasibility studies have been conducted over the past decade into the size of and demand for improved facilities in Tamworth for the Equine and Livestock Industries. The most recent major study occurred in 2001.

Without exception the over whelming evidence is that the present facilities do not meet the present requirements of these industries and is not suitable for further development to suit contemporary event needs. Since the last report, the major Equine events have met or exceeded the growth in forecasted demand set at that time. Furthermore growth has been capped by the present infrastructure.

The value of the equine industry to the Tamworth region is significant and has been calculated as having an annual regional economic benefit in excess of \$45 million. Regional employment benefits have also been quoted to exceed several hundred full time jobs.

Tamworth continues as the major centre within Australia hosting the prominent equine associations and their events each year.

The Concept

This concept in this Business Plan is fundamentally different to preceding plans in that it is scaled back in size and investment in order to be a long term sustainable operation. Two strategic objectives are cornerstones to the plan:

The first objective is to protect and retain the flagship events and downstream economic benefits that are presently domiciled in Tamworth.

The second objective is to retain and grow the regional investment in the equine and livestock industries; thereby generating new regional jobs and structural growth.

New Facility Design and Cost

Concept drawings and design outlines have been developed by an experienced firm of specialist equine industry architects, Timothy Court and Associates to meet the specifications of the major users and other stakeholders.

The overall capital investment has been capped at \$13.95 million and any facility design will be adapted to fit that investment constraint.

The new equine and livestock centre will be co-located with the Tamworth Regional Entertainment Centre (TREC) and will allow use of both facilities to host major events. There are significant capital investment and operational savings and efficiencies from this precinct approach. The precinct approach adds significant value to some \$12million worth of existing local and regional infrastructure at the Longyard Sporting and Recreational precinct and is integral to long-term community planning by Tamworth Regional Council. (Refer appendix 11.)

The architectural designs have been costed by Quantity Surveyor specialists to provide a level of certainty of cost of the new Centre against the design requirements. These costs have been used as a basis for the business plan development.

The new Centre will feature an indoor arena with seating for 3,100 spectators, stabling for 500 horses, truck parking and camping facilities for 212 vehicles.

Funding Basis

The Business Plan is based on unconditional funding of \$13.95 million being provided by a variety of supporters and stakeholders including the Australian Government, State Government, Tamworth Regional Council and the Equine industry.

As a result there will be no debt to establish the Centre or to run the operation.

Furthermore, with the absence of debt, there is no risk in coverage of interest or repayment of debt.

Operational Mission

The AELC mission is to provide contemporary and world class facilities to run a range of events and promotions for the equine and livestock industries. The Centre will develop and provide event promotion and management capability for the major users and customers as individually required.

The Centre will also seek to optimize regional growth prospects and outcomes.

Operational Results

The assumptions used to build the business plan are conservative and include the following:

- The scope of activities and resultant economic outcomes are confined to present events. This scoping has been confirmed with each major user and is accompanied by written commitments of use of the Centre by those partners. (Refer appendix 8.)
- A low annual utilization of 112 days (Year 1 of operations) of the new ALEC has been assumed.
- Events such as the Annual Show, Harness Racing and other smaller events will continue to be held at the Showground and no revenue is included from those activities in this plan.
- Growth opportunities or new event prospects have been highly discounted or not included in revenue projections in this financial model.
- Variable expense has been matched to each event on an activity basis
- Fixed expenses include escalating maintenance burden, depreciation at commercial rates and organisational costs for a small management team to deliver the mission capability of the Centre

The projected ten year operational results show:

- A positive cash flow for all years
- Profits derived from the AELC will be reinvested in asset additions, alterations and improvements (Refer to Seven Year Cash Flow projections)
- Modest annual profits after meeting all costs including depreciation and maintenance costs
- A discounted cash flow analysis over ten years indicates that this project will produce an internal rate of return of 1.40%. Refer Appendix 1

Summary

Whilst the operational results are positive, using the conservative approach of this business plan, the project investment will not support debt. The investment will however meet the strategic objectives of sustaining events within the region and creating opportunity for downstream regional growth.

Conversely without an investment of \$13.95 million in a new facility, there is a high risk and likelihood that a majority of the flagship events and their investment in the Tamworth region representing the annual economic benefits of \$45 million plus annually will leave the region. These benefits will not necessarily be transferred or duplicated to the same potential to other regions of Australia.

An initial investment today of less than \$14 million in the Australian Equine and Livestock Centre in Tamworth will conservatively protect \$500 million in economic benefits to the region over the next decade.

III. General Company Description

Introduction

The Australian Equine and Livestock Centre (AELC) in Tamworth will provide a national and international standard in facilities for the promotion of Australia's dynamic equine industry and world class livestock events.

AELC will provide facilities that will allow for Australia's rural industries to showcase their animals in a manner that will enhance the industry and provide a vehicle for taking the best of the best in breeding out to the international marketplace.

Mission Statement

AELC mission is to be the centre of equine and livestock promotions, events and husbandry practice and promotion, being part of a national focus to broaden Australia's equine and livestock breeding into the international marketplace.

Company Goals and Objectives

The company goals are described in detail within the business plan. In essence, the goals are grouped into; establishment of the Centre, consolidating the Centre's place in the national arena for showcasing the various breeds and to finally establish itself as part of the international scene in equine and livestock promotion, showcasing and sales. The Company will do this through establishing world's best practice for animal husbandry event, marketing and logistical management of equine and livestock related events, competitions, sales or other activities.

Business Philosophy

AELC's philosophy is to strive towards best practice and look for continual improvement so as to provide the leading edge in event management and promotion through technology. This aim is one that it can expect to achieve through open and robust inclusion of the Centre users as well as other significant equine and livestock associations across Australia.

The Market

The Market for the Centre is the special breed equine and livestock groups as well as national competitions or events based around the rural industry and farming. The Centre's market is inclusive of the international arena with the promotion of the Centre for national and international events. It is anticipated that the market opportunity will broaden to other areas within Australia and overseas with the use of the internet and television media.

The Industry

Currently there are over 120 separate organisations who have indicated an interest in using the Centre once it is complete¹. The demand is focused on the use of the main indoor arena at the site, which is proposed to seat 3,100 spectators and provide an excellent level of service to all users of the facility.

The demand falls into three core areas:

¹ Sinclair Knights Merz ALEC Feasibility Study 2003

- Equine and Livestock Events
- Cultural and Sporting Events
- Industry and Quasi-Industry Events

The establishment of the Centre will increase the development of major national and international events and promotional activities, particularly if they can be broadcast into the international arena such as Telstra currently do through Internet streaming.

The location in close proximity to the Tamworth Regional Entertainment Centre and other entertainment venues will provide an ideal base for the establishment of an entertainment precinct in Tamworth where multiple events can be run increasing the total attendance and use of the facilities in the precinct. This will be particularly so during the Australia's premier Country Music Festival held in Tamworth every January.

The foresight of the former Tamworth City Council has provided an ideal location for this complementary expansion of community infrastructure. Subsequent investments by Council, community groups and private enterprise will enhance the value of the AELC, and the future development of equine and livestock exhibitions, nationally and in the New England North West region.

Core Strengths of the Company

AELC's most important strength is its board of management. Board members are drawn from a number of the principal equine and livestock associations in Australia and also have members with exceptional business and entrepreneurial experience.

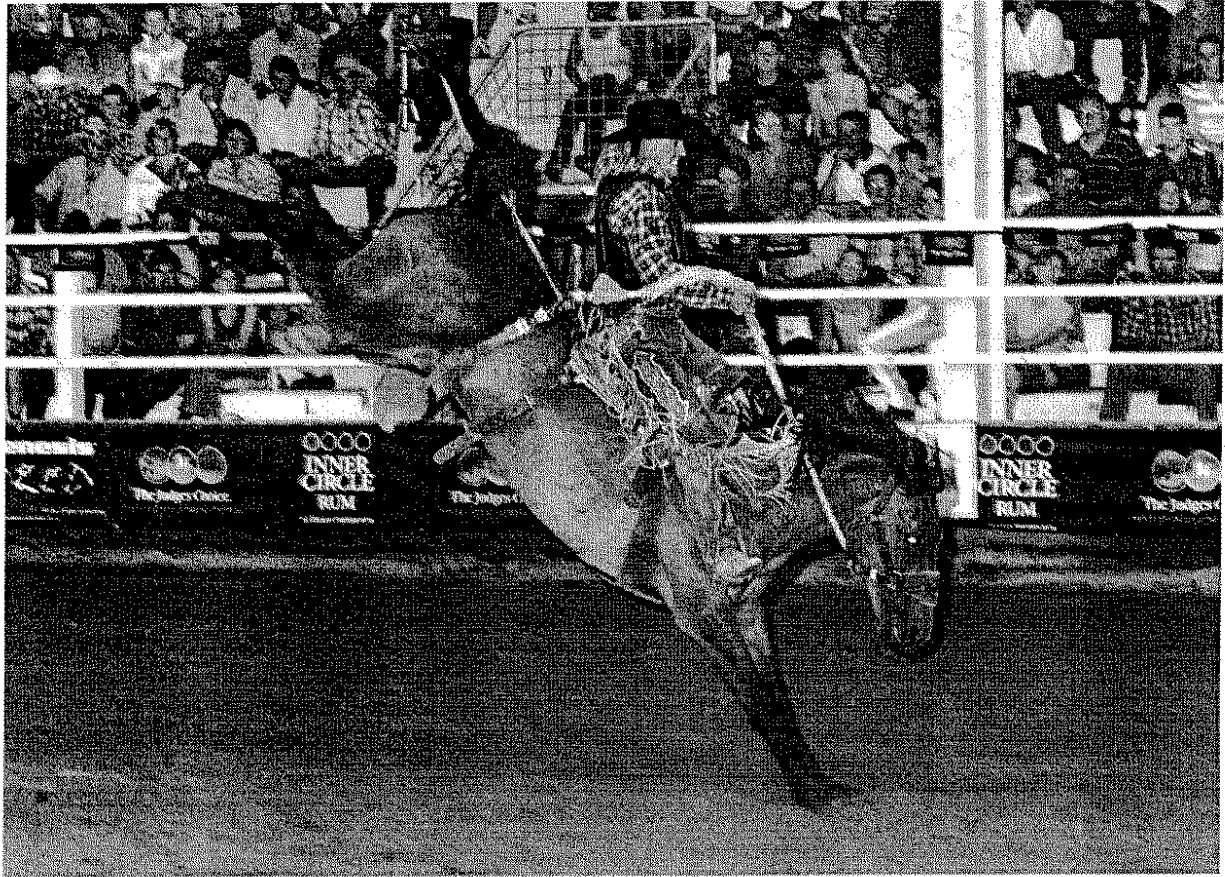
This brings to the management of the company a unique blend of competencies, experiences and corporate flair that will provide the Centre with the vision, direction and drive to ensure that the Centre meets its objectives and provides an outstanding event experience to participants.

Legal Form of the Business

The Centre's infrastructure will be owned by Tamworth Regional Council and its operations managed by a 'not for profit' incorporated body with a board of management. The board members will represent the various interest groups and co-funders of the Centre. Each member association will be a signatory to a memorandum of understanding ensuring that funding and agreed conditions are prescribed in a legally binding arrangement. (Refer appendix 8.)

Each party associated with the AELC has signed a 'Memorandum of Understanding' acknowledging the developing long-term partnership, securing financial support for construction and the ongoing occupation of administrative functions. Each partner in signing the 'Memorandum of Understanding' acknowledges the ongoing benefits of establish a national centre for equine and livestock activities and reaffirms Tamworth's status as the desired location.

This form has been chosen as it best represents the relationship between the key participants and provides legal protection to arrangements whilst keeping the Centre's direction and visions clearly in the public arena. The form allows for other associations to join in the future as described in the incorporated body's rules of association. The form also provides the opportunity for other user groups, government or non-government agencies to partner with the AELC and the community in this initiative.



