

# Warren Airport Master Plan 2018 - 2028

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## Executive Summary

The Warren Airport Master Plan has been prepared in accordance with airport regulations including the CASA MOS Part 139 Aerodrome section.

The Warren Airport is a general aviation airport and today provides a very valuable service to air operators and the general aviation community. The airport has daily general aviation and sport or recreational aircraft using the facility. There is currently no Regular Passenger Transport (RPT) operator at Warren. The attraction of such an operator is discussed within the master plan and consideration and discussion about how to attract an operator and seek community support to deliver on this objective.

The airport has a commercial agricultural air operator based at it and daily flights are conducted by multiple aircraft.

The airport has a long history that once included RPT services and the training of pilots through the Warren Aero Club. The Club is non-functioning but may again be formed subject to this plan.

The report is structured in two sections being the airport background that looks at the airport as is, and the strategic vision to further develop the airport generally. The second section; consideration is made as to future development potential, the scheduling of works outcomes and the community support to bring about change and use enhancement.

This Plan has addressed the regulation components around the development of the airport. The Plan has also taken a holistic view based on experience of the author and from known aviation activities that a community can support to ensure that the airport facility is used to a higher extent. The Plan has included long term opportunity through which the community would derive a social benefit from the airports overall development, the generation of employment and to establish the facility as a point of social interaction.

This Plan is not a static document that should be read and filed away. It is a direction that if accepted and the outcomes are achieved, may lead to a flow on in employment, social relocation and business expansion across the Warren community.

Your advice and assistance in bringing the Warren Airport back to a strong community facility is appreciated.



## 1 INTRODUCTION

### 1.1 Overview of the Airport

Warren airport is located approximately five kilometres from the township of Warren and was once used as an RPT transport facility. The airport is used today by private aircraft in either the VH or RAA categories and by private charter companies or freight companies. The airport has an agricultural air operator based at it who generates employment. The Gravel runways are used frequently by RAAF aircraft in the heavy capacity (above 40 tonnes) for flight training.

The airport is a well-maintained airfield and is reaching a time when funding is required to be spent to upgrade lighting to meet the current CASA Manual of Standards (MOS) Part 139 Aerodrome section requirements for light spacing at 60 metre centres and to strengthen and reseal the runway and apron areas leading to the main runway.

The airport has two runways being 09/27 a sealed runway of 1187 metres in length and a red clay runway 03/21 of 1055 metres in length. The airport has a basic departure / arrival terminal with public toilet facilities and associated car parking areas. Other airport improvements include private hangers.

The airport has a large potential to expand its operational usage by the development of aerial agricultural facilities, recreational pilot usage and a future RPT service that is suited to small rural community needs possibly through a regional spoke and hub centre such as Dubbo or Orange Airports. The RPT service will be dependent on Federal Aviation rules for small single pilot operations and the level of aircraft compliance needed to meet low volume air operations.

The following plan has been developed to create opportunities in the community for greater airport utilisation, development of residential usage suited to private pilots and to look at commercial opportunities that attract and enhance aviation in the rural sector.

### 1.2 Purpose and Objectives of the Master Plan

The Master plan is not an application for planning permission for the development of the airport. It is a document that identifies a direction that the airport operator may consider in the future development and enhancement of the airport, its role for the community and the types of development that may occur within and around the airport precinct.

The Master plan will not have regulatory status. It will however have an overarching frame work and context for which future planning applications will be considered against.

The Master plan objective is to:

- establish a strategic direction for the airport;
- providing for the development of the airport site;
- indicating to the public the intended uses of the site;
- reducing potential conflicts between uses of the site; and
- ensure that use of the site is compatible with areas surrounding the airport.



### **1.3 Methodology and Consultation**

The preparation of this plan has required consultation with government agencies, general aviation operators, airport businesses, and private aviators. Future consultation is required to be undertaken with the general public, community groups and land owners to discuss key issues and proposed viable solutions for the airports long term use.

Throughout the master planning process, for both this Airport Master Plan and for other planned projects; stakeholder awareness, project information and community feedback may be facilitated through the availability of the Councils website, popular social media channels and where appropriate through newsletters, flyers, surveys and the media.

In addition, the Council could establish an electronic newsletter from which interested stakeholders can subscribe and receive regular e-mail updates.

This master plan also proposes the establishment of a Section 355 committee under the Local Government Act 1993 to assist Council to distribute information and to provide advice and support to develop the plan outcomes.

### **1.4 Report Structure**

This report has been prepared in two parts being the Airport background and then the Master Plan items and future directions to be considered.



## **2. BACKGROUND INFORMATION**

### **2.1 Master Plan Context**

A master plan is a plan that shows an overall development concept that includes facility design, landscaping, infrastructure, service provision, transport, present and future land use and built form.

It consists of three dimensional images, texts, diagrams, statistics, reports, maps and aerial photos that describe how a specific location will be developed.

It provides a structured approach and creates a clear framework for developing an area.

This master plan has been prepared to explore the potential of the Warren Airport and the surrounding land as to the potential uses, the community interaction, the transport and infrastructure needs and future redevelopment of the site.

The plan has also addressed a primary need for regular passenger transport, the interaction with current services from regional airports and the development and growth of business or commercial opportunities.

#### **2.1.1 Historical Background**

The airport has a long history that once included RPT services by Eastern Airlines and the training of pilots through the Warren Aero Club. The Aero Club has folded due to a down turn in the general aviation sector. A revised aero club will generate interest from the community and may allow for training to occur at Warren.

Rural airports were once funded by the Commonwealth Government, which supported and maintained the airports as essential community services. Changes to funding arrangements and the transfer of rural airports to local councils have seen a general decline in airport maintenance and attraction of airlines and private or charter services. This along with the State and Federal Governments undertaking significant improvements to regional and local road networks allowed motor vehicles easier access, comfort and improved travel times. This also impacted on the need for air travel across the country.

The airport and its usage have not changed significantly over time. The general down turn in private and RPT aviation during the 1980's to early 2000's has reduced aircraft transport, but this is beginning to grow again as light aircraft development, cost effective aircraft kit building is available and a general upturn in people looking back at aviation as a sport and general interest area. The Gravel runways are used frequently by RAAF aircraft in the heavy capacity (above 30 tonnes) for flight training.

#### **2.1.2 Regional Context**

Warren airport is not a regional airport, and, in many areas, it could meet the requirements as a remote airport similar to that of Nyngan and Tottenham airports.

The airport does not have RPT services and acts as a stopover point for general aviation and charter aircraft traveling north, south and east, west.



The airport provides 24-hour 7 day a week access for air ambulances and Royal Flying Doctor medical retrieval services for the Warren Hospital. The airport has daily aerial agricultural services from a company based at the airport.

The NSW Rural Fire Service has installed a large capacity water tank for firefighting use by aerial aircraft adjacent to the apron area. This will provide local and sub-regional provision of water in times of fire.

Warren does not have any link to RPT services other than by private road transport. RPT services to Sydney can be made from Dubbo, Parkes or Orange airports. Dubbo airport offers a greater range of end of journey destinations and would be a preferable air service partner than that of a single Sydney based destination.

### **2.1.3 Socio-Economic Context**

The Warren airport has a local socio-economic benefit however at present has minimal external commercial use except for the aerial agriculture operator. Charter and flight training companies land at Warren, however without access to refuelling, the general stop over by on route aircraft is limited.

An RPT service from Warren to Dubbo and beyond will allow the development of a viable air service and increase charter operations. In a commercial context, this is limited due to a one-hour travel time to Dubbo Regional airport.

Growth of commercial, social and economic outcomes is discussed in the second part of this Plan.

### **2.1.4 Regulatory Context**

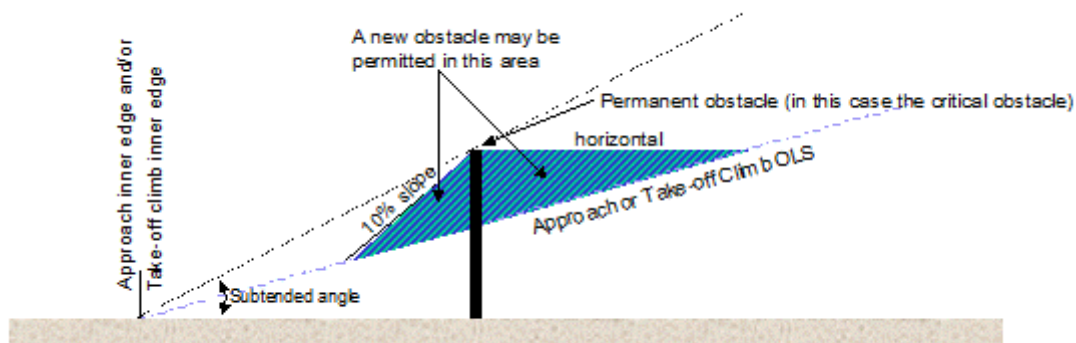
This master plan document has been prepared in accordance with the requirements of the Manual of Standards (MOS) with reference to section 139. The future development of the runway, taxi ways and apron areas plus additional buildings, their location and use have been reviewed against the MOS.

Council as the airport operator has undertaken a review of section 6.2.10 Runway Bearing strength to determine the ability of the current runway to take the design aircraft and to look at subsoil and foundation layers that may warrant long term maintenance.

The location of proposed residential living and the expansion of the hangers at the airfield have been considered against the OLS requirements under Chapter 7 of the MOS. The final design and location of buildings and other structures will be considered based on obstacle clearance lines for both the main runway 09/27 and the gravel runway 03/21.



**Image 1: Section 7 MOS - Obstacles penetrating the approach and take-off climb surfaces**



The airport operator has addressed the future needs of the airport and has identified that the airport lighting should be upgraded to meet current MOS standards for light spacing at 60m intervals and to upgrade and replace the PAL and AFRU equipment to ensure that aircraft can land 24 hours a day 7 day a week.

The runways are of sufficient length to service an RPT hub and spoke service or a direct capital city service based around an aircraft up to 18 seats (Metro 23). Runway soil testing is required to determined future strength and runway surface requirements.

The airport operator will review the airports operations against the MOS and Airservice regulations as future development continues.

### **2.1.5 Policy Context**

This master plan and any actions to be considered will be placed before the airport users committee (where established) to consider, developing policy and procedures and to follow-up and review outcomes.

Policies will be developed around emergency planning and linking to the Local Emergency Management Plan, as these two processes overlap in this community. Policies will need to be developed on the provision of land to business and residential users and in the areas of Councils overall policy, procedure and community strategic planning frameworks.

### **2.1.6 Previous and Current Master Plans**

This is the first Master Plan undertaken for the Warren airport and it will require continued review to ensure that the outcomes in Section 5 are being implemented as per the agreed time frames and community needs.

As part of this Master Plan, an online community survey should be undertaken to determine if the community would support a hub and spoke airport operation and seek advice as to costing of the air fares and other needs of the travelling public. A survey should also be undertaken to seek the community input into the Master Plan process and the future development of outcomes.



