



**Mt
Kembla
Mining
Heritage
Inc**

ABN: 25 817 292 913

MKMHI
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Business Plan 2006 – 2016

Updated: Saturday, 19 May 2007 (CS)

Executive Summary

This business plan identifies a position in which the executive of Mt Kembla Mining Heritage Inc desires to place the organisation and its assets at the conclusion of the ensuing decade from 2006.

It describes the methods and activities the executive believe are required to achieve this desired position.

Elements of this plan:

1. Background from 2001 formation
2. Structure of the Organisation
3. Present situation (Government and Corporate involvement)
4. Short term plans (2006 - 2012 Festival)
5. Long term plans
6. Appendix

Key result areas:

1. Development of Mt Kembla Mine Site
2. Permanent location for Mining & Social Heritage Interpretive Centre
3. Development of historic sites in the 3 Mount Kembla villages
4. Annual Mt Kembla Mining Heritage Festival
5. Stand alone events
6. Marketing Strategy

1. Background:

Mt Kembla Mining Heritage Incorporated was formally registered as a not for profit association and received its certificate of incorporation, issued by the Department of Fair Trading, on the 14th July 2003.

The committee, drawn largely from Mt Kembla Village residents, evolved from a core group of the Mt Kembla Mine Disaster Centenary Committee which, as the name suggests, was formed in 2001 to organise the commemoration of the centenary of the 1902 Mt Kembla Mine Disaster. This disaster remains the greatest loss of life, in any single event on the mainland in peace time, during Australia's European history.

The overwhelming public response from the Centenary Festival in 2002 encouraged this core group to form; in an effort to continue an annual festival to be held near 31st July, the date of the disaster. The committee has produced a vision statement for the group and developed a future direction plan; stating desired results and identifying methods required to achieve these outcomes. A copy of this document is contained on page (I) of the appendix.

2. Structure of the organisation:

a) General Committee;

Active Committee list attached in Appendix + Extended Committee, Volunteers & Contacts

SEE ATTACHED ACTIVE COMMITTEE LIST AND COMMUNITY CONTACTS ETC.,

b) Executive Committee;

- | | | |
|----|----------------|--------------------------------|
| i. | Chairperson - | Catherine (Cate) Stevenson OAM |
| | Deputy Chair - | Phillip Donaldson |
| | Secretary - | Elizabeth Roberts |
| | Treasurer - | Margaret Ludwig |

c)

Executive register attached in Appendix.

d) Sub Committees;

- | | | |
|----|---------------------------------------|--------------------------------|
| i. | Festival Sub Committee: Chairperson - | Catherine (Cate) Stevenson OAM |
| | Deputy Chair - | Phillip Donaldson |
| | Secretary - | Elizabeth Roberts |
| | Treasurer - | Margaret Ludwig |
- Key responsibilities: - Chairperson, Cate Stevenson OAM
 - Total administration of MKMHI with support of Deputy Chair, Secretary & Treasurer where relevant
 - Manage and coordinate all festival elements; such as administration & corporate governance issues and statutory duties. Liaise with all relevant departments of local, State & Federal Government and business partners
 - Manage festival marketing, promotion, sponsorship, events and production of program and schedule of works and scope of works for festival volunteers
 - Festival activities/events delegated to events managers such as parade, stalls and ancillary events; incorporating the stand alone events into the Annual Festival.
- ii. Heritage Sub Committee; Chair: - Phillip Donaldson.
- Key responsibilities: - Collection, archiving, managing and display of historical mining and social artefacts, plus oral history.
- iii. Funding Sub Committee; Cate Stevenson
- Key responsibilities: - Liaise with all other committees, wider community and funding bodies to identify funding needs and opportunities. Manage applications for all available funding grants.
- iv. Business Development Sub Committee; Cate Stevenson & Phil Donaldson
- Key responsibilities: - Develop an effective business plan to achieve the goals of M.K.M.H.Inc and assist the executive in its implementation.
 - To advise and assist in the general running of the business affairs of M.K.M.H.Inc.

3. Present Situation:

After successfully conducting Five annual Festivals and various stand alone events Mt Kembla Mining Heritage Incorporated finds itself in the following position:-

Local Objective

We have endeavoured to adopt a set of management practises that minimise the negative impact of our operation on the community while maximising its positive impact on society.

We observe our commitment to the community of Mt Kembla & the Mt Kembla regions' history by openly and actively encouraging the elderly and youth in our community and region to work together by promoting the social responsibility of individuals

A key activity and objective of the group is the development and promotion of the region via community business partnering and promotion of social responsibility

Financial:

SEE LATEST FINANCIAL REPORT ATTACHED

a) Assets:

SEE COPY OF AN ASSETS REGISTER ATTACHED

b) Stakeholders:

We have developed strong links with the following stakeholders in our future. These links have been forged through mutual support. Much of this support by community of our endeavours but also in some respects by our support of theirs.