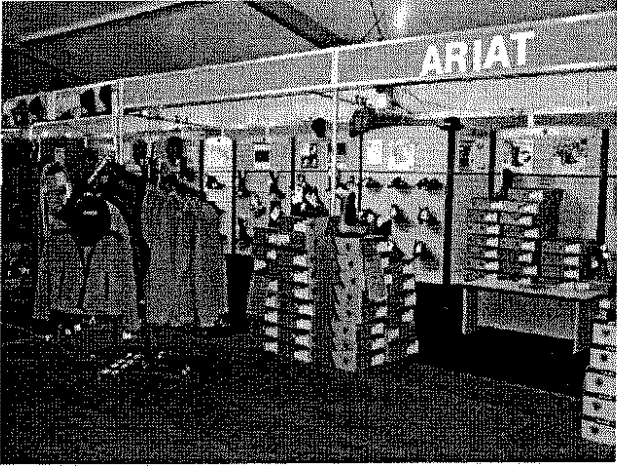
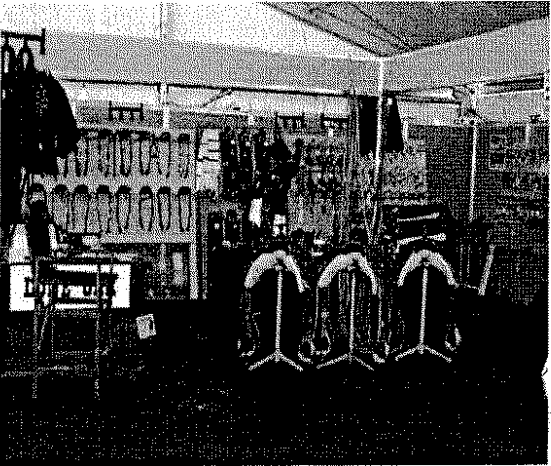
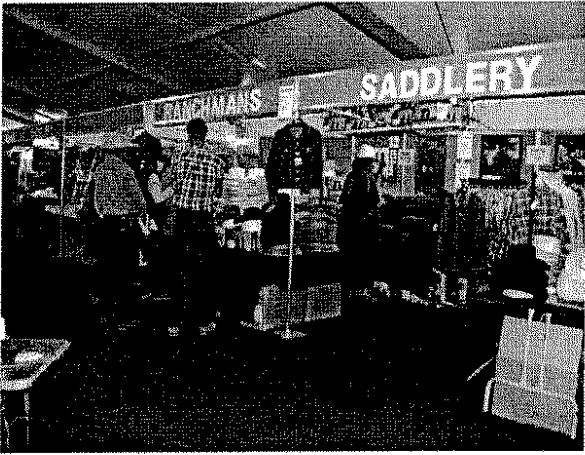
IV. Products and Services

The AELC has engaged Timothy Court and Company, renown architects to assist with the development of plans and comprehensive costings for the project. The plans are inclusive and are included in this document as appendices 6 and 7. The detail of facilities and services provided at the Centre and their associated pricing structures are also attached.

Products and services offered by the AELC will be of an international standard and include:

- Whole venue hire with the option to include TREC facilities
- Undercover Centre arena hire of 80m x 40m clear floor space
- Standard spectator seating configuration of 3,100 seats expandable to 5,000 seats for larger events
- A further 5,000 seats and 4,800 square metres are available within TREC; giving a combined total of 10,000 seats and 8,000 square metres undercover.
- 500 international standard permanent stables
- 200 truck/trailer hard stand, serviced parking and camping sites
- Fodder and stable bedding sales
- Contracted food and beverage services
- Trade and exhibition sites

Typical Exhibition sites



V. Marketing Plan

Market research

Significant market research has been conducted in support of the development and business marketing strategy for the Centre. As early as the mid 1990s various studies, including those conducted by the Tamworth Development Corporation have indicated there was potential for growth in the equine and livestock event industry and that many of the major associations were dissatisfied with facilities that were available.

Consistently since that time, events have continued to grow in size, stature and attendance. What has been consistent in the research has been the need for a Centre that had the potential to provide world's best practice in animal management, seating and associated services as well as the capacity and ability to promote and display the event nationally and internationally.

Critical in a world of globalised media where the use of internet streaming and live or taped television, the market is in need of a Centre that can showcase the best in Australian breeding and equine performance events on a world stage.

Primary Market Research Factors

The primary factors that the market desire are:

- Adequate facilities to hold events under cover and with protection from inclement weather, including stabling pens and chutes for livestock.
- Animal management facilities that do not stress the animals and do not diminish from the performance capability of the animal.
- Seating capacity of approximately 3,100 people with sufficient amenities and services to meet their needs.
- Adequate surround land to handle participant and public parking as well as the capacity to support secondary business/service providers.
- Ability to support Internet/television/radio coverage.
- Ability to handle national and international events with sufficient fodder, and other logistical needs of the animals and sufficient stocks and competitive price.
- Competitors and visitors to equine and livestock events prefer to be located in Tamworth on the east coast of Australia.

It is the capacity to provide world's best practice in a climate of managerial professionalism and flexibility that is the underlying factor that the market desires. It is clear from the research that the market place has developed into a number of very professional associations with both national and international experience who have a clear expectation and expect a successful event centre to reflect the same level of professionalism and management practices.

Economics

The market research has defined the following facts:

- The annual NCHA Futurity is classified as a Tourism NSW Flagship event. As a single event it contributed an estimated \$7million directly to the regional economy in 2003. Another two NCHA events in the same year contributed a further \$3million – a total value of \$10million from one Tamworth based association.
- The total economic value of all Tamworth based equine events and activities were estimated to be \$45 million for 2004 to the regional economy.
- The current demand in target market is for a Centre that has excellent facilities and ancillary services. The Centre needs to have a capacity in the vicinity of 3,100, with the potential for future growth to meet the markets continual expansion.
- The growing trend in the market is for high quality services, excellent stabling and penning facilities and comfortable all weather seating and public areas. A growing trend is in event management and capacity to market and promote through the open media onto the national and world stage.
- All researched events and associations have indicated continual growth for their events and in many cases the growth has been inhibited by insufficient facilities from the current centres being used.
- The Centre has ensured minimal barriers to its entry into the market through extensive consultation with the major event owners and has addressed the following factors in its planning:
 - **Event Commitment.** Gained support and commitment from major associations to stage their events in the AELC. The AELC will be multi-functional adding value and infrastructure in the Tamworth Sporting and Recreational precinct. The Centre will be dedicated to equine and livestock industry and enhance supporting events and activities for community and special interest activities.
 - **Production Costs.** Location in rural NSW has ensured that the production costs can be maintained within the market's expectations. Fodder, food services, ancillary support services have all proven to be costed within acceptable levels to keep production costs within the markets price range.
 - **Marketing Costs.** The Centre's location in Tamworth brings the Centre in close proximity to 3 television stations, a number of radio stations and a print media outlet that specialises in the rural market. The city also has extensive experience in marketing and promotion through the Tamworth Country Music Festival. Experience has shown that marketing within Tamworth out into the National and International market can be achieved within or above the market's cost and service expectations.
 - **Consumer acceptance and brand recognition.** The Centre will through its location, style and quality of its services and facilities, be accepted into the market place as an extension of the cities reputation for outstanding support and service. Tamworth has established itself as the consummate centre for country Australia both nationally and internationally through the Tamworth Country Music Festival. Tamworth is recognised as the ideal location for a nationally significant venue for equine and livestock activities.

- **Training and skills.** Tamworth has already, well trained and skilled personnel. It has the market acceptance of the ability of Tamworth to provide qualified and experienced horse and cattle handlers. Through the consultative process the management and marketing ability at board level is consistent with the industry and the market expectations. The New England Institute of TAFE has been conducting equine and animal health related accredited courses for many years. The development of the AELC will support and enhance public and private training activities.
- **Unique technology.** The Centre will seek out and use the latest in technology to showcase the centre's events. Being a new facility it can ensure that during construction adequate facilities to meet the needs of technology such as for the media or Internet live streaming are addressed. Public address system and food handling and delivery are examples.

Potential Changes to the Market

- The following areas have the potential to affect the Centre
 - **Change in technology.** The fasted growth in technology is through the global data communications and the ability to place product and services onto the world stage. Other changes in technology such as animal management, food and beverage services will impact the centre.
 - **Change in government regulations.** The Centre's board of management will include Local Government representation. Through this representation the implication of regulatory changes can be addressed during the regulations development and operational stages.
 - **Change in the economy.** The current target market has continued to be buoyant and has grown during a difficult economic climate. All key indicators suggest that the market is highly resilient and has sufficient capacity to respond to economic changes. However, the Centre has the capacity to provide for a significant number of alternative events or activities to cover any shortfall in expected market events or activities.
 - **Change in the industry.** Key indicators suggest that the Centre's planning and operation directly meets the change in the industry towards high quality facilities. These will provide a development platform to meeting international opportunities.

Product

The customer is ultimately a competitor and will view the product as a facility to showcase their equine, livestock or services in an all weather facility that has suitable support to ensure that the association's members, the public and through the media to the wider national and international market gain market acceptance to their breed, sport or industry. The AELC will cater for the needs of the competitors as well as the livestock.

In essence the Centre is a vehicle for promotion and income. Therefore the customer has a vested interest in all aspect of the operation of the Centre during their event to ensure they can maximise their investment.

Features and Benefits

The Centre's major features and benefits are:

- The most important feature is that the Centre's construction, services and managements is focused on the needs and expectations of the market. It will be that the Centre has consulted the market, has included the market in its management and that it is empathetic to the market needs that will be one of the two key drivers to the Centre's success.
- The Centre will be a showcase for competition and events at a national and international level. These two factors will differentiate the Centre from its competitors.
- The Centre will have access to sufficient quantity and quality livestock from the Tamworth region for competitive purposes. Equine events often need access to livestock for competition, Tamworth and specifically the NCHA has established a network of providers and transport operators coordinating livestock and transport for events.
- The Centre being located in Tamworth will also provide sufficient motels, entertainment and produce needs as well as media and transport, logistics and their related support services. The Centre and its location at Tamworth provide a multiplier affect that enhances the direct benefits of the Centre.
- The Centre will be built and operated to meet OH&S, public risk and environmental requirements and expectations.

Customers

The Centre's customers are diverse. The principal customers are competitors, the equine and livestock associations, members, buyers and sellers. The secondary customer base is the spectator public. The third, but equally important customer is the small retailers and traders groups.

Demographic Profile

With such diverse groups the demographic profile is also diverse. Given this the market plan has considered these factors in regards to the customers:

- **Age.** The age of the customer will vary. Most of the direct negotiators for events will be adults probably above 35. The public will vary from babies through to old age and facilities will need to reflect that age variation.

- **Gender.** The customer is likely to be either gender across the full spectrum of the customer.
- **Location.** The vast majority of the customers are going to be rural based or have a rural view on economics and services and are located throughout Australia and overseas.
- **Income level.** Experience has shown that many participants may have higher than average wealth characteristics and will expect a high level of service. Experience has also shown that some participants can be from the middle income area and the public tend to reflect this range. Product and services will need to reflect this income and expectation range.
- **Education.** Education across the customer based is diverse with most having secondary and tertiary qualifications. Most negotiators will have extensive experience and or education in their industry and particularly in animal husbandry.

For business customers, the demographic factors:

- **Industry.** The major customers will come from the equine and livestock associations throughout Australia.
- **Size of Associations.** There is a combined membership of the associations in excess of 10,000 members.

Competition

The predominant competition to the existing and proposed Tamworth facility is spread amongst a range of city and regional based facilities that are mainly equine related.

The city facilities of Horsley Park (NSW) and Werribee Park (Vic) were built to cater for Olympic style events and are largely unsuitable to the market segment located in Tamworth.

Their inadequacies include onsite limited accommodation for owners and trainers, insufficient stabling and lack of access to stock for competition.

Alternate regional sites include Dubbo and Toowoomba, both have similar weaknesses with insufficient stabling and spectator facilities in size and quality and are unable to cater for national and international equine events.

Tamworth retains dominant natural strengths for both the equine and livestock industry segments due to:

- it being equi-distant between Queensland and Victoria as well as being relatively central to the NSW market
- having ready access within the region to the large number of livestock required for competition events
- is presently the centre and concentration of major equine association's national offices and expertise
- having beef cattle breed societies and the thorough bred horse industries located in adjacent regions
- Tamworth having a significant level of pre-existing investment in each target market segment – breeders, investors, owners, trainers, enthusiasts, and specialised professionals

- Tamworth holding a strong brand position as the national Country Music and Equine Industry capital

Tamworth has a number of competitive and market weaknesses regarding its ability to service its equine and livestock industries which primarily relate to the inadequacy of the present facilities to meet the present and growing needs. The major users have expressed they will not be able to maintain their events within Tamworth without new facilities.

Whilst competitive centres will aspire to attracting these events, all have limitations and are not able to serve the requirements either. The various segments will fracture if they leave Tamworth in search of facilities to meet their basic needs and holistically the industry will be weakened to the extent that any regional, national or international opportunities will be setback for many years.

Market Strategies

The investment by the business, Government and community stakeholders in the AELC will provide a facility which will meet the long term requirements and opportunities of the target markets by:

- Providing an improved indoor arena meeting diversified needs of users
- Offering a high quality stabling and handling complex of market matched size
- Establishing proximate and quality based rig parking and camping facilities for participants
- Developing improved levels of comfort of spectators and participants, and utilising technology access to the world
- Co-locating and sharing facilities, resources and promotion with TREC. This will generate synergistic outcomes and benefits for all stakeholders and customers.
- Improved event management capability and professionalism
- Overall facilities that meet contemporary management expectations and regulatory control of risk, security over animals and property, public safety and OH&S and environmental control
- Expanding and adding value to equine and livestock related industries, sports and events in Tamworth and the New England North West region

The most significant aspect of this business and its marketing strategy is that its prime purpose is to meet the unsatisfied demand of existing customers and users.

This strategy does not rely on finding new markets or customers; moreover it seeks to use the existing activities as a base line and to engage in mutual development with each user group. It is planned to build on the benefits and strengths of the facility and the professional resources available within the region.