### **2.1.7 Key Stakeholders**

This Plan should be provided to the all interested aircraft-based organisations, pilots, plus relevant government agencies including the Rural Fire Service.

## **2.2 Current Situation**

A review of the airport operations has identified that the airport is used frequently (daily) by general aviation and sport or recreational flyers.

The facility from a community view could potentially be considered as underutilised due to the removal of RPT air services and a need to ensure that the facility is maintained in accordance with the MOS.

This view is not supported as the airport plays a vital role in aero medical services and for private aircraft movement. The airport should be considered as an essential community facility, like a local swimming pool or library as to its availability, its community use and the opportunity to enhance and develop to bring forward employment and business opportunity.

### **2.2.1 Ownership and Management**

The Warren Airport is owned and operated for the community by Warren Shire Council.

### **2.2.2 Site Description**

Warren airport is located approximately 3nm in a direct line from Warren Township or 5.4 km by road. The airport is located on Arthur Butler Drive that comes off the Oxley Highway.

The airport is located within a rural land classification under the Warren Local Environmental Plan 2012 and is surrounded by agricultural land used primarily for cropping and grazing purposes.

The main runway is relatively flat and runs from east to west (09/27) whilst the airport cross strip (gravel) 03/21 slopes downhill from north to south.

The airport contains several structures, including a terminal building and public toilets, several hangers, rural fire services water storage tank and several sheds or out buildings. A public car park has been developed off Arthur Butler Drive.

The airport is not a security-controlled facility and the boundary fencing is of a rural type only. Apron separation fencing is more substantial but is provided to separate entry to the airport premises but not the apron area. Access gates are unlocked and not controlled.

The airport is very similar in design to all remote airports in rural NSW.







Photo 1: Warren airport is in a rural area adjacent to the Oxley Highway.

### 2.2.3 Surrounding Land

The land surrounding the airport is used for crop production and grazing of sheep and cattle. As shown in Photo 1 above, the land is not impacted by residential development or other development that would restrict the items being proposed in this Master plan.



### 2.2.4 Existing Activities

The airport provides facilities for aero medical services, air freight services, charter operators and the private aviation community. The airport has facilities that support the NSW Rural Fire Service and aerial firefighting.

The Warren Aero Club once utilised the terminal building at the airport.



### 2.2.5 Existing Facilities

The airport as shown in the attached photo includes the following facilities;

- An entry road (Arthur Butler Drive)
- A car parking area
- A terminal building
- A IWDI
- 4 hangers
- A sealed apron and taxi way
- Two runways – 09/27 sealed and 03/21 gravel
- PAL lighting system, and
- Other ancillary buildings

### 2.2.6 Ground Transport Access

There is no ground transport available to the airport. Warren does not have taxi services or bus services. All transport to and from the airport is by private transport. No hire car facilities exist.



### 2.2.7 Utility Services

The airport has existing electricity infrastructure, no town water supplies, a non-potable water source (well) to storage tanks is available and limited water line services.

Sewerage disposal is via septic disposal.



Photo 2: Structures at Warren Airport – The terminal building and 4 hangars are located on the airport.

### 2.2.8 Environmental Values

There are no existing environmental values or areas of environmental protection identified on this site. Native grass exists on site and this is controlled by mowing or slashing. No stands of native trees exist on the airport land that requires protection under the Native Vegetation legislation for development proposed under this plan.

### 2.2.9 Heritage Values

There are no heritage items located on the airport land. The airport has a social heritage due to the operation of previous RPT services. Like many rural townships a reliance on air services was required to make trips to Sydney for business and personnel reasons. With the improvements to road networks and motor vehicles, this reliance has reduced.

A revitalisation is occurring to air travel and to aircraft ownership. This may bring about a new social history in time that would add to the cultural value of the community.



## 2.3 SWOT Analysis

A desk top SWAT analysis was undertaken to identify the regulatory and strategic outcomes that are required to occur or may be developed into the future.

The analysis identified that the airport from a regulatory view is at a stage in which the airport owners should spend money to bring the airport up to a higher standard and to ensure that the areas of lighting, pavement management and vegetation control are enhancement.

The strategic opportunities at the airport have not been developed at any stage in the past and this has ensured that the opportune use of this community facility has fallen below its sub regional potential.

### 2.3.1 Strengths and Advantages

The Warren airport is for all purposes a remote airport with a capacity to develop into an airport that services the aviation users that cross the region and for aerial agricultural companies to utilise or relocate to provide services to future cropping such as cotton, poppy's and the traditional broad acre farming.

The strengths have been identified as:

- The airport could be linked to other training organisations to allow pilot training
- the airport is sealed and has lighting to allow night time operations for aero medical services and general or charter aviation work
- landing fees are charged, but consideration of costs to collect should be reviewed.
- the airport has a larger area of land available to promote and develop aviation business, hangars or associated commercial development such as freight depots
- the airport has available land to provide aviation related subdivisions that can grow a greater on field use
- most essential services are available at the airport and within access roadways
- an existing aero club and future training organisation could operate at the airport that can be developed by the community to higher levels
- aircraft tie down area is available
- the airport is available to host fly-ins and is not subject to airspace restrictions, plus it is a unique location for people to fly and the community to visit
- RFS services can operate from the air field for firefighting purposes
- The airport can host aviation events such as fly-ins and could develop as a glider base, and
- Refuelling facilities could attract more aircraft if viable.

### 2.3.2 Weaknesses and Constraints

The airports greatest weakness is based around the loss of an RPT service over three decades ago and that alternative air service options have not been fully developed and promoted.

Identified weaknesses also include:

- The current runway lighting requires upgrade to a higher standard to allow GPSS approach (light spacing at 60m) and that the current runway lights require repair or replacement.



- The level of maintenance to the airport infrastructure has not been maintained by the airport operator and spending on infrastructure is required.
- The remote location of the airport will require aviation businesses and or aviation residents to relocate to a small community. It is noted that all medical, hospital, sporting and social facilities are available to future residents and business operators and this would allow them to become part of the community.
- Internet services require upgrading to be competitive with other rural towns with similar facilities.
- 24-hour fuel is not available.

### 2.3.3 Opportunities and Prospects

- The swat analysis has identified that an opportunity exists to attract commercial business that support the aviation industry,
- That aviation training businesses could be attracted eg Qantas training at Dubbo (remote training area)
- That an opportunity could be developed to establish an aviation warehouse for Australia wide distribution of aviation and other products with a fly-in type store and activity based around aviation sales.
- That aviation residential land could be developed to attract local and other aviators to live at the airport which would increase the airport use and over all operational security
- That a hub and spoke aviation type RPT service could be undertaken with a preference for the regional centre being Dubbo due to the number of final point connecting destinations network or alternatively Orange airport as it provides two final destinations
- That a milk run type hub and spoke service could be developed that includes Cobar and Warren to Dubbo
- That the community has a role to play in the airport use and that these need to be supported;
  1. That community-based events such as an annual aviation fly-in with other community groups such as car clubs, machinery and tractor or social events be developed that provide support back to services such as the Royal Flying Doctor or other aviation medical retrievals, and
  2. That a community-based committee is formed from airport users and business development orientated person to push to grow and develop air services and aviation opportunities.
  3. That opportunities such as co-operatives be considered and developed
  4. That RPT service introduction surveys be undertaken and community support be identified to allow Council to work with future aviation service providers.

### 2.3.4 Threats and Risks

Although opportunity exists to develop the airport to a higher level of use, threats exist in that the development needs the support of the local council, state and federal agencies in relation to RPT services and that funding of opportunities may not be available.

The airport and its location are not threatened by increased residential development or other planning decisions.



### 2.3.5 Summary of SWOT Analysis

In summary, the airport has a level of opportunity that has remained untapped for many decades following the removal of RPT services. The master plan process has identified that with council and community support a range of activities can be undertaken at the airport that will generate a level of interest from the community that may be enhanced over a long-time frame. It was recognised that similar master planning at rural airports like Narromine have been undertaken and that the growth of this airport without an RPT service has been slow, but it has brought with it a community involvement that is ensuring that the airport remains a viable community asset.

The potential to develop a hub and spoke RPT service will increase the cost of air travel to residents; however, it does generate opportunities to fly from the Hub airport to destinations that are not generally available unless Sydney Domestic airport is used.

The community buy in for the airport around event planning of a fly-in, car show etc. will allow the community to see how an airport operates, it can boost numbers of members at the aero club and it will allow the community to support local or Australia wide charities if structured along those lines.

To achieve the objectives in this plan the council and the community is required to back the plan, work progressively towards the outcomes and not expect everything to happen overnight.

## 2.4 Strategic Vision and Objectives

The following vision statement and objectives provide broad guidance and direction for the development of the airport.

The development of the vision and objectives was guided by the master plan context discussed in section 2, and the SWOT analysis discussed in section 4 as well as discussions with key stakeholders.

### 2.4.1 Strategic Vision

The vision for airport is:

- to identify and develop aviation related opportunities that encourage employment, business and social benefits, and
- seek to establish regular passenger transport by a hub and spoke air service arrangement, utilising regional hub airports, to multiple destinations

### 2.4.2 Objectives

The objectives for the airport are:

- To operate the airport as a financially sustainable business and to evaluate current and potential sources of income with a measurable target of increasing income over the next five years;
- To increase airport usage by both commercial and private aviation groups by developing policies that encourage business and residential relocation and support business and other opportunities that will attract and retain management and staff;



- To increase local awareness of the airport operator's efforts to attract RPT services, business and private usage of the airport; and
- To develop events and activities at the airport for the aviation and the local community to view aircraft and develop the airport as a community facility.

## **2.5 Critical Airport Planning Parameters**

### **2.5.1 Forecast of Future Operations**

This master plan proposes several actions that if implemented could allow for a greater use of the airport.

The key to growing the airport is to develop opportunities that allow for increasing income and cutting costs. The airport will need to operate as a bare bones business, which looks to make long term financial returns from land rates or leases and minimal profit from land subdivision and aircraft activity.

#### **RPT Activity**

This plan reviews the opportunity to establishing a spoke and hub air service with one airline having scheduled passenger flights in and out and based on a small number of travellers/customers daily.

This plan does not anticipate that a major financial return if any will occur from an RPT airline service. The proposal is so small that the overall income would be minimal. The local community may also be asked to provide support into the air operator's service at the initial stages to ensure that the service is viable.

Any profit generated should be used to develop the terminal building to a higher level that meets climatic conditions and is attractive to the travelling public. Grant funding may be available from State or Federal Governments to assist in upgrading the terminal for tourism related use and associated facilities if a spoke and hub RPT service is established.

Although the initial operations and maintenance costs will increase, the outcome is to attract travellers through the airport and develop aviation usage.

This plan proposes a number of other actions that could be undertaken to attract aviation business and private persons to the airport. These actions will require support from the Council, the community and in some instances NSW Planning.