- i. Dendrobium Mine
- ii. B.H.P.Billiton Illawarra Coal
- iii. Wollongong City Council
- iv. C.F.M.E.U. & Mineworkers Trust
- v. National Parks & Wildlife Service
- vi. Tourism Wollongong
- vii. University of Wollongong
- viii. Illawarra Credit Union
- ix. AusIMM
- x. Consultants contracted by various affiliated groups in Mining Heritage network
- xi. The Mt Kembla Community:-

Through our development we have forged close relationships with the following community businesses and civic groups. Thus Mt Kembla Mining Heritage Inc has become an integral part of the Mt Kembla Village Community.

- Mt Kembla Mine Memorial Pathway
- South Coast Country Music Assn
- Mt Kembla Public School
- Mt Kembla Post Office Store
- Mt Kembla Collectables

- Soldiers & Miners Memorial Anglican Church
- Mount Kembla Hotel
- Mt Kembla Collectables
- Mt Kembla Rural Fire Service
- Mt Kembla Bushcare Group
- Mt Kembla Scouts Group
- Kembla Heights Bowling Club
- Mt Kembla Rugby League Club
- Ruby's "Country Cuisine"
- Studio 300
- DGS Mimaki
- TPE Integrated Services
- Walter Mining
- Dendrobium Mine Community Enhancement Fund & Community Consultative Committee
- Mt Kembla Progress Association
- South Coast Sandstone & Limestone
- MK Rowles
- LC Stainless Solutions

A full list of sponsors & with logos is on our website (currently under reconstruction)

4. Short Term Plans:

- a) Mt Kembla Mining Heritage Festival 2007:
- i. The Festival to be held 28th, 29th & 31st July 2007
 - Grand Parade
 - Stalls and ancillary events
 - ii. Stand alone events:
 - Mining Heritage & Social History Displays X 3 locations
 - Grand Parade
 - Mt Kembla Art Prize & Art Prize Ball – bi annually
 - Mt Kembla Photographic Exhibition – bi annually
 - Poets' Breakfast
 - Music All Over the Mountain
 - Violet Hill Kitchen & Visitors Information Centre
 - Mt Kembla School Activities – dedicated children's area
 - 96 Candles Memorial Service – Windy Gully Cemetery 31st July annually
 - NSW Titles of Roof Bolting & Coal Shovelling
 - Production of Play "Windy Gully Revisited & Tales from a Rocking Chair"

- History & information gathering day 15th April 2007, Kembla Heights Community Hall

b) Soldiers Rd Monuments:

- i. Continue negotiations with W.C.C. & BHPB to develop sites, at either end of Harry Graham Dr Kembla Heights, for placement of interpretive monuments of "Soldiers Road" and visitor information signs. Our use of land at these sites has been agreed in principle by B.H.P.B. Lands Manager, Jim Armstrong.
- ii. Through Funding Sub-Committee, recommence funding applications with Wollongong R.S.L. Sub Branch and Dept, Veterans Affairs for Monuments when the development of sites is approved.

c) Historic Sites Development:

- i. Identify and list historic sites in the three Mt Kembla Villages for interpretative signage.
- ii. Through the Funding Sub-Committee explore grants & funding available to fund interpretive signs and restorations and appropriate marking for these sites.
- iii. Photograph and describe each site for inclusion in tourist brochure (electronic and hard copy) for use by Tourism Wollongong in their shopfront and on their web site.
- iv. Marking of unmarked graves in Windy Gully Cemetery by end 2007. Cemeteries Management Plan submitted & approved by National Trust Cemeteries Division
- v. Support of NPWS funding grant of \$40,000 announced 2006, for Management Plan of Old Mt Kembla Mine Site by consultants OEM
- vi. Ongoing improvements such as water tank, guttering & roofing etc, to Core Sample Shed (under licence from BHPB) , our central storage unit, through Dendrobium Mine Community Enhancement Funding (CEP)
- vii. Compile asset register and inventory of historic items and have valued by Powerhouse Museum or specialist collections valuer

d) Expand our knowledge base & development of useful contacts

Continued participation, cooperation, alliances, networking and workshops with Government bodies, Statutory Authorities and private enterprise as part of our strategy stream towards our team improvement at all levels to sustain our commitment to Mt Kembla history collection management

e) Marketing Strategy:

- i. Establish our own appropriate, strong & consistent corporate image
 - Logo & Corporate Branding redesign in 2006
 - Uniform Font & colour of printing
 - Uniform Letterhead & associated stationery
 - All business correspondence through head office administration