Promotion

The promotional strategy relies on the strong relationships between the user groups, the AELC and TREC event management team capabilities, the tourism operators and bodies to cooperatively promote the planned activities.

The major user groups are the dominant stakeholders in event investment and retain ownership over their respective events. They will continue to manage and fund event promotion directly to their members and client participants. It is envisaged that cooperative advertising and media promotion from all stakeholders including AELC will be directed to the local and regional market for the major events.

A clear brand image for AELC and TREC will need development to position the joint precinct facility as a unique world class facility. This will need ongoing brand and positioning promotion by the Regional Council and its responsible tourism and event bodies.

The following table indicates the forecasted Sales revenues for the Centre for the next seven years

Seven Year Sales Projections Australian Equine and Livestock Centre

	FYr 04/05	FYr 05/06	FYr 06/07	FYr 07/08	FYr 08/09	FYr 09/10	FYr10/11
Undercover Arena Hire	\$ -	\$ -	\$ 162,132	\$ 245,058	\$ 250,754	\$ 256,451	\$ 264,851
Arena Cleaning Expense Recovery	-	-	52,700	71,256	72,912	74,569	76,862
Arena Electricity Expense Recovery	-	-	48,646	65,775	67,304	68,832	70,950
Arena sand usage Expense Recovery	-	-	12,532	17,089	17,486	17,884	18,442
Technical Equip hire Expense Recovery	-	-	35,941	55,839	56,792	57,745	59,394
Waste disposal Expense Recovery	-	-	2,303	3,589	3,673	3,756	3,935
Sale of exhibition space to retailers / dem	-	-	55,309	77,759	79,566	81,374	84,907
Stable/stall hire to participants	-	-	267,567	321,882	329,364	336,846	350,176
Camping site hire to participants/spectato	-	-	62,191	69,071	70,676	72,282	74,854
Gate takings/ admission fees	-	-	1,576	2,904	2,971	3,039	31,869
Car Park Parking fees	-	-	29,493	40,916	41,867	42,818	45,303
Beverage sales	-	-	41,475	57,538	58,875	60,213	63,707
Food sales	-	-	41,475	57,538	58,875	60,213	63,707
Fodder sales	-	-	8,864	9,693	9,918	10,143	10,648
Merchandise and Souvenir sales	-	-	41	76	78	80	835
Commission + Yard Rev	-	-	33,861	54,487	55,046	55,605	56,164
Sales	\$ -	\$ -	\$ 856,104	\$ 1,150,469	\$ 1,176,159	\$ 1,201,848	\$ 1,276,604

Construction Stage

Key Statistics (Factored by probabilities)

Sale Days	0	0	2	5	5	5	5
Cultural days (incl C'music)	0	0	11	13	13	13	13
Indoor days & Prep days	0	0	98	130	130	130	131
Horse Stall days	0	0	14,088	16,258	16,258	16,258	16,548
Camping days	0	0	5,920	6,422	6,422	6,422	6,506
Attendance visitor days	0	0	52,642	71,332	71,332	71,332	73,832



VI. Management and Organisation

The AELC will be managed by an incorporated body auspiced by the Tamworth Regional Council. The management Board will be representative of industry, community and Government. The flexibility of the 'Memorandums of Understanding' and the nature of the relationship between partners enables industry or community groups with similar or complementary objectives to become a project partner at any time.

The AELC will be managed on a day to day basis by a General Manager, who will have at significant experience in managing events based projects at this same level. This manager will provide clear direction to both the small contingent of permanent staff and the fluctuating levels of casual and part time employees that this event based project will require. This manager will also co-ordinate through effective communication, in a professional and courteous manner, with the management of the Tamworth Regional Entertainment Centre. This co-ordination will bring mutual benefits, through shared resources, to both the TREC and the AELC.

Professional and Advisory Support

Board of Management is driven by industry and community and does comprise of:

Greg Maguire (Chair), representing Tourism Tamworth brings an independence to the Chair of the AELC Advisory Group. As Deputy Chair of Tourism Tamworth and prominent local businessman his experience in events and hospitality is paramount to the sustainability of the project.

Gail Ritchie is the current Chief Executive Officer of the National Cutting Horse Association. The NCHA is the major equine event operator in Tamworth conducting four national competitions annually. As a competitor and breeder Gail compliments the Board structure with her personal interest as a breeder and competitor in Australia and overseas.

Rosemary Harmer is the Chief Executive Officer of the Australian Bushmen's Campdraft and Rodeo Association. Campdraft and rodeo is one of the largest and oldest competitive sports in Australia. Prior to joining the Australian Bushmen's Campdraft and Rodeo Association, Rosemary was employed by the RSPCA providing unique skills in animal welfare, venue operations and competitive experiences to the partnership.

Hunter Jones is the Chief Executive Officer of the Australian Quarter Horse Association representing over 6,000 breeders and competitors with registered Quarter horses. Hunter's administration skill in managing and administering the largest membership complements the business and livestock skills of the Board.

Dick Cameron is the President of the Stock & Station Agents Association Limited representing livestock sellers and agents nationally. The link to this expansive network of buyers and sellers of livestock will enhance the business opportunities for the AELC.

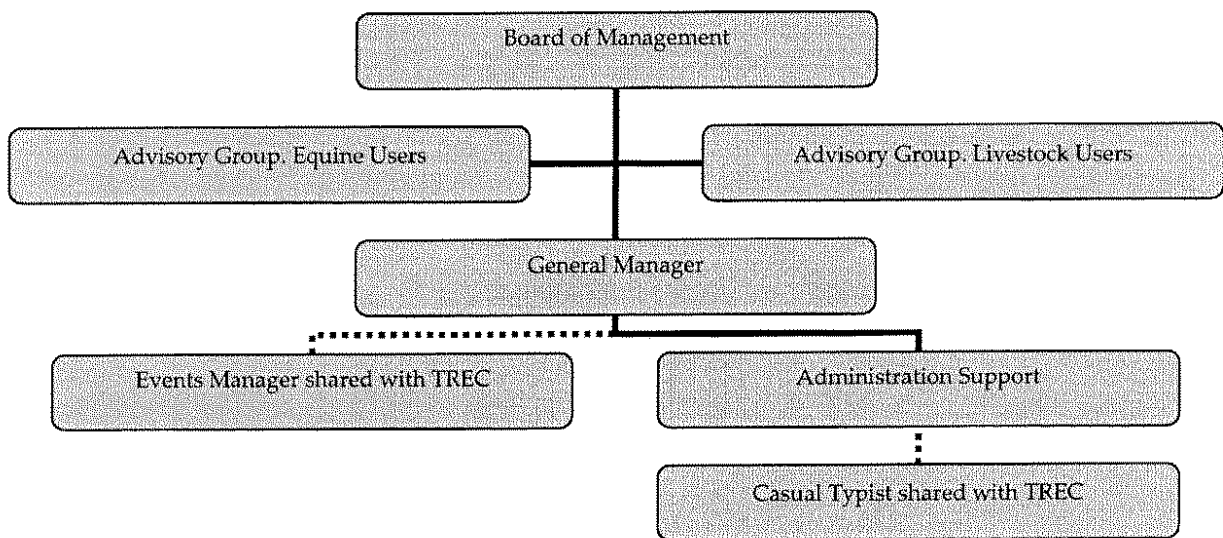
Scott Higginbotham is the Chair of the Australian Professional Rodeo Association. The Australian Professional Rodeo Association is the international link to the developed and lucrative American rodeo circuit. His experience in rodeo and events promotion has been enhanced by his business interests in broadcasting and media.

James Treloar is the Administrator and the representative of Tamworth Regional Council. As administrator James Treloar represents the communities of Tamworth,

Nundle, Manilla and Barraba. James is a successful local business owner and recognises Local Government can be committed to and lead economic and social development.

Terry Keating is the current Chair of the Tamworth Development Corporation. As a successful local businessman and representing the leading economic development agency in a regional centre, Terry recognises the importance of supporting an established industry, regional business and employment.

The management of the AELC provides positions for funding partners from Government and non-Government sources.



VII. Start-up Expenses and Capitalisation

After extensive discussions with other coordinators of similar construction project the following start-up expenses have been forecast. It has been the decided, based on experience of many, that a \$50,000 to \$60,000 contingency should be included rather than padding up individual items to allow more accurate forecasting.

Startup Expenses Australian Equine and Livestock Centre

Sources of Capital

Equine Parties Investment (NHCA,ABCRA,AQHA,APRA)	\$	2,000,000
Tamworth Regional Council		2,600,000
NSW State Government		3,350,000
Australian Government		6,000,000
Total Investment	\$	13,950,000

Startup Expenses

<u>Buildings/Real Estate</u>		
Land Purchase		500,000
<u>Construction</u>		
Indoor Arena		4,459,000
Campdraft Arena & Warmup Arena		106,000
Truck Parking / Campsites		1,156,000
Stock & Horse Ramps & Yards		474,000
Stables		4,374,000
Office & Admin Bigs & Amenities		1,007,000
Roads and Parking		806,000
Polocross / Water quality pond / Services		808,000
Project Management		114,000
Total Buildings/Real Estate		13,804,000
<u>Capital Equipment List</u>		
Furniture		20,000
Equipment		50,000
Fixtures		10,000
Total Capital Equipment	\$	80,000

Location and Admin Expenses

Utility deposits		8,000
Total Location and Admin Expenses	\$	8,000

<u>Reserve for Contingencies</u>	\$	58,000
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<u>Working Capital</u>	\$	-
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Summary Statement

Sources of Capital

Owners' and other investments	\$	13,950,000
Total Source of Funds	\$	13,950,000

Startup Expenses

Buildings/real estate	\$	13,804,000
Capital equipment		80,000
Location/administration expenses		8,000
Contingency fund		58,000
Working capital		-
Total Startup Expenses	\$	13,950,000

VIII. Financial Plan

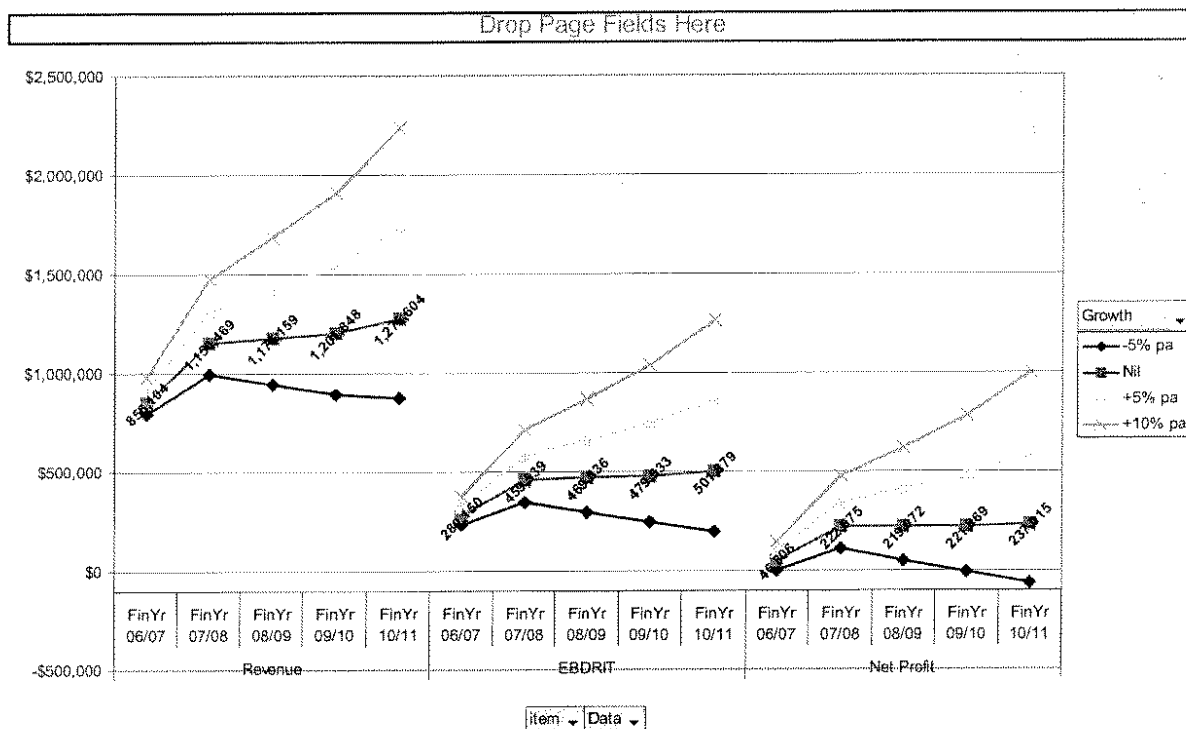
The following financial statements have been developed on a conservative basis to accommodate this scaled back version of Australian Equine and Livestock Centre.