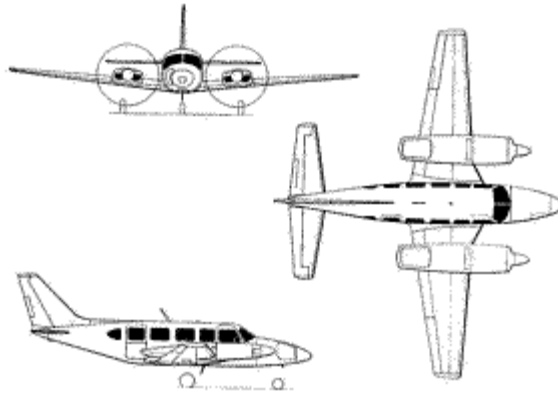
### **2.5.2 Aerodrome Reference Code System**

No change is proposed to the Warren reference code being YWRN and for the runway locations or length criteria. Airport operations will continue as existing. PCN testing of the runway should be undertaken to confirm pavement strength if an RPT operator is to be considered.

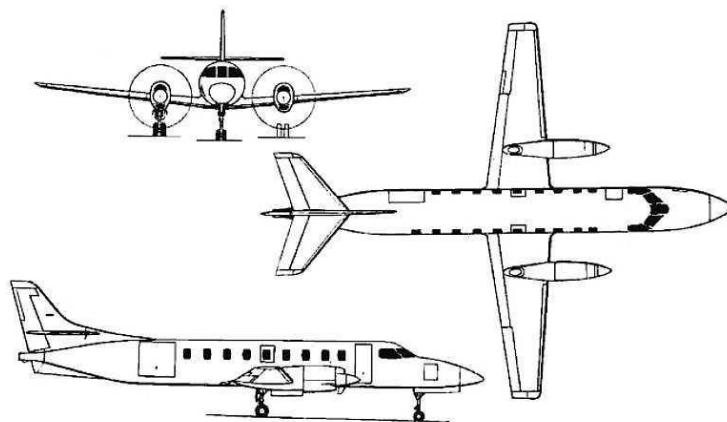


### 2.5.3 Selected Design Aircraft

This plan proposes that the potential for a RPT air service would require aircraft in the 8 to 12 seat or small twin engine single pilot operational range. The present airport can accommodate aircraft of this size without pavement concessions.



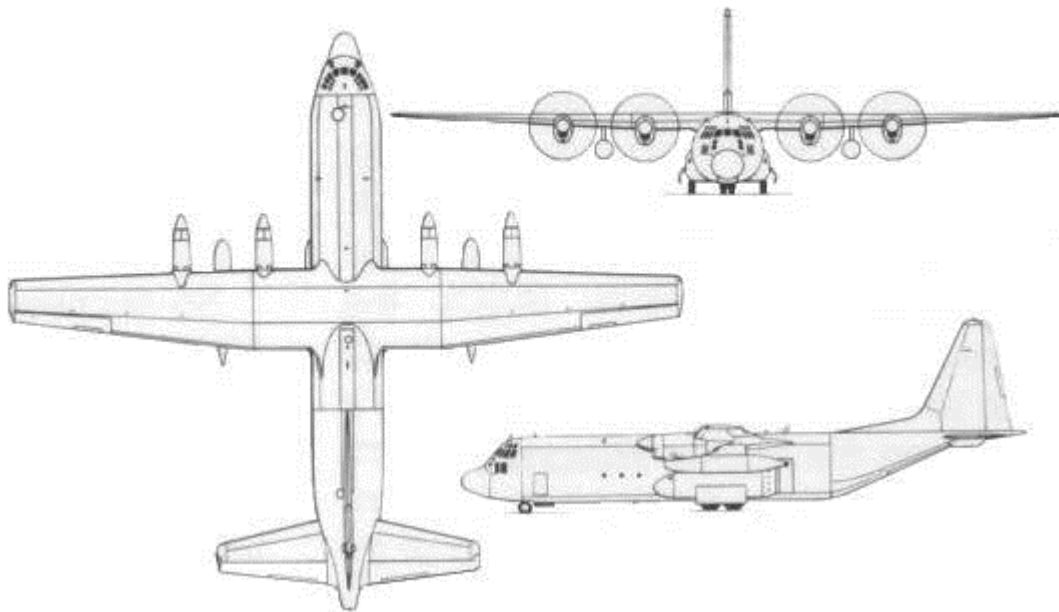
Larger aircraft in the 18-seat range (Fairchild Aerospace Metro 23 or similar) can operate from the airport based on a 1187m length of runway (take off 870m and landing 770m) and PCN 6 pavement strength, but pavements will need to be engineered assessed to ensure that long term use can be designed into pavement reseals.



The Gravel runways are used frequently by RAAF aircraft in the heavy capacity (above 34 tonnes) for flight training. This training has been undertaken for many years and can be as frequent as two or three times each week based on RAAF training needs. Most RAAF aerial work is conducted at night without lights.







#### **2.5.4 Navigation Systems**

The Warren airport does not have any navigational systems operating.

Changes in technology and the introduction of GPS to aircraft have made navigational systems such as NDBs obsolete.

It is not proposed to add any additional navigational equipment.

#### **2.5.5 Aircraft Movement Area**

The movement areas, taxi ways and apron are of sufficient capacity to meet a spoke and hub type airline that operates on a daily return service or greater. As identified in aircraft design above the largest aircraft has suitable apron space available to allow other aircraft to operate from the apron.

Renewal of line marking will be required to identify stop points and turning radius for aircraft being operated on the apron areas.

#### **2.5.6 Pavement Strength**

The Pavement strength has been assessed in accordance with CI 5.1.3.8 for Aircraft greater than 5,700kg maximum take-off mass. This assessment has been selected as Fairchild Aerospace Metro 23 can operate with a PCN of 6 for which the current airport surface classification supports.



To ensure that the runway can maintain this PCN, the airport operator should commence soil and pavement testing to determine the current number and any future works to increase the PCN where required.

The airport operator will be able to accurately report the bearing strength of pavements intended for aircraft greater than 5,700 kg mass, in accordance with the Aircraft Classification Number/Pavement Classification Number (ACN/PCN) system; reporting all of the following information:

- i. the pavement classification number (PCN);
- ii. pavement type for ACN-PCN determination;
- iii. subgrade strength category;
- iv. maximum allowable tyre pressure category; and
- v. evaluation method.

### **2.5.7 Aviation Support and Landside Facilities**

As indicated in other sections of this plan, the airport operates at a very low level but is reflective of airports developed for rural areas that operated a single RPT service in the 1960's to 1980's.

The airport has a small terminal building. No other support facilities exist at the time of preparing this plan.

### **2.5.8 Passenger Terminal**

The existing passenger terminal is a 1960's design that has been renovated a number of times to improve toilets and external cladding. The terminal is suitable for a small spoke and hub airline of up to 18 persons, however it is well past the expected level of comfort required by passengers that will fly to meet connecting flights.

The terminal building prior to start-up of a hub and spoke airline will require a major refit in the passenger waiting area, the operational side of the building and connecting pathway systems.

The terminal shall require new seating and preferably with access to internet services. An internet connection is a minimum for the RPT operator to ensure that computer connections, phone services and weather access is available to the aircraft operator.

The community and travelling public will also require an attractive terminal, car park and arrival / departure point, or they will not judge the RPT service as a viable link and rely on driving to other towns to board aircraft.

The redevelopment of the terminal does not have to be overly extravagant, but it is required to have comfortable seating for passengers and friends or family, it is required to be air-conditioned and the airline must have adequate space to collect, and weigh baggage.

The car parking area is more than adequate in size to accommodate an 18 seat passenger aircraft; however, the car park requires resurfacing, improved drainage and improved maintenance to ensure that car parking is safe and secure. The available area would permit a fenced enclosure that is opened and locked by the airline operator prior to each flight to provide a security car park at the airport for those travellers with extended stays.



The general appearance of the airport and its surrounds does require attention especially the arrival / departure grass areas and the general appearance around the terminal building, aero club building and car parking areas. Water is available to water the areas, but a lack of attention and care has allowed this appearance to fall below an adequate standard.

Although the costs associated with the upgrades are not beyond the airport owner, the presentation of the terminal both inside and outside will need to be undertaken to assist in attracting an RPT operator.

To attract an RPT operator and to provide the public with confidence that the airport is operational, the airport owner should commence upgrading the external appearance, paving and signage and offer to upgrade the terminal building to meet the needs of an RPT operator during the critical discussion phase to get them on board.

### **2.5.9 Security Requirements**

Warren is not an airport that is required to provide security as it presently does not operate RPT aircraft.

This plan proposes the introduction of RPT aircraft of low weight and seating capacity. Should the regulations require any upgrades to security requirements under a hub and spoke air route; the airport operator will address these with the aviation regulator.

### **2.5.10 Airspace Protection Surfaces**

This plan does not propose to lengthen or alter the alignment of the current two runways. OLS reviews are undertaken annually for the existing runways.

### **2.5.11 Aircraft Noise Contours**

The airport operator does not have any noise contour plans for this airport. The proposed future development of the land will not generally have aircraft of a larger size than presently service the airport.

Pavement restrictions apply to the runway and this plan is not proposing to increase aircraft size or weight limitations based on pavement design strength.

### **2.5.12 Environmental and Heritage Sites**

There are no registered heritage items or known heritage issues associated with the Warren airport.



### 3 AIRPORT MASTER PLANS

#### 3.1 Land Use Plan

The Warren airport is in a rural / industrial area and is not impacted by residential, industrial or environmental protection areas.

The development of the airport in accordance with this master plan will require changes to be made to the land zoning through NSW Planning. Although this may take time the development of the airport for aviation type use can occur immediately. This includes the development of hangers, onsite business and community events and functions that are airport related.

##### 3.1.1 Land Use Precincts

The development of the airport as proposed will define three distinct areas for development.

- The first is the terminal and apron area for RPT and visiting aircraft. No change is expected to occur in this area.
- The second area as shown on the aerial images is to develop a hanger and business park area to the south of the terminal / aero club building.
- The third area is the residential area to the south of runway 09/27 on private land.

##### 3.1.2 Land Use Precinct Guidelines

The airport is in a IN1 (General Industrial and surrounding land as Rural zone (RU1) under the Warren Local Environmental Plan 2012. The zones provide for the following activities;

###### Zone IN1 General Industrial

###### 1 Objectives of zone

- To provide a wide range of industrial and warehouse land uses.
- To encourage employment opportunities.
- To minimise any adverse effect of industry on other land uses.
- To support and protect industrial land for industrial uses.
- To enable the development of land for certain non-industrial purposes where the present or future industrial development of land will not be compromised.