- Rebuild of website 2007
 - Redesign of Festival Program glossy to full colour 2006
 - Maintain strong media relationships already developed with media by participation & information sharing with all radio, TV and print media at all levels
 - Openly promote MKMHI initiatives, objectives and activities to the broader community at all times as an evolving and welcoming project
 - Further our agenda by promoting our successful business community partnerships
 - Sharing our resources with other community groups
- ii. Obtain marketing advice and assistance from groups such as Illawarra Area Consultative Committee (IACC), Illawarra Regional Development Board (IRDB), Tourism Wollongong, Wollongong City Gallery, Wollongong City Employment & Training (WCET), Wollongong City Council, KPMG and Illawarra Mercury etc.
- iii. Continue to improve, upgrade and redevelop our web site www.mtkembla.org.au and further our marketing agenda using the electronic media
- iv. Transfer our accounting system to MYOB

5. Long term Plans:

- a) Development of the Mt Kembla Mine Site:
- i. Continue to pro-actively engage with N.P.W.S and B.H.P.B and any community groups or additional stakeholders in planning the development of the mine site
 - ii. Liaise with and assist the Mt Kembla Mine Memorial Pathway Committee; particularly in their proposed stage 4 of the pathway which encompasses the Mt Kembla Mine Site currently under NPWS funded, initiated by MKMHI, Conservation Management Plan funding from Heritage Asset Maintenance Program. Due for completion in late 2007 by Consultants, Environmental Resources Management
 - iii. Actively initiate the development of MKMMP stage 4 after stage 1 opening in 2007
- b) Permanent location for a Mining & Social Heritage Interpretive Centre:
- i. Actively work towards selecting and developing one of the several possible sites identified on page (II) of the appendix to ensure a sustainable and viable outcome for the storage, display, maintenance and management of our valuable collection
- c) Provide Future Income:
- i. Develop and either run or lease out a tourist oriented business to provide ongoing income to support and maintain capital works and our groups sustainability.

APPENDIX

(I)

Mt Kembla Mining Heritage Incorporated

ABN: 25817 292 913

Future Direction

These are 5 identified objectives for our group. Each followed by activities to be performed to ensure these objectives are achieved.

1. TO HOLD ANNUALLY A MINING HERITAGE FESTIVAL IN MT KEMBLA VILLAGE

- a) To continue the formation of the Committee by holding regular meetings; particularly in the months immediately prior to the festival
- b) To encourage a working relationship with other interest groups in the village & broader community
- c) To involve local school children; secondary & primary in the organisation and running of the festival to ensure future interest and sustainability

2. TO ESTABLISH A PERMANENT SITE FOR THE DISPLAY OF GATHERED HISTORIC ARTEFACTS AND RECORDINGS OF ORAL AND WRITTEN HISTORY OF THE MT KEMBLA AREA

- a) Consolidate, archive, digitise and manage items already in our possession in a secure storage facility for the proper listing, archiving & management of the collection
- b) Encourage people to view and enjoy the existing items by displaying them and so inspire them to donate further items
- c) Take every opportunity to speak to people who may have oral history and have it recorded
- d) To particularly and openly encourage elderly people & children and people of all ages to actively participate in the activities to sustain and build our history collection in any way possible
- e) To actively pursue possible sites in Mt Kembla, especially those most relevant and currently owned by BHPB or private ownership, as a permanent location to house the artefacts
- f) To alert the group to possibly locating items not previously listed or known of

3. TO RESTORE AND MAINTAIN HISTORIC SITES CONCERNED WITH THE HERITAGE OF MT KEMBLA

- a) Identify any further sites. The ones already identified are:- The Mt Kembla Mine site, Windy Gully Cemetery, The Workman's Clubhouse at Windy Gully. The cottage at Slow's Corner (Cordeaux Rd) which was the manager's office of the "Pioneer Kerosene Shale Mine" and is the oldest building in Mt Kembla. The Soldiers & Miners Memorial Church and the Kembla Heights mining village together with the Mine Managers residence at Kembla Heights – Kembla Cottage
- b) Work with bodies that control or own these sites; such as National Parks & Wildlife, B.H.P.B, private owners and the Uniting Church. Obtain funding where possible from these bodies, Government bodies, sponsors and or goods and services in kind to assist in the development and preservation of the identified sites
- c) Employ local, state and federal government heritage departments to assist with funding and dealing with these bodies

4. TO PERPETUATE THE COMMEMORATION OF THE ANNIVERSARY OF THE MT KEMBLA MINE DISASTER OF 31ST JULY 1902

- a) Continue and formalise the candle lighting ceremony which was commenced at the centenary commemorations in 2002 on 31st July annually at Windy Gully Cemetery
- b) Expose more historical bodies to the outstanding significance of the disaster; as being the largest loss of life in a single event on the Australian mainland in peace time.
- c) Support the Soldiers & Miners Memorial Church in their annual service to commemorate the disaster