Revenue and schedule of events

A basic assumption of the revenue and variable expense model is that each user group will promote and run its own events as has been past practice. Each event manager will be responsible for collecting its revenue and incurring its event costs. As a consequence the AELC receives revenue from the user group for facility hire whilst stable hire and camp sites income is received from individuals. Variable expense will reflect those AELC revenue streams.

The underlying driver of the AELC results is a basic schedule of events and their associated probability of being run at the new centre. This schedule also includes; Attendance, Event days, Preparation days and Number of horses involved. The total number of likely days utilised at the centre is forecasted to be 112 days (Year 1 of operations) in this report. It has been assumed that the events operated by the four key supporting equine groups (NCHA, ABCRA, AQHA & APRA) will all be held at the new centre. Other users of the centre have been allocated conservative probabilities as to the likelihood of their event happening at the centre. The first full year of operation is based on current known events. Previous proposals for this centre have included a schedule of events with two stage growth strategies in year 2 and 3 respectively. These financials have adopted a more conservative single step growth option in the second year of operation only, with no increase in the number of events thereafter. Although new additional events run directly by AELC are highly probable, these conservative financials do not include any of these potential activities.

Annual growth rates of 10%, indicated in interviews with key user groups and industry surveys, have been discounted to 0% in these financials. However a sensitivity analysis is presented graphically below for a range of growth levels from -5% to +10% to demonstrate the viability of this enterprise to fluctuations in economic activity.



Inflation rates of 2.55% for financial year 05/06 and 2.5% for each year thereafter have been factored into both revenue and costs in these reports.

Selling prices and charge out rates used to calculate revenue have been determined either on a cost plus basis or an industry acceptable level.

Variable Costs

Unit costs have been calculated by research of past feasibility studies reconciled to with current information attained during recent interviews with key users of current facilities in Tamworth.

Where special facility costs are involved these cost will be passed on to the users with minor mark-ups to cover administration costs. Technical equipment associated with special entertainment events is an example of this. Sundry operating variable costs are struck as a % of revenue recovered to account for the labour and maintenance expenses associated with collecting it.

Fixed Costs

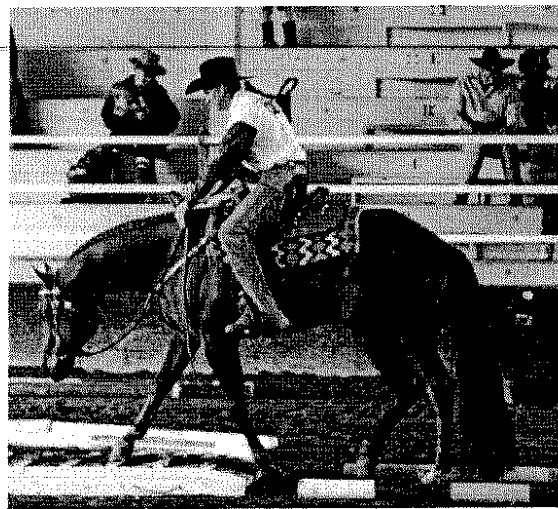
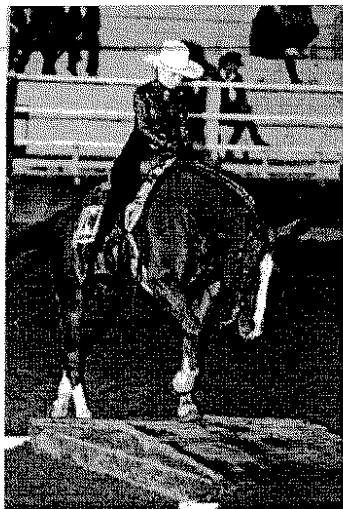
The fixed costs of operating the Centre have been forecasted to include repairs and maintenance of buildings and grounds which climbs from a low of 0.5% of building costs (\$73,000) in the first year of operation, on a graduating scale, to 1.0% of building costs (\$139,000) by the fourth year of operations.

Depreciation has been applied in these financial at a rate of 2% pa for Buildings to a residual of 20%. Other depreciation of the Fixed Assets has been calculated at 20% pa to a zero residual.

Seven Year Profit Projection Australian Equine and Livestock Centre

	FYr 04/05	FYr 05/06	FYr 06/07	FYr 07/08	FYr 08/09	FYr 09/10	FYr10/11
Sales	\$ -	\$ -	\$ 856,104	\$ 1,150,469	\$ 1,176,159	\$ 1,201,848	\$ 1,276,604
Variable Costs (recharged)							
Electricity (arenas / grounds / campsites)	-	-	47,333	63,249	64,719	66,189	68,243
Arena cleaning	-	-	47,909	64,778	66,284	67,790	69,875
Stable bedding & cleaning	-	-	21,953	31,156	31,880	32,604	33,655
Landscaping / Sand & Grd Prep / Waste disposal	-	-	14,394	20,177	20,592	21,006	21,669
Entertainment / Judging / Decorating / Tech Equip	-	-	33,903	53,280	54,204	55,129	58,671
Sundry operating expenses	-	-	49,700	59,078	60,452	61,825	68,535
Total Variable Costs	\$ -	\$ -	\$ 215,191	\$ 291,718	\$ 298,130	\$ 304,543	\$ 320,648
Gross Operating Margin	\$ -	\$ -	\$ 640,913	\$ 858,751	\$ 878,028	\$ 897,305	\$ 955,956
Fixed Costs							
General Manager	\$ -	\$ -	99,798	102,173	104,548	106,923	109,298
Office administrator	-	-	28,889	29,576	30,264	30,951	31,639
Wage on costs (20%)	-	-	25,737	26,350	26,962	27,575	28,187
Total Salaries & Wages	-	-	154,424	158,099	161,774	165,449	169,124
Accounting & Legal	-	-	10,505	10,755	11,005	11,255	11,505
Insurance Public liability	-	-	10,505	10,755	11,005	11,255	11,505
Insurance Building etc	-	-	15,758	16,133	16,508	16,883	17,258
Water	-	-	31,515	32,265	33,015	33,765	34,515
Security	-	-	15,758	16,133	16,508	16,883	17,258
Landscape & Minor equip. & Pest	-	-	8,404	8,604	8,804	9,004	9,204
Phone	-	-	21,010	21,510	22,010	22,510	23,010
Consumables & cleaning	-	-	6,828	6,991	7,153	7,316	7,478
Advertising	-	-	13,131	13,444	13,756	14,069	14,381
Repairs/ Maintenance as % of capital cost	-	-	72,926	104,526	106,955	109,385	138,840
Total Fixed Expenses	-	-	360,763	399,213	408,492	417,772	454,077
EBDRIT	-	-	280,150	459,539	469,536	479,533	501,879
Depreciation	-	-	233,344	236,864	250,464	257,664	264,864
Net Profit	\$ -	\$ -	\$ 46,806	\$ 222,675	\$ 219,072	\$ 221,869	\$ 237,015
Key Statistics (Factored by probabilities)							
Sale Days	0	0	2	5	5	5	5
Cultural days (incl C'music)	0	0	11	13	13	13	13
Indoor days & Prep days	0	0	98	130	130	130	131
Horse Stall days	0	0	14,088	16,258	16,258	16,258	16,548
Camping days	0	0	5,920	6,422	6,422	6,422	6,506
Attendance visitor days	0	0	52,642	71,332	71,332	71,332	73,832
Total Gross Assets (TGA) employed			\$13,722,000	\$13,947,000	\$13,952,500	\$13,958,550	\$13,965,205
Return on Total Gross Assets (EBDRIT / TGA)			2.0%	3.3%	3.4%	3.4%	3.6%

Construction Stage



Funding of the Project

Due to strengthened partnerships and a resolve to make the project viable for all stakeholders, a greater commitment to the project and its funding has taken place. These arrangements will ensure funding can be secured from industry and government.

The NSW Government has already committed to a contribution towards the project of \$3.35 million. Confirmed funding from industry groups; National Cutting Horse Association, Australian Bushmen's Campdraft and Rodeo Association, Australian Quarter Horse Association and the Australian Professional Rodeo Association has added a further \$2.0 million to the funding sources. The Tamworth Regional Council have also committed to \$2.60 million. The remaining funds of \$6.0 million are sought from the Australian government under the Regional Partnerships scheme.

The following table outlines the funding sources that have been identified for the centre.

Source	Contribution	Status	Confirmed
NSW State Government *	\$3.35m	Unconditional	\$3.35m
Commonwealth Government	\$6.00m	Targeted	
Equine Associations *	\$2.0m	Unconditional	\$2.0m
Tamworth Regional Council *	\$2.60m	Unconditional	\$2.60m
Total	\$13.95m		\$7.95m

* Please refer to Appendix 6 for copies of commitment letters and Memorandums of Understanding

The planned utilisation of these funds is indicated in Appendix 2

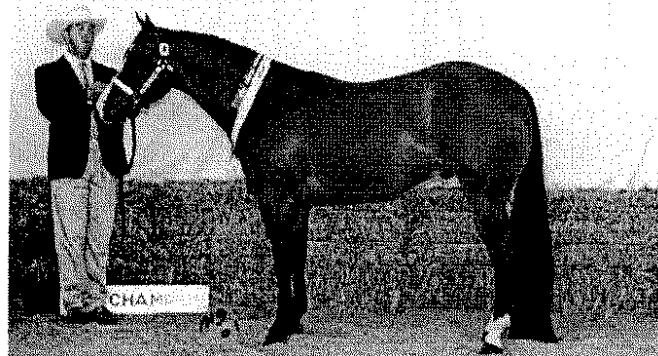


Projected Cash Flow

After removing no cash items from the preceding Profit and Loss forecast the following Cash Flow gives forecasts indicative outcomes over the next five years.

Seven Year Cash Flow Australian Equine and Livestock Centre

	FYr 04/05	FYr 05/06	FYr 06/07	FYr 07/08	FYr 08/09	FYr 09/10	FYr 10/11
Cash on Hand (beginning of Year)	0	0	8,000	8,150	742,689	356,725	380,208
CASH RECEIPTS							
Cash Sales	0	0	856,104	1,150,469	1,176,159	1,201,848	1,276,604
Equine Parties Investment (NHCA, ABCRA, AQHA, APRA)	500,000	500,000	500,000	500,000			
Tamworth Regional Council	1,000,000	1,600,000					
NSW State Government		3,350,000					
Australian Government		6,000,000					
TOTAL CASH RECEIPTS	1,500,000	11,450,000	1,356,104	1,650,469	1,176,159	1,201,848	1,276,604
Total Cash Available (before cash out)	1,500,000	11,450,000	1,364,104	1,658,619	1,918,848	1,558,573	1,656,811
CASH PAID OUT							
Total Variable Costs	0	0	215,191	291,718	298,130	304,543	320,648
Total Fixed Expenses	0	0	360,763	399,213	408,492	417,772	454,077
Working Capital Movement	0	0	50,000	5,000	5,500	6,050	6,655
SUBTOTAL	0	0	625,954	695,930	712,123	728,365	781,380
Capital purchase of land	500,000						
Construction							
Milestone 1 - Site establishment, setout, bulk excavation to roads, indoor arena, sporting field and stables	810,000						
Milestone 2 - Infrastructure, water, sewer, electrics, base course to roads, shop drawings	190,000	1,000,000					
Milestone 3 - Building base course, hydraulic, footings and seating terraces to indoor, Administration and Stables		2,320,000					
Milestone 4 - Structural steel frames to indoor and Stables		1,850,000					
Milestone 5 - Roof to indoor, Administration and Stables		720,000					
Milestone 6 - Roughin of electrics and plumbing to indoor, Administration, Stables and Amenities		900,000					
Milestone 7 - External cladding to Administration and indoor, Stable fitout (boxes, lockup) paving		1,620,000					
Milestone 8 - Completion of roads, grassing and internal fitout of Administration, indoor, Stables, Amenities including electrics.		2,450,000	650,000	220,000			
Milestone 9 - Completion and commissioning		460,000					
Project Management		114,000					
Alterations and additions					850,000	450,000	450,000
Furniture			20,000				
Equipment			50,000				
Fixtures			10,000				
Total Location and Admin Expenses		8,000					
TOTAL CASH PAID OUT	1,500,000	11,442,000	1,355,954	915,930	1,562,123	1,178,365	1,231,380
Cash Position (end of year)	0	8,000	8,150	742,689	356,725	380,208	425,432

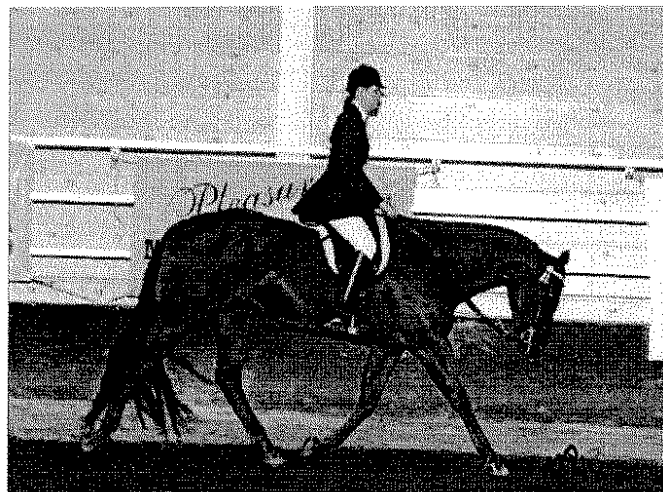


Projected Balance Sheet

The following Balance Sheet is presented as an estimate of AELC's financial position over the next seven years