###### 2 Permitted without consent

Environmental protection works; Roads; Water reticulation systems

###### 3 Permitted with consent

Aquaculture; Depots; Freight transport facilities; Funeral homes; Garden centres; General industries; Hardware and building supplies; Industrial training facilities; Kiosks; Landscaping material supplies; Light industries;



Neighborhood shops; Places of public worship; Plant nurseries; Rural supplies; Take away food and drink premises; Timber yards; Vehicle sales or hire premises; Warehouse or distribution centres; Any other development not specified in item 2 or 4

#### 4 Prohibited

Agriculture; Amusement centres; Camping grounds; Caravan parks; Cemeteries; Centre-based child care facilities; Commercial premises; Community facilities; Eco-tourist facilities; Educational establishments; Entertainment facilities; Environmental facilities; Exhibition homes; Exhibition villages; Farm buildings; Forestry; Function centres; Health services facilities; Home occupations (sex services); Information and education facilities; Marinas; Mooring pens; Moorings; Public administration buildings; Registered clubs; Residential accommodation; Respite day care centres; Tourist and visitor accommodation; Wharf or boating facilities

### **Zone RU1 Primary Production**

#### 1 Objectives of zone

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To protect, enhance and conserve agricultural land in a manner that ensures that the primary role of land is for efficient and effective agricultural pursuits, managed in accordance with sustainable natural resource management principles.
- To protect water resources in the public interest.
- To protect areas of local, state, national and international significance for nature conservation, including areas with rare plants, wetlands and significant habitat.
- To permit rural industries that do not have a significant adverse impact on existing or potential agricultural production on adjoining land.
- To conserve and protect the Macquarie Marshes by encouraging and managing appropriate land uses and agricultural activities.

#### 2 Permitted without consent

Building identification signs; Business identification signs; Environmental protection works; Extensive agriculture; Forestry; Helipads; Home occupations; Intensive plant agriculture; Roads; Water reticulation systems

#### 3 Permitted with consent

Air transport facilities; Airstrips; Animal boarding or training establishments; Aquaculture; Bed and breakfast accommodation; Boat launching ramps; Boat sheds; Camping grounds; Cellar door premises; Cemeteries; Community facilities; Correctional centres; Depots; Dwelling houses; Eco-tourist facilities; Environmental facilities; Extractive industries; Farm buildings; Farm stay accommodation; Flood mitigation works; Freight transport facilities; Heavy industrial storage establishments; Heavy industries; Home-based child care; Home occupations (sex services); Industrial training facilities; Information and education facilities; Intensive livestock agriculture; Jetties; Landscaping material supplies; Open cut mining; Recreation areas; Recreation facilities (major); Recreation facilities (outdoor); Roadside stalls; Rural industries; Rural workers' dwellings; Secondary dwellings; Truck depots; Veterinary hospitals; Water recreation structures; Water supply systems



- 4 Prohibited  
Any development not specified item 2 or 3

The current land use zones restrict the development of airport related facilities on the land designated for airport use under the IN1 General Industrial zone. The adjoining land does allow residential and airport development to occur but not permit the development of community title subdivisions for airport related residential use.

The airport should be reclassified as SP2 to ensure that airport related activities can be undertaken. It is proposed that the following SP2 zone and relevant clauses added to protect airspace and allow community title subdivisions to be created;

**Zone SP2 Infrastructure**

1 Objectives of zone

- To provide for infrastructure and related uses.
- To prevent development that is not compatible with or that may detract from the provision of infrastructure.

2 Permitted without consent

Roads, aircraft hangers

3 Permitted with consent

The purpose shown on the [Land Zoning Map](#), including any development that is ordinarily incidental or ancillary to development for that purpose

4 Prohibited

Any development not specified in item 2 or 3

And add in the following clause as;

**6.9 Airspace operations**

(1) The objectives of this clause are as follows:

(a) to provide for the effective and ongoing operation of the Warren Airport by ensuring that such operation is not compromised by proposed development that penetrates the Limitation or Operations Surface for that airport,

(b) to protect the community from undue risk from that operation.

(2) If a development application is received and the consent authority is satisfied that the proposed development will penetrate the Limitation or Operations Surface, the consent authority must not grant development consent unless it has consulted with the relevant Commonwealth body about the application.

(3) The consent authority may grant development consent for the development if the relevant Commonwealth body advises that:

(a) the development will penetrate the Limitation or Operations Surface, but it has no objection to its construction, or

(b) the development will not penetrate the Limitation or Operations Surface.



(4) The consent authority must not grant development consent for the development if the relevant Commonwealth body advises that the development will penetrate the Limitation or Operations Surface and should not be constructed.

(5) In this clause:

Limitation or Operations Surface means the Obstacle Limitation Surface or the Procedures for Air Navigation Services Operations Surface as shown on the Obstacle Limitation Surface Map or the Procedures for Air Navigation Services Operations Surface Map for the Warren Airport.  
relevant Commonwealth body means the body, under Commonwealth legislation, that is responsible for development approvals for development that penetrates the Limitation or Operations Surface for the Warren Airport.

### **Community Title clause**

A clause exists to allow for community title subdivisions in the RU1 Primary Production zone. This shall allow the potential subdivision of land to develop an aviation estate. The land size maps may require amendment to show the minimum lot size eg 0.5Ha to allow a community title development to occur and house and hangers to be built.

A formal amendment of the Warren LEP 2012 is required.

### **Development not Permitted Currently**

Development by Council is presently not permitted on the airport land (exception helipad) as the zoning does not comply with State Environmental Planning Policy (Infrastructure) 2007 Part 3 Division 1 Air Transport Facilities that permits the following:

#### *22 Development permitted without consent*

*(1) Development for the purpose of an airport may be carried out by or on behalf of a public authority without consent on land in any of the following land use zones or in a land use zone that is equivalent to any of those zones:*

*(a) RU1 Primary Production,*

*(b) RU2 Rural Landscape,*

*(c) IN4 Working Waterfront,*

*(d) SP1 Special Activities,*

*(e) SP2 Infrastructure,*

*(f) W2 Recreational Waterways,*

*(g) W3 Working Waterways.*

*(2) Development for the purpose of an air transport facility, being a heliport that is not part of an airport, may be carried out by or on behalf of a public authority without consent on land in any of the following land use zones or in a land use zone that is equivalent to any of these zones:*

*(a) RU1 Primary Production,*

*(b) RU2 Rural Landscape,*

*(c) RU4 Primary Production Small Lots,*

*(d) IN1 General Industrial,*



- (e) IN2 Light Industrial,*
- (f) IN3 Heavy Industrial,*
- (g) IN4 Working Waterfront,*
- (h) SP1 Special Activities,*
- (i) SP2 Infrastructure,*
- (j) W2 Recreational Waterways,*
- (k) W3 Working Waterways.*

*(3) A reference in this clause to development for the purpose of an air transport facility includes a reference to development for any of the following purposes if the development is in connection with an air transport facility:*

- (a) construction works,*
- (b) fencing, drainage or vegetation management.*

### *23 Development permitted with consent*

*Development for any of the following purposes may be carried out with consent on land within the boundaries of an existing air transport facility, if the development is ancillary to the air transport facility:*

- (a) passenger terminals,*
- (b) facilities for the receipt, forwarding or storage of freight,*
- (c) hangars for aircraft storage, maintenance and repair,*
- (d) premises for retail, business, recreational, residential or industrial uses.*

## **Community Subdivisions**

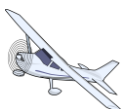
In this plan residential development is identified as an area that could be considered to develop greater use by private aviators. Community subdivisions are considered under Community Land Development Act 1989 and Community Land Management Act 1989.

An amendment will be required to the Warren LEP 2012 lot size map for the RU1 Land identified for residential housing to a size sufficient to allow onsite waste water disposal and to allow a dwelling and hanger to be constructed. The advantage of a community title scheme is that greater control can be applied to the entry road that will have a dual purpose as a taxi way for aircraft. This will limit open public access and liability risks.

Alternatively, an amendment may be undertaken to the Warren LEP 2012 to rezone land around the airport to an R5 zone (rural residential) and to extend the SP2 zone for land currently outside the zone for the development of aviation related business. An amendment to the Warren LEP 2012 will allow for freehold titles to be provided and access over roads and infrastructure to be held by the council.

## **3.2 Facilities Development Plan**

The airport is proposed to be developed by the inclusion of a spoke and hub air operator, the development of hangars, and the support of aviation business, the building of a residential estate and the improved recognition of the community as to the airports potential.





Other improvements may be required once greater detail of the current facility is known such as runway strengths and improvements to lighting and other facilities on and around the airport.

These are discussed in this Master plan.

### 3.2.1 Movement Area Facilities

- Runways – the airport has two runways being 09/27 (sealed and lighting) and 03/21 unrated red clay.
- Taxiways – runway 09/27 leads into two taxi ways on the western end. The main taxi way connects to the apron area and terminal stopping location.
- Aprons, aircraft parking areas – reference should be made to the photo which identifies the location of the run ways, the taxi ways and apron and aircraft tie down areas.
- The aircraft tie down area is gravel.
- Pavement strength – the current pavement strength is listed as UNRATED under ERSA for aircraft not above 7500kg. The airport operator should undertake soil testing to determine the PCA rating, the CBP and to identify works required to meet RPT standards.
- Airport Lighting- The current PAL lighting system is due for replacement as the control box, wiring and light posts require renewal. A tender for the replacement of lights, controllers and the provision of AFRU report back unit should be prepared.

### 3.2.2 Aviation Support Facilities

- Passenger terminal – The airport has a basic passenger terminal that has been maintained to a satisfactory standard and provides toilet facilities to pilots, passengers and the public. The building remains suitable for a spoke and hub airline operation as proposed in this plan and only minor upgrading would be needed to commence a service. The investment into the terminal would only be justified if an RPT service commenced.
- Fuel facilities – avgas is not available on the airport. This is a restriction that reduces the number of visiting aircraft to Warren. With the introduction of NBN to Warren investment should be looked at to install a credit card machine on a microwave link and allow greater access to the fuel. Fuel storage tanks can be above ground and the volume of fuel stored would require regular monitoring to meet demand.
- Aircraft hangars- four aircraft hangers presently exist on the airport. One has capacity for 3 to 4 aircraft. The second hanger is a private hanger and would hold 1 aircraft plus the potential to store several ultra-light aircraft. The air ag operator has hangers for business operational use and general aircraft parking. Additional hangers for rental or business use are proposed in this plan.
- Navigation aids - The airport does not have any navigational aids. This report does not propose any new navigational aids.
- Meteorological facilities – the airport should have a weather station onsite and it should be accessed by radio, phone connection or web site access.



### 3.2.3 Other Facilities

The airport has a direct access road (Arthur Butler Drive) running from the Oxley Highway into the airport car parking area. The car park has capacity to hold approximately 10 cars although repairs to trafficable surface and line marking would assist to control parking should an RPT service commence.

Electricity is available on the non-airside area and serves the terminal building, the car park and hangers.

Town (potable) water is not available to the terminal building and non-potable water is stored in tanks for irrigation and toilet usage. A tank is available for RFS fire usage but requires tanker filling to maintain supply.

Land line telephone services are available to the terminal building and adjoining industrial area. Due to mobile phone development the public telephone has been removed.