5. ENSURE THE CONTINUATION OF ALL WORKS BY PROVIDING A SELF SUSTAINING TOURIST FACILITY.

- a) Engage and work with Wollongong City Council as a partner in our endeavours; to mesh with their existing plans to showcase the coal mining heritage of the Wollongong area
- b) Foster a mutually beneficial working relationship with B.H.P.B, and all associated companies for the support of our goals through the favourable exposure of their businesses
- c) Engage and work with Tourism Wollongong – Illawarra Area Consultative Committee, Illawarra Regional Development Board and any other small business development groups.
- d) Alliances with the other civic groups in the village for the general good of Mt Kembla
- e) Ongoing training with affiliated groups to enhance and preserve our collection, personnel development & acquisition of appropriate skills

APPENDIX

(II)

POSSIBLE SITES FOR

**Mt KEMBLA MINING & SOCIAL HERITAGE
INTERPRETIVE CENTRE**

1. Former Mt Kembla Mine Managers Residence Kembla Hts: Kembla Cottage

Location: - Located at the Northern end of High St Kembla Heights (Once on Jones Ave).

Owner: - B.H.P.Billiton Illawarra Coal

Comments: - This heritage listed building constructed circa 1880 is ideally suited as a mining heritage centre. The location is a short walk (less than 1 kilometre) from the mine site; along what was the "Pit Track" used by the miners during the life of the mine. In addition, the connection of being the managers residence firmly links it with the mine's history. This is the ideal location for our activities and has parking and ease of access.

We would need BHPB to offer to us for permanent use as our gallery/interpretative centre and maintain the building & grounds and install security for us as owners and as responsible corporate citizens to this community

Currently managed by Southern Estates for Illawarra Coal and rented at \$380pw – so approximately \$20,000 per annum (beyond our capacity, but nothing to Illawarra Coal)

This site is our definitely first choice

2. Vacant Land at Windy Gully:

Location: - This land is situated directly east of the Windy Gully Cemetery on Cordeaux Rd. Windy Gully and also vacant land opposite Windy Gully Cemetery

Owner: - B.H.P. Billiton Illawarra Coal

Comments: - Historically significant, as this land is a continuation of land donated by the then owners of the mine as a burial ground for some victims of the 1902 mine disaster. Once used as a cricket ground by the local population it has social significance in addition to being adjacent to and opposite the very historically significant Windy Gully Cemetery.

3. Kembla Heights Community Hall:

Location: - Harry Graham Drive Kembla Heights.

Owner: - Council controlled community land & building, build with donations from the Mt Kembla community in the 1940 & 1950.

Comments: - The hall is used and managed by the South Coast Country Music Association which has approached M.K.M.H.Inc to join them in redeveloping the old hall for joint use.

4. Former St Clements Catholic Church:

Location: - 356 Cordeaux Rd Mt Kembla.

Owner: - Private Owner.

Comments: - Historically significant as the site of the only catholic church at Mt Kembla. Building unsafe and made of timber which is not suitable to regulations for housing our collections

5. Slow's Cottage:

Location: - 338 Cordeaux Rd Mt Kembla.

Owner: - Private Owner.

Comments: - This cottage, constructed in 1865 is very historically significant as this is the oldest standing building in the Mt Kembla area. It was originally used as the office and residence of the manager of the "Pioneer" Kerosene Shale Mine founded by the Graham family.

Its current condition is very poor and major renovations would need to be undertaken to secure the building and make it suitable for our use. It has major parking & access problems off Cordeaux Rd but an access and parking may be able to be established behind the building off Benjamin Rd

Our second choice of an existing building

6. Mt Kembla School (old buildings):

Location: - Cordeaux Rd Mt Kembla.

Owner: - Department of Education.

Comments: - An approach has been made by the school to M.K.M.H.Inc to support a community project to build a complex via CEP funding on DET land; containing a community hall, 4 classrooms and an administrative office on vacant school property; thus freeing the old school building and the original headmaster's dwelling for heritage use.

Good site – but DET property always and subject to their rules and not good access off Cordeaux Rd or parking

7. Vacant Land in Mt Kembla:

Location: - Block adjacent (west) to the Rural Bush Fire Brigade Building in Cordeaux Rd Mt Kembla.

Owner: - Private Owner or WCC owned.

Comments: - Partly cleared this block straddles the creek behind the Mt Kembla Hotel bordering James Rd and has an advantage of being in the centre of the Mt Kembla Village and adjoining the park area.

Development would have to be a pole type construction straddling the creek and possibly very expensive.

Possibility

**

APPENDIX

(III)

FESTIVAL SPONSORS

(see website: www.mt.kembla.org.au)

Our Major Festival Sponsor

Dendrobium Mine

THE PAST WE INHERIT – THE FUTURE WE BUILD.