Projected Balance Sheet Australian Equine and Livestock Centre

	Projected as at End of FYr 04/05	Projected as at End of FYr 05/06	Projected as at End of FYr 06/07	Projected as at End of FYr 07/08	Projected as at End of FYr 08/09	Projected as at End of FYr 09/10	Projected as at End of FYr10/11
Assets							
Current Assets							
Cash in bank	\$ -	\$ 8,000	\$ 8,150	\$ 742,689	\$ 356,725	\$ 380,208	\$ 425,432
Accounts receivable	-	-	50,000	55,000	60,500	66,550	73,205
Inventory	-	-	15,000	16,500	18,150	19,965	21,962
Total Current Assets	\$ -	\$ 8,000	\$ 73,150	\$ 814,189	\$ 435,375	\$ 466,723	\$ 520,596
Fixed Assets							
Furniture	-	-	20,000	20,000	20,000	20,000	20,000
Equipment	-	-	50,000	50,000	50,000	50,000	50,000
Fixtures	-	-	10,000	10,000	10,000	10,000	10,000
Land Purchase	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Milestone 1- Site establishment, setout, bulk excavation to roads, indoor arena, sporting field and stables	810,000	810,000	810,000	810,000	810,000	810,000	810,000
Milestone 2- Infrastructure, water, sewer, electrics, base course to roads, shop drawings	190,000	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000	1,190,000
Milestone 3 - Building base course, hydraulic, footings and seating terraces to indoor, Administration and Stables	-	2,320,000	2,320,000	2,320,000	2,320,000	2,320,000	2,320,000
Milestone 4 - Structural steel frames to indoor and Stables	-	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Milestone 5 - Roof to indoor, Administration and Stables	-	720,000	720,000	720,000	720,000	720,000	720,000
Milestone 6 - Roughin of electrics and plumbing to indoor, Administration, Stables and Amenities	-	900,000	900,000	900,000	900,000	900,000	900,000
Milestone 7 - External cladding to Administration and Indoor, Stable Fitout (boxes, lockup) paving	-	1,620,000	1,620,000	1,620,000	1,620,000	1,620,000	1,620,000
Milestone 8 - Completion of roads, grassing and internal fitout of Administration, Indoor, Stables, Amenities including electrics.	-	2,450,000	3,100,000	3,320,000	3,320,000	3,320,000	3,320,000
Milestone 9 - Completion and commissioning	-	460,000	460,000	460,000	460,000	460,000	460,000
Project Management	-	114,000	114,000	114,000	114,000	114,000	114,000
Alterations and additions	-	-	-	850,000	1,300,000	1,750,000	1,750,000
(LESS accumulated depreciation on all fixed assets)	-	-	(233,344)	(470,208)	(720,672)	(978,336)	(1,243,200)
Total Fixed Assets (net of depreciation)	\$ 1,500,000	\$ 12,934,000	\$ 13,430,656	\$ 13,413,792	\$ 14,013,328	\$ 14,205,664	\$ 14,390,800
Deposits	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Total Other Assets	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TOTAL Assets	\$ 1,500,000	\$ 12,950,000	\$ 13,511,806	\$ 14,235,981	\$ 14,456,703	\$ 14,680,387	\$ 14,919,398
Liabilities and Equity							
Accounts payable	\$ -	\$ -	\$ 15,000	\$ 16,500	\$ 18,150	\$ 19,965	\$ 21,962
Total Current Liabilities	\$ -	\$ -	\$ 15,000	\$ 16,500	\$ 18,150	\$ 19,965	\$ 21,962
Grants from Government and Equine User Groups	1,500,000	12,950,000	13,450,000	13,950,000	13,950,000	13,950,000	13,950,000
Total Long-term Grants	\$ 1,500,000	\$ 12,950,000	\$ 13,450,000	\$ 13,950,000	\$ 13,950,000	\$ 13,950,000	\$ 13,950,000
Total Liabilities	\$ 1,500,000	\$ 12,950,000	\$ 13,465,000	\$ 13,966,500	\$ 13,968,150	\$ 13,969,965	\$ 13,971,962
Retained earnings - beginning	\$ -	\$ -	\$ -	\$ 46,806	\$ 269,481	\$ 488,553	\$ 710,422
Retained earnings - current	-	-	46,806	222,675	219,072	221,869	237,015
Total Owners' Equity	\$ -	\$ -	\$ 46,806	\$ 269,481	\$ 488,553	\$ 710,422	\$ 947,437
TOTAL Liabilities & Equity	\$ 1,500,000	\$ 12,950,000	\$ 13,511,806	\$ 14,235,981	\$ 14,456,703	\$ 14,680,387	\$ 14,919,398



Break-Even Analysis

In predicting the sales volume, at a given price, required to recover total costs the following Break-Even Analysis was determined.

Break-Even Analysis Australian Equine and Livestock Centre

FYr 06/07

Cost Description	Fixed Costs (\$)	Variable Expenses (% of Sales)
General Manager	\$ 99,798	
Office administrator	28,889	
Wage on costs (20%)	25,737	
Accounting & Legal	10,505	
Insurance Public liability	10,505	
Insurance Building etc	15,758	
Water	31,515	
Security	15,758	
Landscape & Minor equip.& Pest	8,404	
Phone	21,010	
Consumables & cleaning	6,828	
Advertising	13,131	
Repairs/ Maintenance as % of capital cost	72,926	
Depreciation	233,344	
Interest	-	
Electricity (arenas / grounds / campsites)		5.53
Arena cleaning		5.60
Stable bedding & cleaning		2.56
Landscaping / Sand & Grd Prep /		1.68
Waste disposal		1.68
Entertainment/Judging / Decorating /		3.96
Tech Equip		3.96
Sundry operating expenses		5.81
Total Fixed Expenses	\$ 594,107	
Total Variable Expenses (% of Sales)		25.14
Breakeven Sales level =	\$ 793,582	

IX. Appendices

Please refer to separate documentation (file name: Appendices to Business Plan for AELC - version 8ul.doc) split off for sizing purposes)

Australian Equine and Livestock Centre Business Plan Appendices

1. Discounted Cash Flow Analysis
 2. Project Timetable and Funding Sources
 3. Project Budget
 4. Indicative Opinion of Possible Construction Costs.
 5. Blueprints and plans
 6. Maps and photos of location
 7. Memorandums of Understanding
 8. Tamworth Regional Entertainment Centre profile
 9. Letters of Support from:
 - o Stock and Station Agents' Association Limited
 - o Tamworth and District Chamber of Commerce & Industry
 - o Tourism Tamworth
 10. Bibliography of documents reviewed during AELC Business Plan development
 11. Product Pricing Tables
 12. Comparative SWOT Analysis
-

Appendix 1

**Australian Equine & Livestock Centre
Discounted Cash Flow - Longyard Equine Centre**

Year	Capital Costs A\$m	Total Revenue A\$m	Electricity A\$m	Cleaning & stables A\$m	Other & Sundry Variable Costs A\$m	Salaries & Wages A\$m	Other Fixed Overheads A\$m	Net Cash Flow Before Tax A\$m	N.P.V. Cash Flow Before Tax A\$m
FYr 04/05	(1.500)	-	-	-	-	-	-	(1.500)	(1.500)
FYr 05/06	(11.434)	-	-	-	-	-	-	(11.434)	(11.210)
FYr 06/07	(0.730)	0.856	(0.047)	(0.070)	(0.098)	(0.154)	(0.206)	(0.450)	(0.432)
FYr 07/08	(0.220)	1.150	(0.063)	(0.096)	(0.133)	(0.158)	(0.241)	0.240	0.226
FYr 08/09		1.176	(0.065)	(0.098)	(0.135)	(0.162)	(0.247)	0.470	0.434
FYr 09/10		1.202	(0.066)	(0.100)	(0.138)	(0.165)	(0.252)	0.480	0.434
FYr 10/11		1.277	(0.068)	(0.104)	(0.149)	(0.169)	(0.285)	0.502	0.446
FYr 11/12		1.356	(0.070)	(0.107)	(0.161)	(0.173)	(0.322)	0.524	0.456
FYr 12/13		1.440	(0.073)	(0.110)	(0.173)	(0.177)	(0.363)	0.544	0.464
FYr 13/14		1.530	(0.075)	(0.114)	(0.187)	(0.181)	(0.410)	0.563	0.471
FYr 14/15	11.107	1.625	(0.077)	(0.117)	(0.202)	(0.185)	(0.463)	11.688	9.588
Total	(2.777)	11.613	(0.605)	(0.915)	(1.376)	(1.524)	(2.791)	1.626	(0.623)
Internal Rate of Return		1.40%							

Appendix 2

TAMWORTH EQUINE & STOCK CENTRE

PROJECT TIMETABLE

Date 6 August 2004

Milestone Number	Milestone Description	Month Due	Estimated Cost \$(GST Exclusive) At July 2004 Prices	Estimated Cost \$(GST Exclusive) At July 2005 Prices
1	Site establishment, setout, bulk excavation to roads, Indoor Arena, sporting field and stables	July 2005	770,000	810,000
2	Infrastructure, water, sewer, electrics, base course to roads, shop drawings	August 2005	1,130,000	1,190,000
3	Building base course, hydraulic, footings and seating terraces to Indoor, Administration & Stables	September 2005	2,210,000	2,320,000
4	Structural steel frames to indoor and Stables	October 2005	1,760,000	1,850,000
5	Roof to indoor, Administration & Stables	November 2005	690,000	720,000
6	Roughin of electrics and plumbing to indoor, Administration, Stables and Amenities	December 2005	860,000	900,000
7	External cladding to Administration & Indoor. Stable fitout (boxes (Lockup) paving	January 2006	1,540,000	1,620,000
8	Completion of roads, grassing and internal fitout of Administration, Indoor, Stables, Amenities including electrics	February 2006	3,160,000	3,320,000
9	Completion & commissioning	March 2006	438,000	460,000
10	TOTAL		\$12,558,000	\$13,190,000

Notes:

Based on suggested milestones and commencement date as advised by Tim Court on 06/08/04

Appendix 3

TAMWORTH EQUINE & STOCK CENTRE

PROJECT BUDGET

Date 6 August 2004

Ref	Description	Estimated Cost \$ (GST Exclusive) At July 2004 Prices	Estimated Cost \$ (GST Exclusive) At July 2005 Prices
1	Wages, salary and superannuation	4,326,000	4,540,000
2	Labour on costs	2,330,000	2,450,000
3	Consultant/Contractors	Excluded	Excluded
4	Travel	Included	Included
5	Materials	5,400,000	5,670,000
6	Equipment Hire/Lease	502,000	530,000
7	Audit	Excluded	Excluded
8	Evaluation	Excluded	Excluded
9	Other Costs	Nil	Nil
10	TOTAL	\$12,558,000	\$13,190,000

LIST OF EXCLUSIONS

See Main Summary of Indicative Opinion of Possible Construction Costs

Appendix 4

TAMWORTH EQUINE & STOCK CENTRE

INDICATIVE OPINION OF POSSIBLE CONSTRUCTION COSTS

Date 6 August 2004

DRAFT

MAIN SUMMARY

Rev 07

Ref	Description	Unit	Qty	Rate \$	Amount \$ July 2004 Prices	Amount \$ July 2005 Prices
1	Indoor Arena	m2	7,700	545.71	4,202,000	4,413,000
2	Holding Yards (included in Indoor Arena)				included	included
3	Judges Box	m2	15	2,933.33	44,000	46,000
4	Administration Building	m2	450	1,395.56	628,000	660,000
5	Entry Forecourt	m2	5,400	39.44	213,000	224,000
6	Promenade (By Others)				Excluded	Excluded
7	Carpark (Note: Main entry road by Others)	m2	8,211	55.41	455,000	478,000
8	Entry Drive (Note: Main entry road by Others)	m2	1,930	34.20	66,000	69,000
9	Service Back of House Area	m2	2,550	12.94	33,000	35,000
10	Stock Ramp	m2	1,300	80.77	105,000	110,000
11	Stock Yards	m2	5,540	38.09	211,000	222,000
12	Horse Ramp	m2	955	141.36	135,000	142,000
13	Outdoor/Warm Up Arena & Camp Draft Arena	m2	2,190	46.12	101,000	106,000
14	Loading Mound & Horse Unloading				Excluded	Excluded
15	Truck Wash				Excluded	Excluded
16	Water Quality Control Pond				Excluded	Excluded
17	Stable Block 1 to 5	m2	15,225	273.56	4,165,000	4,374,000
18	Amenities Blocks	m2	180	1,833.33	330,000	347,000
19	Truck and Trailer Parking Bays	m2	27,160	40.50	1,100,000	1,156,000
20	Amenity Block and Canteen				Excluded	Excluded
21	Polocrosse Fields	m2	30,000	3.60	108,000	113,000
22	Water Quality Control Pond	m2	7,200	12.92	93,000	98,000
23	Services Infrastructure				569,000	597,000
24	TOTAL AT JULY 2004 PRICES (excl GST)				\$ 12,558,000	
25	Escalation allowances to July 2005				\$ 632,000	
26	TOTAL AT JULY 2005 PRICES (excl GST)				\$ 13,190,000	\$13,190,000