### 3.3 Ground Transport Plan

The review of the Warren airport and its future direction has taken into consideration Sections 71(2)(ga) and 71(3)(ga) of the Airports Act 1996. In accordance with the Act consideration has been made of the road network within and outside of the airport.

The road network off site is via major regional roads that have an over capacity to deal with a potential increased traffic volume based around an RPT arrival or departure period.

Ground Transport in remote communities does not generally exist. There is no available taxi or hire car services in Warren and bus transport could be arranged based on private hire from the existing operators providing school bus services.



The Master Plan has established that any growth or future RPT operations will rely on the public or commercial operators providing private transport only.

### **3.4 Environmental Management Plan**

The existing airport site does not contain any environmental management areas. Minor tree growth occurs and OLS height reductions are undertaken in accordance with site survey inspections.

There are no known habitat areas for flora or fauna at this airport.

### **3.5 Heritage Management Plan**

The Warren airport site has a long social history, but it does not contain any items of heritage significance.

### **3.6 Airport Safeguarding Plan**

A review of planning documents has noted that no development or subdivision is proposed that would impact on the future use of the airport.

The strategic outcomes identified in this plan indicate that additional hangers, potentially a shop / warehouse facility and rural residential type aviation park may be developed. The proposed development is outside the OLS requirements and will not restrict the use or long-term development of this airport.

#### **3.6.1 National Airports Safeguarding Framework**

The National Airports Safeguarding Framework provides guidance on planning requirements for development that affects aviation operations. This includes building activity around airports that might penetrate operational airspace and/or affect navigational procedures for aircraft.

The Framework applies at all airports in Australia and affects planning and development around airports, including development activity that might penetrate operational airspace and/or affect navigational procedures for aircraft. The Framework is intended to provide guidance to state, local and territory governments which can in turn be used to guide assessment and approvals for land use and development on and around identified airports.

A clause is proposed to be included in the Warren LEP 2012 to protect against conflicting development types.

This Master plan has considered the criteria under the National Airports Safeguarding framework and developed the ideas contained in this plan to minimise long term impacts.

#### **3.6.2 Airspace Protection Surfaces**

The Warren airport is currently compliant with OLS specifications and these are reviewed annually.



All future development will need to be sited to ensure that OLS clearance are maintained for runways 09/27 and 03/21 (gravel strip). Future design plans should be surveyed to ensure that clearance is maintained, and aircraft movement areas are not impacted.

Photo 3: Runway 09 - Take Off End OLS Clearance Test - Warren Aerodrome



### **3.6.3 Aircraft Noise Contours**

Council as airport operator has no record of aircraft noise contours.

The development of the airport has been considered and it is advised that as the runway directions, lengths and design requirements will not change from the original RPT requirements then the noise contours would be similar. No proposed planning changes are proposed to occur within the airport precinct except for the proposed aviation residential area. This area should be covered by covenants that support airport activity and that design requirements for aircraft noise need to be incorporated within the building structure. Council may wish to formalise this requirement in a Development Control Plan (DCP) in the future.

### **3.6.4 Planning Policies and Controls**

In accordance with the National Airports Safeguarding Framework (NASF) guidelines all airport facilities should be protected from growth of residential and commercial activities that conflict with the airports intended long term use.

Warren airport has the potential to grow a small residential aviation park on the north eastern or south eastern side of the entry road. Care should be taken in the location of residential buildings to ensure that the noise generated by aircraft does not directly impact on residential usage and that the Council places controls on residential development if required to insulate buildings and provide suitable glazing that reduces noise entry.

The Warren airport operates 24hrs 7 days a week and this should remain a priority to ensure accessibility by air ambulances and commercial operators.



## 4.0 Future Development and Community Interaction

### 4.1 Aerial Agriculture Encouragement

Aerial agriculture services are used regularly across the Warren Council area and in adjoining localities. Operators exist at **Trangie, Parkes, and Narromine** airports. Aerial operations are conducted from Warren airport as required by regional operators.

The aerial agriculture industry has had a continuing opportunity to grow in size due to the changes made to cropping types over the last two decades and the introduction of rice, cotton and future potential for poppy's and hemp on areas allowing irrigated agriculture. Fertilizer spreading on areas of pasture by air is an area that is supported and may grow if a regular operator was based at Warren.



Photo 4: aerial spraying- operator based in Griffith

To encourage business to establish at Warren airport, the council should consider a policy of providing land free of charge to the aerial operator as either a lease hold or preferably through subdivision and ownership arrangements. If the Council determines to sell or lease the land, the policy should set a price to attract a business and allow the business to pay off the land to council over a short time frame (suggested at 5 years) to allow the operator to be able to raise commercial business loans for the remaining land price, the construction of hangers and business premises.

Under a lease situation the Council should establish a lease to buy outcome and should work with the business operator to construct the hangers and business premises and the operator pay a loan back to council over a 5-year period and then seek commercial loan services based on the ownership of the land. By Council establishing a pathway for a business to establish and pay back the capital costs of construction and seek an alternate loan to pay out the council's loan and capital investment it allows the business to establish with reduced over heads at that initial phase.

Council would need to establish contracts for land purchase outright, land purchase plus capital costs based around a deposit as agreed and a lease / buy back option contract.



Although leasing land is an option, the costs required to move a business, construct hangers and business premises and associated infrastructure costs are not supported by banking institutions that do not have any call against the land and contents. Leases may be viable for private hangers only where the owner accepts the long-term funding liability.

To attract business interest, the airport operator and Council should be writing to all local aerial operators within a 500km radius and sending out a prospectus that identifies the availability of land, the willingness for the council to provide land and on the terms that it will sell, lease, support capital expenditure and at what cost and time frame. The Council should also be investing in both a business brochure and a web page under its economic development section notifying the availability of land and the support being offered.

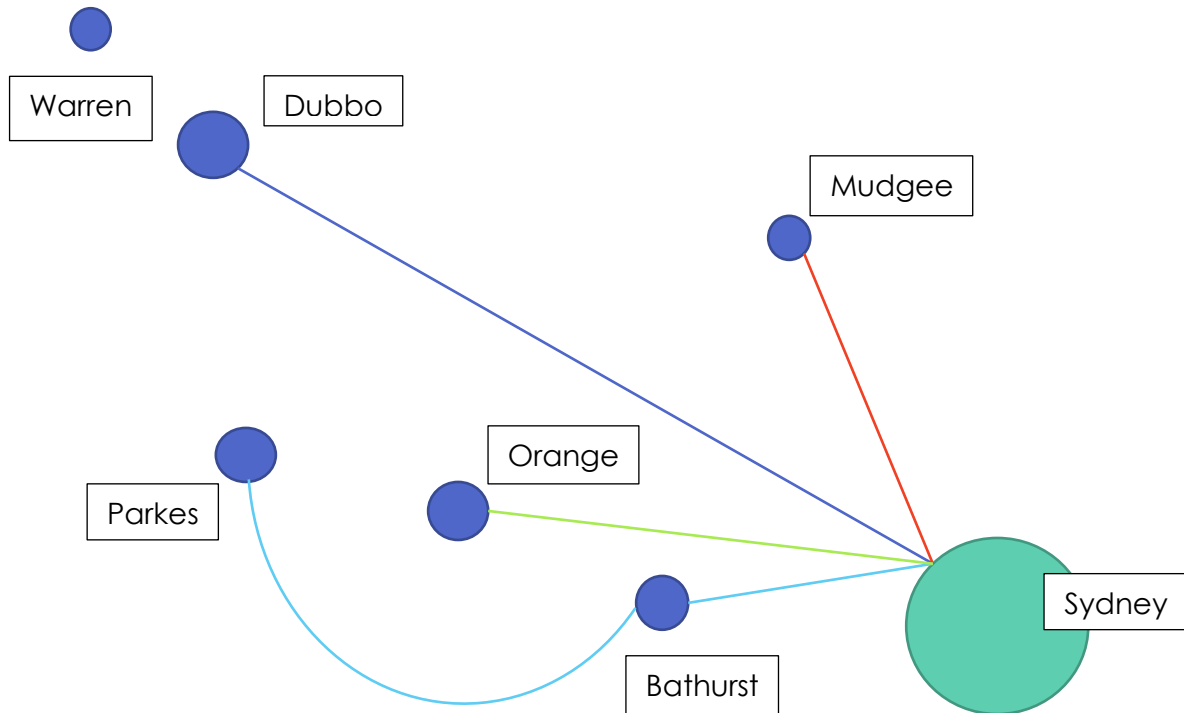
#### **4.2 RPT Services through a Spoke and Hub Operation**

In New South Wales up to the early 80's a common practice of air route servicing was by the milk run or by including pickup points and then directly flying back to the Sydney Domestic airport. This practice still occurs with airlines such as "REX where large rural communities can generate sufficient volumes of daily passengers to meet financially viable point to point flight costs.

This common practice of 'point-to-point' flight routing take passengers *directly* from their starting point to their final destination. This is commonly seen with direct flights to and between Australian capital cities where it is unusual for passengers to make flight connections (other than from or to regional feeder airlines at capital cities).