OPTIONAL EXTRAS						
i	Landscaping		PC Sum		\$230,000	\$242,000
ii	Pumping station		PC Sum		\$75,000	\$79,000

WORKS BY OTHERS						
a	Promenade		Item		\$146,000	\$153,000
b	Main entry road		Item		\$322,000	\$338,000

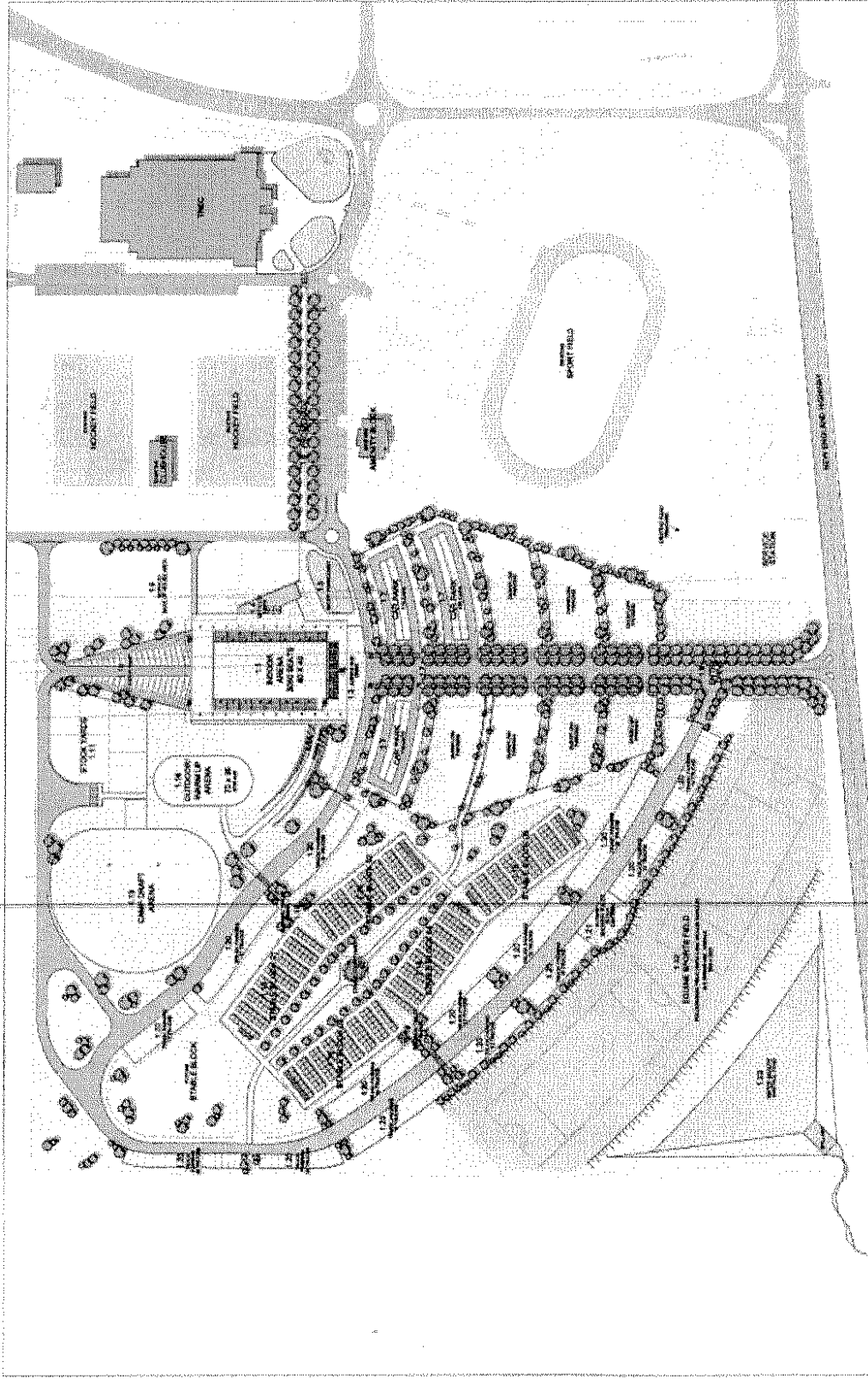
LIST OF EXCLUSIONS

- Land costs, legal fees, interest charges and financing costs
- Development Application & Construction Certificate fees and charges
- Council contributions, fees, levies and charges
- Consultants fees & Project Management fees & charges
- Escalation after stated dates
- Tenancy fitout costs including fittings, furniture and equipment
- Fire sprinklers
- Air conditioning to Indoor Arena & Administration Building
- Removal of contaminated materials and remediation works
- Works to Promenade (By Others)
- Main entry road (By Others)
- Loading Mound & Horse Unloading, Truck Wash, Water Quality Control Pond and Amenity Block and Canteen
- Goods and Services Tax (GST)
- Design and construction contingencies
- Developer's contingency sum

NOTES

Based on Jim Court & Co Architects' drawing SK-001/Rev D received on 28/07/04 & Schedule of Function Areas received on 28/06/2004
 Shell only to administration office area
 Based on construction management arrangement
 This opinion has been prepared without the benefit of detailed structural and building services engineers advice.
 We recommend that a more detailed estimate be produced before any final commitment is made

Appendix 5 **Blueprints and plans**



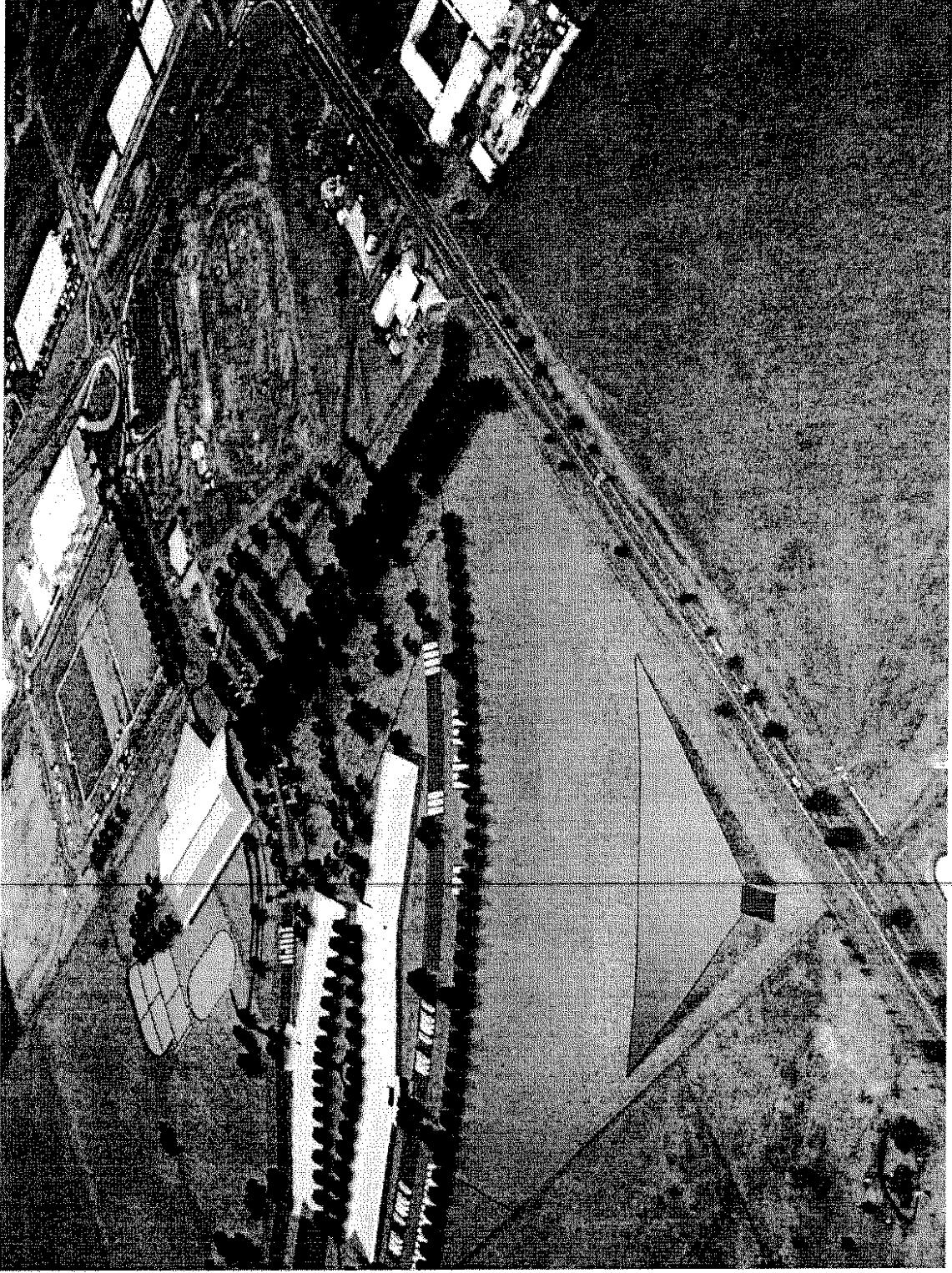
**TAMWORTH EQUINE AND STOCK CENTRE
PRELIMINARY MASTERPLAN - STAGE 1**

	SCALE: 1:1000	DATE: AUGUST 2004	REV: E	AK-DT1
	DATE: AUGUST 2004	REV: E	AK-DT1	
	DRAWN BY: C. BIRCHBY CHECKED BY: C. BIRCHBY APPROVED BY: C. BIRCHBY PROJECT NO: 04/001			

A presentation for



Appendix 6 Maps and photos of location



A presentation for



MEMORANDUM OF UNDERSTANDING

AUSTRALIAN EQUINE & LIVESTOCK CENTRE

INTRODUCTION

A. Tamworth Regional Council ("TRC") intends to establish at Tamworth New South Wales an Australian Equine & Livestock Centre for the purpose of providing a world class facility as the venue for the conduct of horse skills, rodeo events, livestock shows and sales. The Australian Equine & Livestock Centre ("the Centre") will be established in co-operation with the National Cutting Horse Association ("NCHA"), the Australian Quarterhorse Association ("AQHA"), the Australian Bushmen's Campdrafting and Rodeo Association ("ABCRA") and the Australian Professional Rodeo Association ("APRA") ("the founding users").

IT IS AGREED

CONDITIONS PRECEDENT

1. This MOU is subject to and will have no force or effect until:
 - (a) This MOU has been signed by all parties; and
 - (b) All necessary approvals, grants, allocation or appropriation of fundings have been approved by both the Australian Commonwealth Government and the New South Wales State Government.
2. If the conditions precedent of Federal and State Government funding approval is not satisfied by the 30th June 2005 then a party may at any time after that date terminate this MOU by giving notice in writing to the other parties.

RELATIONSHIP OF PARTIES

3. Each of the parties acknowledge that this document is a statement of mutual intent but does not legally bind the parties.

FURTHER AGREEMENT

4. Each of the parties acknowledge that this MOU reflects the intent of each of the parties to join together to establish the Centre but that further written agreement shall be entered into at a time not later than the date at which development approval is obtained. Such further agreement will specify the obligations of and benefit to each party in greater detail.

UNDERTAKINGS BY TRC

5. TRC agrees to perform the following:

- (a) to establish or confirm a Centre Board of Management ("the Board") and to reserve a position on the Board for each of the founding user parties during the term of this MOU and subject to that founding member party performing its obligations as set out in this MOU;
- (b) to contribute monies or works in kind to the Centre. Such payments to include payments in kind and to be made at times of TRC's sole discretion as the lead party in the development of the Centre;
- (c) to give each founding user party priority as to the reservation of the user dates of the Centre;
- (d) to give each of the founding user parties first right of refusal of other dates on which the Centre might be reserved for use;
- (e) to rent the Centre to founding user parties at a preferential rate as determined by the Board and being at a rate less than that charged to non-founding users of the Centre;
- (f) at the end of three (3) years the Board will make its best endeavours and subject to the availability of funding to construct on site office accommodation of a design and size approved by the Board which will be first offered rent free not including outgoings and insurances to each of the original user parties in wish to avail themselves of the use of that office accommodation during the term of this MOU.

The parties acknowledge that no permanent office accommodation will be constructed within three (3) years of the date of this MOU.

- (g) in the event that any original user party is not satisfied with the design or size of such office accommodation as described at paragraph 4(f) above then the Board will use its best endeavours to provide land upon which any of the founding user parties may construct their own office accommodation of a design and size as approved by the Board and the Board will lease such land to any such user for a period of twenty-five (25) years; and
- (h) The Board agrees that the contribution by each of the founding users shall be publicly acknowledged in suitable signage, badging, and communication and that this shall include reference to such parties on any foundation ornament, roadside signage and arena signage as approved by the Board.

UNDERTAKINGS BY NCHA, AQHA, ABCRA AND APRA

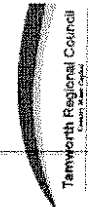
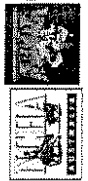
6. Each of the founding user parties agree to perform the following:
 - (a) To pay the sum of \$500,000.00 to TRC as contribution to the establishment of the Centre in the following instalments:
 - (i) \$125,000.00 on or before 30th June 2005;
 - (ii) \$125,000.00 on or before 30th June 2006; and
 - (iii) \$125,000.00 on or before 30th June 2007;
 - (b) \$125,000.00 on or before 30th June 2008.
 - (c) NCHA, AQHA and ABCRA agree to conduct all major events during their respective association's competition calendar at the Centre; and
 - (c) APRA agrees to make its best endeavours to conduct its Circuit Finals and Wrangler Finals at the Centre.

CENTRE INCOME

7. Determination of centre rental rates and distribution of income shall be determined by the Board and detailed in the subsequent agreement including preferential pricing for the founding parties.

Appendix 7 Memorandums of Understanding (Signatures)

A presentation for



Name (printed)
 EXECUTED FOR AND ON BEHALF)
 OF THE AUSTRALIAN QUARTER HORSE)
 ASSOCIATION BY ITS DULY APPOINTED)
 OFFICER IN THE PRESENCE OF:)
Leanne Collington
 Witness
 LEANNE COLLINGTON

Name (printed)
 EXECUTED FOR AND ON BEHALF)
 OF AUSTRALIAN PROFESSIONAL)
 RODEO ASSOCIATION BY ITS DULY)
 APPOINTED OFFICER IN THE PRESENCE)
 OF:)
A
 Witness
 Shannon Aspinall

Wilson

J. John

Name (printed)
 EXECUTED FOR AND ON BEHALF)
 OF AUSTRALIAN BUSHMEN'S)
 CAMPDRAFT AND RODEO ASSOCIATION)
 LIMITED BY ITS DULY APPOINTED)
 OFFICER IN THE PRESENCE OF:)
Sharon
 Witness
 SHARON CAMPDRAFT ASSOCIATION

Name (printed)
 EXECUTED FOR AND ON BEHALF)
 OF THE NATIONAL CUTTING HORSE)
 ASSOCIATION OF AUSTRALIA)
 INCORPORATED BY ITS DULY APPOINTED)
 OFFICER IN THE PRESENCE OF:)
Burton
 Witness
 Amanda Wilson

Shannon

Paul J. Kitchin
 10.8.04



Appendix 8 Tamworth Regional Entertainment Profile



experience
Tamworth Regional Entertainment Centre
 relaxed lifestyle □ rural ambience □ cosmopolitan living



Venue Highlights

A unique venue offering unprecedented flexibility and ease of access for major conferences, exhibitions, trade shows, sporting events, gala dinners and all types of touring theatre and concert productions

Location

Tamworth - Only 45 minutes by air from Sydney and 5 hours by road, offering over 3,000 accommodation beds in a range of styles and budgets from farm stay to 4.5 star motel accommodation. Unique activities, major stores and boutique shopping and fascinating tourist attractions.

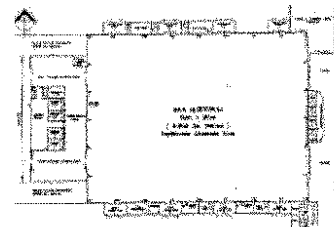
Technical Facilities

Features drive-in access via two 8m x 6m roller doors. 80m x 60m floorspace with

up to 14m headroom plus 4,000sq m of linked secure courtyard, ideal for practical demonstrations and super large vehicles.

Roof trusses with a load capacity of 8 tonnes at 10 metre intervals.

A clear floor area of 4,800 square metres, with a clear span height of 8.5 metres at the side walls, rising to a height of 11.5 metres in the centre of the auditorium.



Meeting Capacity

Seats up to 5,000 people in 4,800 sq m of column free flat floor space. Can be reduced to any size and any specific seating configuration including tiered seating. It is up to your imagination.

General Facilities

Fully operational 20m long registration counter including phone / fax / eftpos facilities with 5 offices and kitchenette. Large separate backstage includes undercover marshalling areas, production office, green room and 4 dressing rooms with private showers and toilets. The centre has been designed to be completely wheelchair friendly.



Contact: Kaylene Grills or Tony Pearson (M: 0418 659 662) □ Tamworth Regional Council □ PO Box 555 Tamworth NSW 2340 □ P: 02 6755 4497
 F: 02 6755 4499 □ E: k.grills@tamworth.nsw.gov.au □ Centrally located between Brisbane and Sydney, Tamworth has much to offer any event.

Appendix 9 Letters of Support



Stock and Station Agents' Association Limited

ABN 33 096 142 880

SUITE 302, 9-13 BRONTE ROAD, BONDI JUNCTION NSW 2022

6th August, 2004

Mr. Greg Maguire
Chairman
National Equine and Livestock Centre
Quality Hotel Powerhouse
Armidale Road
Tamworth N.S.W. 2340

Dear Greg,

I write to offer to you the total support of our Association in your work to establish the National Equine and Livestock Centre in Tamworth.

Our Association represents the livestock agency industry of Australia, with over 1200 member branches spread throughout every state and territory of the Commonwealth. These members have no livestock handling facility currently available to them, which can deliver the standard of service the National Equine and Livestock Centre offers.

The livestock industry has had an enormous elevation in the standards demanded by our overseas and domestic customers in recent years. We are constantly under pressure to produce a better and more consistent product, and one major way in which this can be achieved is by constant quality improvement in seed stock.

The National Equine and Livestock Centre will provide a venue to showcase these improved genetics. To have a selling facility which meets the highest world standards will provide a great source of encouragement to innovative producers, both in Australia and overseas.

I firmly believe that the establishment of the National equine and Livestock Centre will not only offer a superior venue for current livestock activities, but it will result in industry leaders developing new and exciting activities to promote and improve this vital rural industry.

As a result of this, I believe our members will be able to make significant contributions to the viability of your project. I look forward to our Association working closely with you in the future.

Yours sincerely,



Dick Cameron
President.

NEW SOUTH WALES:

PO Box 1939, BONDI JUNCTION NSW 1355
Telephone: (02) 9387 8211 Fax: (02) 9387 8299
Email: admin@stockagents.com.au

VICTORIAN OFFICE:

Locked Bag 29, TULLAMARINE VIC 3043
Telephone: (03) 9927 5209 Fax: (03) 9335 2002



Appendix 9 Letters of Support (continued)



Tamworth & District Chamber of Commerce & Industry

Incorporated 1964

We're building a better Tamworth & District for you.

1 December 2003

Ms Gail Richie
General Manager
National Cutting Horse Association
PO Box 7092
NEMSC NSW 2348

Dear Gail

At a recent Executive Committee meeting of the Tamworth & District Chamber of Commerce & Industry, it was resolved that our Chamber should support the establishment of an Equine Centre in Tamworth.

We are not sure in what form our support would be of most benefit to the equine industry; apart from letters of support as and where required. However we hope you will feel free to seek our assistance at any time and in any way you perceive we maybe of assistance.

We look forward to the progress of the equine facility and the benefits it will bring to the business houses and broader community of Tamworth.

Yours sincerely

Campbell McIntosh
President

Max Cathcart
Chamber Manager

Suite 4, Level 1
314 Peel Street
56 Peel Street PO Box 119
Tamworth NSW 2340

Telephone 02 6766 4810
Facsimile 02 6766 2246
Facsimile 02 6766 4820

Email:
tamcham@tamworth.org.au

Website:
www.tamworth.org.au

ABN 95 000 482 093



Appendix 9 Letters of Support (continued)



6 August 2004

The Chairman
Australian Equine & Livestock Centre

Dear Chairman,

Tourism Tamworth has been very excited to hear about the progress that is being made in regard to the development of an Australian Equine and Livestock Centre. The importance and economic impact of this proposed centre reaches far beyond the equine industry itself. So whilst it is agreed that the economic benefit to our immediate region is valued at \$40-45 million dollars annually, it is how and where that impacts that interests us.

Our tourism industry in Tamworth has identified event and conference visitors as two of our key target markets. The new Australian Equine and Livestock Centre will enable us to support more quality events throughout the year, and provide a unique extra experience for those conferences of 500 – 2500 pax, a segment that we have been pursuing. (One event booked for July 2005 is forecast to be worth \$2,500,000 to Tamworth).

The Australian Equine and Livestock Centre will also assist in developing more event support expertise in Tamworth, rather than having to import these people, as happens from time to time.

Quality is a key to sustainable growth, and major events like the National Cutting Horse Futurity need that new level of quality to continue to grow. Through this new facility, they (and others) will be far better able to attract 'blue chip' sponsors, which will in turn release resources to grow other smaller events.

Most important to Tourism Tamworth is the fact that the Australian Equine and Livestock Centre will greatly assist Tamworth's branding and positioning as the event capital of regional Australia, the value of which cannot be underestimated. The year round events and activity that it will support and generate will continue to grow.

It also has a wonderful synergy with our Country Music branding and activities, for both domestic and overseas markets. (At the last Australian Tourism Exchange we noted a growing interest from the American and European markets in marketing our major equine events)

TOURISM TAMWORTH LTD - VISITOR INFORMATION CENTRE, OUR PEEL & MURRAY STS, TAMWORTH - PO BOX 552 TAMWORTH NSW 2340
TELEPHONE: (02) 6755 4300 - FACSIMILE: (02) 6755 4312 - WEBSITE: www.visittamworth.com.au - EMAIL: tourism@tamworth.nsw.gov.au
VISITOR INFORMATION CENTRE - CONVENTION BUREAU - EVENT TICKETING - ARN 68 997 952 525



Appendix 9 Letters of Support (continued)

Lastly, a challenge for any regional centre is attracting professionals to relocate. The greatest objections are not to do with money or opportunity, but rather to do with family and lifestyle. This Centre, and its associated activities will play a strong role in attracting, and keeping, more professional families here in Tamworth. Many of these professional families become equine 'hobbyists', and account for significant amounts of new building works, including rural homes, stabling & other horse facilities.

This project will support the continued growth of the equine industry in Australia, will play an important role in the future growth of our tourism in our region, and will assist in attracting more people to live in our area.

Tourism Tamworth fully supports the development of the Australian Equine and Livestock Centre, and congratulates you on the objective research that has been part of the business planning, whilst still engaging the local community. We look forward to this project coming to fruition, and being able to promote it throughout Australia.

Yours sincerely



Warwick Bennet
Chairman
Tourism Tamworth Ltd

Appendix 10 Bibliography

AELC-Document Register:					
Documents Reviewed for AELC project					
Our ref	Supplier ref	Title	Source	Document Date	
Peg 1	ME01987:feasibility report V6D.Doc Filename: G:\data\project\meib\Me01987\reporting\1_draft report6c.doc	Australian Equine and Livestock Centre Feasibility Study Final Report September 2001	Sinclair Knight Merz Author : Darron Cook	16/10/2001	
Peg 2	None Given	Australian Equine & Livestock Centre Prospectus May 2004	Simon (1:30pm)	Undated	
Peg 3	Report 1.0	Business Plan	Sinclair Knight Merz	undated	
Peg 4	None given	Australia Equine & Livestock Centre Prospectus "draft" January 2004	Simon from ?	January 2004	
	Timothy Court & Company P/L Architects	Architects to the Equine Industry Company Information and practice profile	Timothy Court & Company P/L Architects	undated	
Peg 6	None given	Equine centre support letter	Noel Woods, GM NCHA Australia	9/02/2001	
Peg 7	I:\general manager\working groups\equine centre\agenda item feb.doc	Department of Employment, Workplace relations and small business funding contract for development of a master plan	Unknown	undated	
Peg 8	I:\wp\director\equine\meetings\minutes 14 June 2001.doc	Minutes of Equine Centre General meeting held 14 June 2001	Unknown	14/06/2001	

	Structure Perspective	Sprung Instant Structures (overview)	Sprung Instant Structures	undated	
	File No E23-3	Equine Centre –Meeting of Full Committee arranged for Fri 18 May 2001	Tamworth City Council	15/5/2001	
	File No E23	Equine Centre –Meeting of Full Committee arranged for Tue 13 Nov 2001	Tamworth City Council	7/11/2001	
	PJA/PB/E23	Letter to Gail Ritchie GM National Cutting horse Assoc Subject: Update on Australian Equine and Livestock Centre	Tamworth City Council	18/12/2001	
	I:\ep\departmental management\equine centre\meetings\agenda 08-03-02.doc	AGENDA Equine Centre Meeting to be Held 8/3/2002	unknown	8/3/2002	
Peg 15	None given	NSW Country Events Centre August 2003 Equine Industry report . Proposed State and Local Development Venture for the AE LC Restructure	Equine groups who have been working closely together of the past year	August 2003	