Figure 1- Point to Point Flight Routing in the Central west NSW

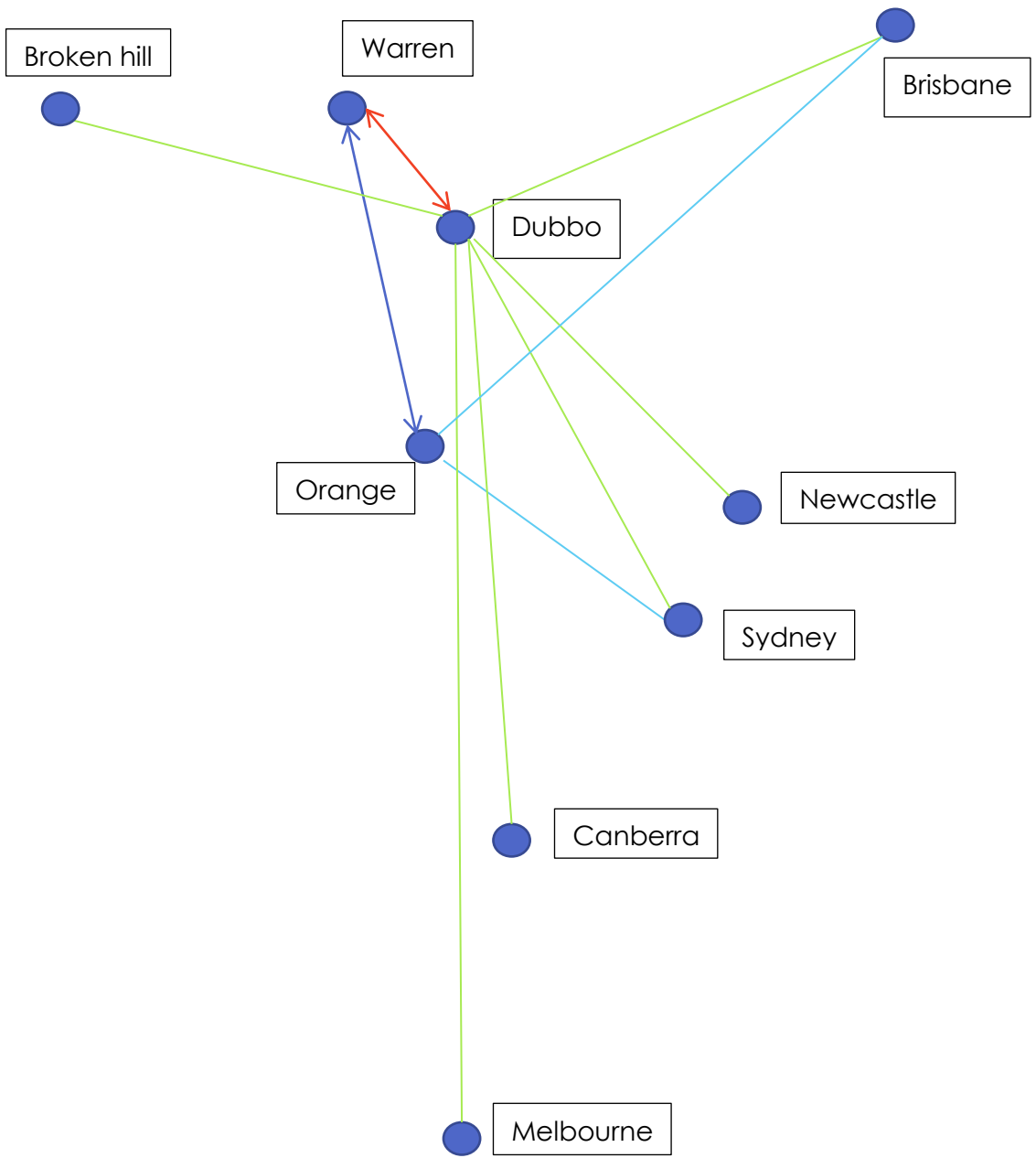


Within regional Australia, small communities such as Warren cannot offer direct flights to, say, Sydney, Newcastle, Brisbane or Melbourne, because of relatively low passenger numbers and higher operating costs. If affordable air travel is to be available from these smaller centres, an alternative approach is required.

The diagram below indicates a typical 'hub and spoke' model, where travellers change planes /flights enroute to reach a destination not served by direct flights. This routing structure offers airlines reduced operating costs, higher passenger numbers and provides smaller centres with an air travel option that was previously unavailable.



HUB AND SPOKE MODEL TO SERVICE WARREN AIRPORT



The diagram identifies that the best route for passengers by a spoke and hub function is via Dubbo and through to Sydney, Melbourne, Brisbane, Canberra or Broken Hill. Alternatively, but less attractive is by a spoke and hub model via Orange to Sydney or Brisbane (proposed).

To ensure that a profitable hub and spoke model is viable, an air operator (RPT Service) will need to operate smaller aircraft in the 8 to 12 seat capacity and ensure that the flight times correspond to those of the major airlines servicing Dubbo or alternatively Orange airports. Flight times to Brisbane





and Melbourne are early morning flights and arrival at the Hub airport would need to be 45 minutes prior to departure time to allow passenger scanning and baggage loading.

To undertake a hub and spoke service the air operator would need to comply with the rules around single pilot operations and RPT plane needs by the regulator. Small aircraft as shown in the following photo operated across NSW during the 1980's and 1990's providing air services to smaller regional towns with direct flights to Sydney. Reduction in air services was impacted by air traffic demands at Sydney and airline slot times that along with higher levels of regulation reduced regional air services allowing the larger regional operators such as Qantas Link, Rex and other regional airline groups to continue.

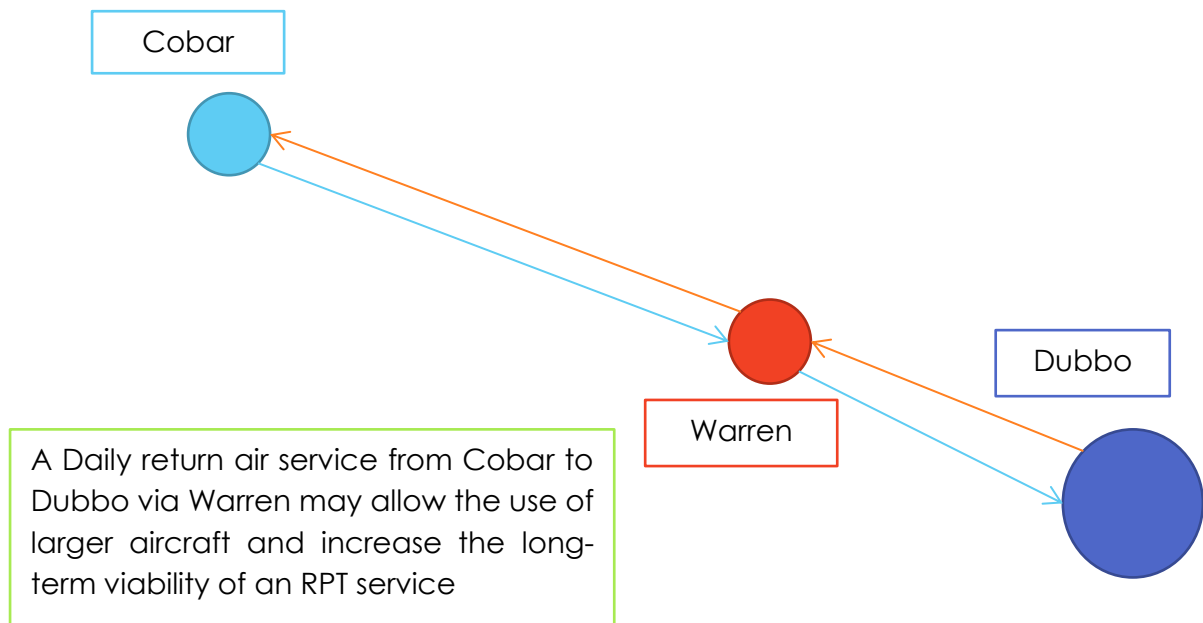


Photo 4: Small twin engine aircraft suited to a spoke and hub air service from Warren to Dubbo or Orange airports.

An alternative to the direct hub and spoke model is to initiate a milk run service that collects passengers from more than one location as shown in the diagram below. The selection of this service route is based around the current and future demand for air services by employees in the mining industry at Cobar and the future development of more mining near Warren. By having a multi pick up service, this may allow for a aircraft in the Metro 23 class or 18 passenger seat class to operate. The flight times between centres will range around 30 minutes flying, plus taxi and start up and shut down.



Image 3: a typical milk run route that connects to a regional hub airport



REX airlines (1 February 2017) flew from Cobar to Sydney using a Beechcraft 1900d Airliner stopping at Dubbo and changing planes to a Saab 340/340B airliner at a return cost of \$503.80. A Beechcraft 1900d is suitable to land at Warren airport.

#### 4.3 Establish Aviation Development Area

To ensure that the Warren airport becomes a higher use facility, the Council as the owner of the land should consider a number of options as detailed below that put in place policies or procedures that attract people generally to the airport, that allows for the development of aviation business as well as creating small business incubators and development facilities for the creation, production and testing of locally made aircraft, and the potential to develop an aviation warehouse and business around internet sales.

Further that the airport should be promoted as a stopover or refuelling point due to its central location; that council design and establish a residential area for aviators; that council work with the community to establish a fly-in and other associated community activities at the airport and allow the community to assist the airport operator by establishing a committee to review and promote this master plan and other actions that they identify that are of a benefit to the use of the facility.



#### 4.3.1. Providing land

To ensure that the airport develops and that it can grow in use, the Council as the land owner will need to look at opportunities to provide land, both free hold and lease hold to the public. It is considered that the best option for a council is to provide free hold land and generate rates income from the land to reinvest back into the airport operations and future development.

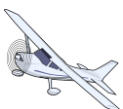
The remote locality of the airport can either be considered as a draw back or as an opportunity as shown in the following areas. To attract people in the competitive aviation sector, the Council may wish to consider the provision of land to aviation business free of charge but with restrictions placed on the new owner to build on the land within a defined time frame (proposed 2-year term) before the land reverts back to council owners. This would be a delayed transfer process by Council. Once the building is constructed then the transfer would occur. Many businesses are looking for airport security of land ownership due to lease arrangements and an inability to source development loan funding. Further a number of aviation businesses are being relocated from areas such as Bankstown and Camden due to development of the airports and the land value for other commercial and urban land uses.

The investment in an aviation business and the creation or relocation of employment to this area has a significant flow on effect that pure economic consideration of land value and associated infrastructure cost cannot address. It is considered that a new business that employs people who live locally and pay rent, shop locally and pay the airport land rates has a significant benefit to the long-term community survival well about the price of land on a remote airport.

Similar land provision will be discussed below under point 4.4 in attracting residential aviation living. Again, the value of retaining a local aviation family has significant community and social value well above the land price. To attract new people to the community that are aviation supporters has a similar if not a greater value as the growth of a declining population by new people adds to the community's long-term dependence and support process.

In considering this area of the Master Plan the question on why a person would move to Warren airport needs to be considered and how would a council and community promote the move. This will require Council and the community to be proactive and ensure that the benefits of the community are advertised, that development material includes a strong vibrant community feel and for aviators that the community is in the centre of NSW and air travel to other areas is easily accessible from Warren. This promotion of the town and the airport should be left to a communications company that can use social media as well as printed materials.

Promotion should also be undertaken at major aviation events such as those held at Narromine, Parkes and by direct contact with aviation businesses both regionally and around the State.





**Photo: Development of Part Lot 1 DP653360 into additional hangers and Part Lot 17 DP 746672 for taxi way “Charlie”**

Hanger development will need to be determined against Pt139 CASA MOS and OLS clearance areas for aircraft under night operations.





Future Hanger lots and taxiways

© 2018 Google  
Image © 2018 CNES/Airbus

Google Earth

2008

Imagery Date: 12/11/2015 31°43'56.47" S 147°48'20.91" E elev 201 m eye alt 681 m



**Photo: Future airside residential area.**

#### **4.3.2 Develop aviation builder's areas under RAA or Sport Pilot assoc. to encourage new companies to relocate to Warren and provide land and assistance with cost of building.**

The recreational and sport aviation industry is growing in Australia due to the costs associated with private and commercial flight training, but also due to the range of high quality aircraft products being developed and the ability for a company to be formed to produce kit aircraft for home builders to construct. Many aircraft now fall within this category and sheds, hangers and houses are being used to construct aircraft.

In the promotion of the Warren airport, it is considered that the development of hangers, and business incubator arrangements should be considered to allow people to move to this airport and undertake a building project with other builders at the same location.

This will start to generate on flows in business development with aircraft spray painting, aircraft fit outs, general mechanical and aviation radio / instrument services.



Photo 5: many people are building aircraft at home and an area that encourages airport residences and provides building space may create flow on business opportunities.

The provision or the support to allow aircraft manufacturers, and aircraft builders to have a site to build aircraft will support the attraction of other persons to the area and attract business to support these activities.

As part of the promotion of the airport, it is important to note that the airport is not regulated to the same extent as city-based airports and that it has a year-round climate that supports aviation flight, flight testing and aircraft development areas. The airport is also located close to areas such as Narromine where major RRA and Sport aviation events are being undertaken, allowing people to easily transport their products or to fly into these events.

### **3. Build an Aviation Shop or Warehouse Selling Centre**

Although this idea may be on the outer field of ideas, the Warren locality being roughly the centre of NSW has the potential to attract aircraft and tourists to the area as the flight paths to areas such as the Riverina, Broken Hill and the northern inland over fly this locality.

Warren is also located within proximity to Narromine that hosts annual Australia wide aviation events and gatherings. This would allow aircraft attending these events to drop into Warren and access the shop or use Warren as a staging point to then travel to Narromine. The locating of a permanent business at the Warren airport of this type would allow greater sales of aviation fuels and provide a logical rest point for pilots and passengers overnight or during the day travelling the long flight paths of inland NSW, Victoria and Queensland.



In today's internet sales system, the warehouse can be located at any airport or in any town or village. No major aviation selling centre is available in Australia as provided by warehouses like Sporty's in the United States.

An opportunity exists for the community to develop a warehouse and shop as a co-operative. This would allow greater community buy in and although this is a 1900's concept of collective purchasing and delivery, the Warren community and other western areas need to look at alternative ways of doing business. The days of a corporate entity arriving in town to build and operate a business are extremely limited. An internet sales warehouse can be located anywhere that has a postal service and in this case an air freight service.

The development of a warehouse centre also allows training organisations a based to travel to and to operate out of. The climate and flying conditions around Warren support training activities and the major regional airports at Dubbo and Orange provide higher level flight procedures and conditions that complement all flying conditions during the training phases.

Only one major aviation warehouse would be established in Australia and why not base it at Warren.



Photo 6: Sporty's Pilot Shop is a large warehouse retailer in the mid United States based at a regional airport. The shop hosts weekend fly-ins and breakfast events for pilots and the community.

The development of an aviation warehouse with a commercial shop front would best be located across the area presently used for the aero club and the terminal building. The Aero Club could be housed in the shop complex and the terminal could also be allocated space. The terminal would be like most





major airports in which the public enter the waiting areas by passing through a shopping area. By ensuring a new building has multi-purpose use it would assist the business and provide a higher level of facilities for the travelling and visiting public. It is estimated that a warehouse/ shop/aero club and terminal would require approximately 3,000 to 5,000 square metres of space (see photo7).

The development of this facility would also support existing air freight business, as the freight company could operate from the premises or have the warehouse act as freight agents. The warehouse may also utilise the freight operator to airfreight deliveries as part of the sales process.

As shown in photo 6 above, the opportunity exists for the business to attract weekend flyers by hosting monthly fly in BBQ's and events that attract the aviation community. This increases the regional and local recognition of the airport and may attract people to live in the area due to the support provided locally.



Photo 7: Narromine Airport Club House, Museum and meeting Rooms. A similar sized building could be developed as an aviation warehouse, shop, and terminal and club rooms. Narromine has a population of 3500 persons being of a similar size to Warren.



#### 4. Flying times and stop over point

The central location of Warren airport to New South Wales allows it to be a stopover point for aircraft travelling through the state and to provide a safe location to refuel, rest and plan for the next stage of a flight. The diagram below indicates the flying times from areas across NSW to Warren.



Image 4: Flying distances from the identified centres ranges from Sydney (Bankstown) 208nm, from Canberra 225nm, from Newcastle 196 nm, from Coffs Harbour 286nm, from Moree 170nm, from Bourke 139nm, from Broken Hill 324nm, and 263nm from Albury.

The promotion of the central location would be better served if other aviation related business existed at the airport, that aviation and motor vehicle fuels could be bought 24 hours a day 7 day a week by credit card (upgraded internet services are essential for this function) and other food or drink is available.

As previously discussed an RPT airline service would attract other business or the development of aerial agriculture or an aviation warehouse. To land at Warren a pilot will require fuel availability, a rest stop or an attraction that supports the first two reasons.



#### **4.4 Residential Aviation Estate**

The proposal put forward to develop a residential aviation estate is promulgated by the future development of the aviation businesses, hanger age and the attraction of aircraft builders.

Aviation estates are not a new concept, but the location is critical to people. Not everyone has a private jet and requires a long runway. Many home aircraft builders require a space to live, to build and an airport that is not restricted by security or airspace legislation.

Unlike the image of aircraft owners being wealthy, most aircraft owners in Australia are retired and operate a very cost-effective aircraft in either the RAA category, the Sports aircraft category or have access to a 20 to 30-year-old Cessna.

To develop a cost-effective airpark, several variations on the standard residential layouts, access and restrictions for the general public need to be identified.

##### **A. Community Title or Gated Community**

This plan has identified that a development as community land under the Warren LEP 2013 is possible. To achieve this, the LEP 2013 land size maps require alteration to reflect the need to develop rural residential size land at the airport that will allow for the creation of suitable sized lots (1500 – 2500 square metres) that meet the needs of the purchasers. An amendment is also required to be made to the current land zoning map to ensure that the SP2 zone covers the entire airport land and not just the active runways and public access side.

The proposal being put forward is to ensure that people that would like to build, fly and enjoy airport usage have the right to use the land and that other people wishing to visit or access the community land do so in a controlled manner. As shown below the gated community is to ensure that airport aware people can utilise a single road and aircraft taxiway network. This substantially reduces the costs to the land owner for the provision of roads and taxi ways. Further it is a very common community land use around the world.

The gated community does have draw backs for deliveries, friends wanting to access the land and sales people. All this can be overcome by the airside dwelling owner meeting and assisting people to be airport aware.

The development of community title subdivisions also ensures that a person or family that enjoys airports is located with other people who also enjoy airports. This helps build the aviation community and reduces some of the stresses around neighbourhood use.

It must also be remembered that not all people in a house hold are aviation addicted and the residential area needs to be attractive for general lifestyle use. For this reason, the development of the subdivision should allow for well-structured shade trees, room for gardens and room to grow a family.

##### **B. Common Road / Taxiway design**

One of the greatest costs in building any subdivision is the costs around roads and other infrastructure. The use of a combined roadway and taxiway reduces the upfront costs associated with the development of the land. As a community title subdivision, the land owners will contribute through a sinking fund for the long term upgrading and replacement costs. This will reduce the burden on future local councils. Council would share the costs of resealing with the community as the road should be



held under a community lot with council as an owner (51% shareholder) to ensure access to the airport apron.

Photo 8: airpark designed to have a dual road and taxi way to houses.



### **C. Town Water Supply**

Town water is an essential element of the sale of land especially in an area where the rainfall does not equate to the evaporation rate. Water is available to the airport terminal building and industrial subdivision but is non-potable. The supply is low volume.

To ensure that water is available, each property would be required to have its own tank water supply as required by building legislation (BASIX) and have this capacity greatly increased to allow additional water storage from a low pressure or low flow top up water supply from the town. This can then be irrigated from the tank by the owners own pressure watering system.

The town water supply should be connected direct to the dwelling without passing through a tank preferably, subject to main capacity and pressure.

### **D. Aerated Waste Management Units**

The development of the land should allow the use of aerated onsite waste disposal systems rather than the provision of standard septic or the provision of gravity sewerage.

This is to allow the reuse of waste water in the development of gardens, tree lines and garden beds (non-play areas). Water is a very valuable resource and its reuse as part of landscaping will ensure that the creation of attractive landscaped areas can occur.



## E. Landscaping

Lifestyle is an essential element of any residential living and in areas that have very high daily temperatures and cool winters, the landscaping of the street / Taxiway is critical to the development of the land. Further those property boundaries should be visually landscaped to reduce sight lines across properties and build green spaces that can be visually attractive. The development of gardens and shaded spaces needs to be considered in the community plan guidelines. Council may wish to invest in a landscape concept design for the residential and commercial land areas to guide development.



Photo 9: cars and planes share one access way to the residence. This saves money for the developer and allows greater use of the sealed road asset at airports that have low traffic flow.

## F. Cost of land

Cost of land has been discussed earlier in this plan. The use of land for community residential development is very similar in the discussion around the provision of commercial land.

To attract people to relocate from other areas of NSW or Australia, an incentive is required. The cost of land should be considered as the attractant and the long-term costs of development should be recovered through rates and charges. The review of this option should be looking at the recovery of all or some of the initial outlay to build the combined road / taxiways; provide access gates, ensure services such as electricity and water are available, that well-developed landscaping is provided and that NBN is onsite.

The cost or value of the land is minor when compared to the potential to bring new people or retain existing people in Warren. The cost will be recovered by support of businesses, additional family and friends visiting the area and the value provided in reputation for the community.

In establishing the community title subdivision, it allows the developer to indicate the rules around the subdivision including the development of a sinking fund or asset replacement fund. The future resealing or construction of roads, maintenance of gates, fences, community landscaping and many other aspects can be established in the rules around the use and enjoyment of the land. The long-term cost that a development normally transfers to a community can be retained by the future land owners and incorporated in the community plan.





Photo 10: Residential land sales advice at Narromine Airport. Lots are priced from \$110,000 with water, sewer, electricity and gas.

### G. Standard Residential Design and Layout

Many aviation parks have been designed on a standard freehold land layout with the Council being responsible for the provision of roads as well as the provision and maintenance of a taxiway. The land at the Warren airport does allow for direct access from Airport Road to the buildings fronting this road. Additional access ways would require installation.

The points C to F above remain relevant to a standard subdivision layout however long-term costs of maintaining a road network as well as maintaining a taxi way system increase the costs to the community.

If Private /Council partnerships develop a residential estate and provide the land at cost to develop, then the life of development costs should be considered for future council budgets and asset reserves created for replacement, repairs or upgrading.



Photo 11: 7m wide culvert installed along proposed access road





Photos 12: Residential estate access road looking south and north across airfield

#### **4.5 Aviation Fly-ins and Community events**

The airport is a community institution and although its current use is well below that of its potential use, the airport has a social history that has developed over generations.

The Warren airport has been used for RPT service, it has been used for drag racing and it has been used for aviation events and transit points for air races. The Warren community has been involved in the past and if a progressive committee was appointed, it may be able to again bring the airport and its community together for social and aviation related activity.

In the aviation community, fly in events are occurring every month across the country and many aviators are travelling to these airports as they need an attraction to head towards. Many of these events include the support of heritage car clubs, tractor groups and other groups that raise funds for valuable causes including the Royal Flying Doctor or rescue helicopter services.

The attraction should be community based with aviation support. Principally, it should be an event that attracts the community to the airport, to see what aircraft fly in, what old cars, trucks or tractors are onsite and if possible the attraction of skilled aerobatic pilots to perform.