Appendix 10 Bibliography (continued)

AELC-Document Register:					
Documents Reviewed for AELC project					
Our ref	Supplier ref	Title	Source	Document Date	
Peg 16	None given	Equine & Livestock Centre Estimates ABCRA National Finals Rodeo – Jan 2003	unknown	undated	
Peg 17	None given	NCHA Projected Vision for Livestock and Equestrian Centre	Assume NCHA	undated	
Peg 18	None given	NCHA Meeting for development of User Group company July 15 th 2002	Assume NCHA	15/7/2002	
	None given	Letter to Gail Ritchie GM National Cutting horse Assoc Support letter to NCHA	Tamworth & district Chamber of Commerce and industry Helen Tickle and Max Cathcart	9/10/2003	
	None given	Letter to Gail Ritchie GM National Cutting horse Assoc Support letter re Equine Centre in Tamworth	Tamworth & district Chamber of Commerce and industry Campbell McIntosh and Max Cathcart	1/12/2003	
	None given	Letter to Gail Ritchie GM National Cutting horse Assoc	National Equine & Livestock Working Group	25/08/02	
		Short note confirming 5 points from meeting 22/8/02	Peter Botfield		
	None given	Letter to Gail Ritchie GM National Cutting horse Assoc Invitation to meeting 18/2/2003 Acknowledging invites also sent to AQHA,ASHS, ABCRA	Tony Windor B.Ec. MP	5/2/2003	

Appendix 10 Bibliography (continued)

Peg 23	I:\gov\governanc e\corres\may\ equinefax.doc	Fax to Equine Committee members, Subject ; Equine centre Report Referring to 3 attachments -Media Release from John Anderson -letter and report from John Chudleigh to JA -Exec Summary of Sinclair Knight Merz	Tamworth City Council Paul Anderson	31/05/2002	
	I:\gov\governanc e\corres\may\ equinefax.doc	Fax to Equine committee members re Equine Committee Meeting Set down for	Tamworth City Council Paul Anderson	31/05/2002	
	None given	Letter to Gail Ritchie GM National Cutting horse Assoc Re national Livestock and Equine Centre indicating positive progress	Tony Windor B.Ec. MP	8/3/2002	
	Tw.mp	Letter to Gail Ritchie GM National Cutting horse Assoc Re Notice of Equine Meeting 22/12/2003	Tony Windor B.Ec. MP	16/12/2003	
Peg 27	Tw.mp	Letter to Gail Ritchie GM National Cutting horse Assoc Re Notice of Equine Meeting 3/2/2004 Powerhouse Motor cycle Museum	Tony Windor B.Ec. MP	24/12/2003	
Peg 28	None given	Fax header to Darren Cook Re Equine User Groups contact particulars	NCHA - Noel	23/3/2001	
Peg 29	None given	Letter to Sue Hombsch AQHA Re Equine Committee in response to invitation 6/11/2000 to meet with other Equine assoc	NCHA – Mandy Wilson	18/12/2000	
Peg 30	JDJ:MJB	Fax header to NCHA – Mandy Wilson Re attendance at 18/2/2003 meeting chaired by Tony Windsor. Other meeting attendees were AQHA,ASH, ABCRA	Johnsons Solicitors Jeff Johnson	19/02/2003	



Appendix 10 Bibliography (continued)

	None given	Letter to Gail Ritchie GM National Cutting horse Assoc Re Visit by Professor Chudleigh 16/04/2002.	New England North West Area Consultative Committee Rebel Thomson	4/4/2002	
Peg 32	\\disney\ccdata\eps\departmental management\equine centre\meetings\minutes 08-03-02.doc	Minutes of Australian Equine and Livestock Centre Meeting 8/3/2002	unknown	21/3/2002	
Peg 33	None given	Tamworth Equine & Livestock Complex Suggested User Rates , Centre Mgt Income ... User Groups	unknown	undated	
	None given	Photocopies of pages 4-5& 6-7 of what appears to be membership handbook	Assumed ? NCHA	undated	
Peg 35	Proposed draft by Gail Ritchie for Tony Windsor4 to Present to NSW Premier	Australian Equine and Livestock Centre August 2003 NCHA,ABCRA and AQHA Report Proposed State and Local Development Venture for the AE LC Restructure	Gail Ritchie	August 2003	
Soft Copy files on CD					
Business Plan V5.doc	Business Plan V5.doc	Title Tamworth City Council Subject: Australian Equine and Livestock Centre	Author: Darron Cook	Tuesday, 16 October 2001, 10:54:49 AM	
Feasibility Report V6D.doc	Feasibility Report V6D.doc	Title Tamworth City Council Australian Equine and Livestock Centre Feasibility Study Final Report September 2001	Darron Cook	Wednesday, 4 December 2002 1:16:25p	



		Australian Equine and Livestock Centre			
Supplementary Tamworth AELC Report .PDF	Supplementary Tamworth AELC Report .PDF	Supplementary Report Final December 2002	Sinclair Knight Merz	Tuesday, 18 February 2003, 2:49:34 PM	
Peg 36	-Value Management Study -Equine Industry	-Tamworth & district Events Industry Survey -Value Management Study -Promotion of Intensive Agriculture in the Tamworth District -National Equine Performance Centre Tamworth Showground	Tamworth Development Corporation	April 1998 Dec 1996 Jan 1997	
Peg 37	Strategic Review of Association & National Equine Centre Project	Revised Proposal to Conduct a Strategic Review of the Association and the National Equine Centre Project	Australian Strategic Planning for: Tamworth Pastoral & Agricultural Association Incorporated	14 th Feb 2000	
Peg 38	None given	Note to Bevan on items required for applic for funding	Rebel Thomson NENWACC	11/6/2004	
Peg 39	None given	Regional Partnerships Guidelines	Rebel Thomson NENWACC	undated	
Peg 40	None given	Regional Partnerships Application Form	Rebel Thomson NENWACC	undated	
Peg 41	NENWACC SRP 2004 - 2007	Strategic Regional Plan 2004 -2007	Rebel Thomson NENWACC	undated	
Peg 42	Tamworth P&A Assoc Review	Business Plan & Marketing Plan 2001 -2003	Australian Strategic Planning for: Tamworth Pastoral & Agricultural Association Incorporated	6 th Sept 2000	

Appendix 11 – Product Pricing Tables

Product or Service	Pricing for July 2006
Undercover Arena Hire per	
>200 horse @ \$/day weekdays * likelihood	\$4.7 Per Indoor Arena
>200 horse @ \$/day weekends * likelihood	\$5.8 Per Indoor Arena
Sale price @ \$150-\$1000/day weekdays * likelihood	Per Indoor Arena
Sale price @ \$200-\$1800/ day weekends * likelihood	Per Indoor Arena
Rodeo Arena Charge per day weekdays(Incl stock handling)	\$3,152
Rodeo Arena Charge per day weekends (Incl stock handling)	\$4,727
Total Undercover Arena Hire... Average per day	\$1,453
Arena Cleaning Recovery /day (setup days 75%disc) * likelihood Avg>	\$472
Arena & grds Electricity Recovery /day (setup days 75%disc) * likelihood Avg>	\$436
Arena sand usage Recovery/day (setup days 50%disc) * likelihood Avg>	\$112
Technical Equip hire Recovery @ * likelihood Avg>	\$322
Waste disposal Recovery (@/person) *likelihood	\$0.03
Exhibition space/event 40% margin from TREC	\$315
Stable/stall hire to participants TOTAL Average per Stall/Stable day	\$11
Camping site hire to participants/spectators TOTAL Average per camp/parking day	\$11
Gate takings/ admission fees TOTAL AELC Events only	\$11
Car Parking fees TOTAL (ALEC onsite parking)Sale price @ \$2 per vehicle/day	\$2
Beverage sales TOTAL Sale price @ 10% cut x\$7.50pp	\$0.79
Food sales TOTAL Sale price @ 10% cut x\$7.50pp	\$0.79
Fodder sales TOTAL Sale price @ 15% cut	\$2.41 Per Fodder Price
Merchandise and Souvenir sales TOTAL Sale price @ unit	\$0.28
Stock & Horse Sales Commission + Yard Rev TOTAL Commission on Sale price	0.5%

Horses	Daily Rate	Weekend Rate	
0	30	\$150	\$200
31	50	\$250	\$400
51	75	\$375	\$650
76	100	\$500	\$900
101	150	\$750	\$1,400
151	200	\$1,000	\$1,800
201+	per horse	\$4.50	\$5.50

Number of days in event	Proportion buying by that day	Cumulative amount
0	0%	0
1	0%	0
2	10%	0.1
3	30%	0.4
4	50%	0.9
5	50%	1.4
6	75%	2.2
7	75%	2.9
8	75%	3.7
9	75%	4.4
10	100%	5.4
11	100%	6.4



Appendix 12 – Comparative SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <p>The AELC capitalises on existing strengths and presents significant local, regional and national opportunities.</p>	<p style="text-align: center;">WEAKNESSES</p> <p>Current facilities and services available to industry and the community are inadequate and risky.</p>
<ul style="list-style-type: none"> ▪ The development of the AELC is a long-term sustainable proposition for business, community and Government ▪ The proposed site and planning objectives capitalise on strengths and enhance long-term opportunities for industry growth ▪ The management of the proposed centre is holistic and represents business, community and Government ▪ The facilities enhance the development of the Longyard Sports and Recreation precinct in Tamworth ▪ The proposal is developed in consultation with international experts ▪ The reputation of the equine and livestock industry in Tamworth, across NSW and nationally is healthy and vibrant ▪ Tamworth has the services available to support in excess 50,000 visitors during any one event ▪ Tamworth is a brand and community associated with country music, equine and livestock events ▪ Tamworth region has supported the development of the equine and livestock industry for over 25 years ▪ Tamworth has transport infrastructure to support national events (road, rail and air) ▪ Tamworth is a market centre for livestock and horse trading ▪ There is a high level of investment by city and local stakeholders in specialised properties, breeding and training facilities ▪ Breed associations are located in Tamworth and across the New England North West region ▪ Tamworth has access to stock and transport expertise for associated events ▪ Tamworth is suitably located on the east coast of Australia, located equi-distant between QLD and VIC 	<ul style="list-style-type: none"> ▪ Size and layout of the current Showground facilities in Tamworth are inadequate for nationally significant events ▪ There is significant risk to competitors, livestock and visitors at the current site ▪ Expansion of the current facilities will not be permitted due to environmental and drainage on the Showground ▪ Planning for expansions of the Showground will not permit growth in visitors, traffic and parking ▪ Growth and suitability of camping, stabling and parking in close proximity to facilities is restricted ▪ The current indoor arena can not be expanded and any expansion will impact on existing facilities ▪ Seating and spectator amenities can not be expanded on the current site ▪ The current facility does not cater for large scale exhibitions and trade shows ▪ Security of exhibitions and livestock is inadequate for events

Appendix 12 – Comparative SWOT Analysis (continued)

<p style="text-align: center;">OPPORTUNITIES</p> <p>The AELC will significantly enhance the ability of the partners to effect regional development, employment creation, industry diversification and growth</p>	<p style="text-align: center;">THREATS</p> <p>The threats represent the consolidated loss of activity and growth that can be experienced by supporting this facility.</p>
<ul style="list-style-type: none"> ▪ Currently activities and events conducted in the Tamworth area contribute approximately \$45 - \$55million pa to the local economy ▪ Secure existing investments and employment associated with equine and livestock events ▪ Enhance and build the demand for nationally significant event, equine and livestock facilities ▪ To develop new markets through the availability of an international standard Centre, capable of multi-functional use, access to technology and media, growth in visitors and competitors ▪ Combined use of the AELC and TREC will attract events catering for over 10,000 visitors ▪ There is currently no venue in Australia recognising or catering for this nationally significant industry ▪ Opportunity to increase the national and international trade in equine and livestock products and services ▪ Opportunity to develop nationally accredited and significant training courses in equine and livestock health and management ▪ Opportunity to develop a regional base for events and hospitality training ▪ To build and develop the preferred industry location for equine and livestock events ▪ Develop the local and regional recognition of Tamworth and the New England North West brands ▪ Establish and develop fully compliant events and centre to meet and comply with OH&S, best practice, environmental security and public safety ▪ The AELC is complementary and will add significant value to the existing equine and livestock industries established in Tamworth and the New England North West region 	<ul style="list-style-type: none"> ▪ User groups make decisions on the location of events or activities ▪ Access to adequate competitor and visitor venues is the determinate for industry and events ▪ Events that leave Tamworth will impact on employment, population, service delivery and opportunities for growth ▪ The risk to competitors and visitors to using the current facilities is great ▪ The socio-economic impacts of losing a \$45-\$50million industry to Tamworth and the New England North West region will be significant