The development of the community event should also ensure that the airport operator provides information around future RPT service needs, how these may be initiated and undertake a community survey on the potential use if one was available and at what price would people undertake to utilise the RPT service.



These events also have further flow on effects as they allow the airport owner to undertake business promotion, land promotion and show that they are willing to talk to the aviation community about the development and support of aviation in this area.

Aviation events are developed by word of mouth. This will require all groups involved to plan annual or biannual events that will continue over several years to build support capacity and not have an expectation that it will boom on the first event.



Photo 13: Community Fly-in events attract aviators at all levels and provide the community with an opportunity to see aircraft up close. This event was to raise money for the Westpac Rescue Helicopter Service.

#### 4.6 Target Businesses & Industries

The following types of economic activities and industries should be considered for the Airport Business Park concept:

- **Aircraft Maintenance, Modifications & Manufacturing**  
Businesses such as upholstery shops, avionics and instrument overhaul, installation services, and general maintenance would serve aircraft based at Warren Airport and more likely aircraft flown into the airport for these services. The provision of aircraft services at the Airport may increase the number of aircraft hangered and allow the airport operators to charge landing fees for heavy aircraft or increase revenues for other businesses moving to the field. It could increase the viability of other recommended economic development activities such as an aviation shop / warehouse.
- **Shared facilities**  
As discussed, the option to bring kit builders and others to the airport could allow for the development of shared hangers, offices facility and other support that offers small business





individual space with shared common areas (reception, conference rooms, meal rooms, etc.). Targeting small aviation related businesses such as aircraft brokers, aviation insurance agents, charter services, aircraft engineering, and the home builder market could emerge as an aviation business incubation centre.

- **Aviation Training Schools**

Although the Warren Aero Club offers ad hoc flight training the development of a facility that operates each week based around training periods or groups would be a greater use of the current airport facility.

This requires an organisation to establish in the Private /commercial categories but it may be more cost efficient for students to commence in the RAA category before moving to the higher standards of flight training.

- **Training for future generations**

There is currently a shortage of trained personal (LAME) who undertakes aircraft maintenance.

The development of a maintenance facility class room and hands on training facility would be a benefit to the aviation industry. Trainers could initially be flown in to the class room and trainees could be housed locally and attend class room training on a weekly basis as other apprenticeships. This could boost the role of TAFE in Warren.

Training could be organised through the shop/warehouse as a community support initiative.

#### **4.7 Airport Development Committee**

The development of an air service on a spoke and hub model and the future development of business and residential opportunities should include community input by persons that have a passion to grow the community and understand air travel needs, and airport roles and functions.

This Master Plan proposes that the Council as airport operator establish a Section 355 Committee to undertake to attract a small airline operator, to work to bring business to the airport and to assist the council in setting sensible attraction policies that will grow the airport, its use and the long-term community benefit.

A draft Terms of Reference is attached to this Master Plan for the Council and community to consider in the s355 committee establishment and role.



## 5.0 Implementation Plan

Action	Description	Time Frame	Cost
Upgrade Airport and runway lighting	Runway lighting is required to be upgraded due to its age and to allow lighting to be spaced at 60 metre centres in compliance with the CASA MOS 139, upgrade lighting around the wind sock and provide AFRU radio feedback.	Commence February 2020	\$200,000
Undertake soil testing (CBR)	To identify pavement and sub pavements works and to allow assessment of pavement concessions for aircraft and to determine the life of pavement and sub pavement.	February 2019	\$20,000
Replace vehicle access pavement to Apron	The concrete pavement allowing airside access has broken up and requires replacement to meet ambulance load standards	2019 / 2020 budget	\$20,000
Undertake a cost benefit analysis of land provision at a free or reduced cost and the support this will offer business.	To determine the expenditure and benefits that this plan has proposed a detailed cost benefit analysis should be undertaken.	2018	\$40,000
Undertake to attract an RPT operator for a spoke and hub RPT service			
Undertake internal and external terminal renovations including paving, gardens, car parking areas and provide an annual capital upgrade budget in the councils Delivery Plan.			
Develop an annual aviation fly-in and other community event to bring the aviation industry and local community to the airport.			
Review the options contained within the plan under 4.6 Target Business and industry			



Form a S355 Committee to review and drive change at the airport.			
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## References

- <http://flysafe.raa.asn.au/regulations/AAA-Regional-Airports-Research-Paper.pdf>  
Accessed 11<sup>th</sup> January 2017
- [www.commercialrealestate.com.au/news/plane-buffs-descend-on-new-property-as-air-parks-take-off-in-australia/](http://www.commercialrealestate.com.au/news/plane-buffs-descend-on-new-property-as-air-parks-take-off-in-australia/) accessed January 2017
- [http://www.fairtrading.nsw.gov.au/ftw/Cooperatives\\_and\\_associations/Registering\\_a\\_cooperative.page](http://www.fairtrading.nsw.gov.au/ftw/Cooperatives_and_associations/Registering_a_cooperative.page)
- [https://infrastructure.gov.au/aviation/environmental/airport\\_safeguarding/nasf/framework\\_factsheet.aspx](https://infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf/framework_factsheet.aspx)
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## **Attachment A:**

### **TERMS OF REFERENCE**

#### **WARREN AIRPORT DEVELOPMENT COMMITTEE**

##### **1 ESTABLISHMENT and PURPOSE**

The Council established this Committee in 2017 to provide reports and/or recommendations to the Council as required.

This committee has been formed under the Community Strategic Plan banner of “Civic Leadership and Pride” to ensure an inclusive development of council’s services and outcomes for the Warren Airport are considered and to ensure that efficiencies and service delivery is the best we can undertake.

This committee is to lead the development and delivery of a strategic focus, identification of opportunities for the airport, improvements to performance and financial outcomes and identifying and development of strong community relationships across Warren Shire Council.

##### **2 FUNCTIONS AND RESPONSIBILITIES**

This Committee has management oversight of the delivery planning and strategy, financial, business, and infrastructure operations of the Council for the Warren airport precinct.

This Committee’s functions are to advise and make recommendations to the Council on the following matters:

###### **Outstanding Customer Service**

- Identify in-house service improvements and advice on training and general service needs that support customers.

###### **High Performing Operation**

- Review Master plan areas and identify unique ways to achieve the outcomes, develop new themes and opportunities for consideration
- Review and identify statutory and user pay fees for LTFP preparation
- Recommend Information and Communication Technology to advise the community on airport developments

###### **Strong Organisation Health**

- Develop business cases for the individual major capital expenditure projects (project development)
- Identify Grant and other applications for financial support for the development and delivery of new programs
- Review post-project reports for performance reporting and business improvement purposes
- Prepare and review major projects, plans and milestones



## Purpose and Direction

- Review the strategic planning processes within the Council, including recommending matters to take forward to the Council in relation to the Council's strategic direction
- Identify master plans for the physical development of the airport precinct and assist in their preparation.
- Monitor and act on risks

## Strong Community Relationships

- Discuss methods to improve business process, efficiency and communication to the community.
- Report against Councils Improvement Plan to inform the government, and against identified project plan outcomes.

### **3 REFERRAL OF MATTERS**

This Committee may refer any strategic item to the Council for consideration and/or action.

### **4 COMMITTEES**

This Committee may establish such committees of a standing or ad hoc nature as it deems appropriate. The Terms of Reference of each sub-committee shall be approved by this Committee, and shall be constructed to ensure consistency and coordination between the functions of all standing committees.

This Committee shall receive reports as required from such sub-committees and have responsibility to monitor and evaluate activities in respect of each sub-committee's functional responsibilities.

The chair of a subcommittee shall be a member of the Committee.

### **5 MEMBERSHIP AND TERMS OF OFFICE**

This Committee shall comprise:

- The President of the Warren Aero Club (representing airport users)
- One Councillor of Warren Shire Council
- The President of the Warren Chamber of Commerce or equivalent
- 2 Community members that have an aviation interest
- 2 Community members that have a business or commercial interest

Total membership – 7 plus the staff nominated secretary.

Persons acting in these roles will have membership of the Committee for the duration of the acting period.

### **6 RIGHTS OF AUDIENCE AND DEBATE**

This Committee may extend rights of audience and debate on either a standing or ad hoc basis.



The persons holding the following or equivalent positions (or their nominee) shall have standing rights of audience and debate at committee meetings but no voting rights:

- Any Councillor or senior staff member of Council

## **7 CHAIR**

The Chair will be elected from the membership.

The chair will ensure the minutes are available and action list updated and reported at the next meeting.

In the absence of the Chair, the Chair will nominate a member of the Committee to act as Chair of that meeting.

## **8 SECRETARY**

The Committee Secretariat shall be an officer of Council appointed by the General manager.

## **9 QUORUM**

A quorum for the committee meeting is defined as 50% of the membership, plus one.

Where attention is drawn to a loss of quorum, the meeting *may* be adjourned until such time as the Chair may determine.

## **10 CONFLICT OF INTEREST**

Committee members are required to bring to the attention of the Chair any conflict of interest or potential conflict they may have with any item on the committee's agenda.

If a committee member is deemed to have a real or perceived conflict of interest in a matter that is being considered at a meeting, he/she will be excused from Committee discussions and deliberations on the issue where a conflict of interest exists.

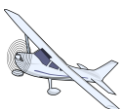
## **11 MEETINGS**

Committee meetings may be held face-to face, by telephone, videoconference, or other electronic means. Committee meetings will be held once every 4 months (3 times per year) or as required and relevant reports prepared.

Committee members are required to be fully prepared for each meeting, having read the documentation in advance, and to make every reasonable effort to attend each meeting.

Decisions of the Committee may be made at a duly called and constituted meeting; or, by a resolution in writing to all members of the Committee and physically or electronically signed by at least a quorum of the members of the Committee who are entitled to vote on the resolution other than those on an approved leave of absence.

## **12 OBSERVERS AND VISITORS**



Observers and visitors must have received the prior permission of the Chair to attend meetings. Observers and visitors must leave the meeting if any matters are to be considered in camera.

### **13 AGENDAS AND MINUTES**

Agendas and associated documentation will be distributed three working days prior to the meeting, via email.

Except with the express permission of the Chair, late papers will not be accepted, nor will the tabling of papers. All papers must be submitted to the Secretary no later than five working days working days prior to the forthcoming meeting.

Committee records are subject to the Records Act and therefore must be retained in accordance with the Council's records management policy. Responsibility for ensuring appropriate records management for the committee rests with the Secretary under the direction of the General Manager. All committee documentation shall be retained in the Council's primary electronic records management system.

Minutes are to be prepared for each meeting. The draft minutes and action sheet of each meeting are to be reviewed by the Chair and circulated to all members by the Secretary as soon as practicable. A copy of the minutes, once they have been reviewed by the Chair, will be included in the agenda papers for the next meeting.

### **14 REPORTING**

This Committee reports to the General Manager or delegate.

### **15 EVALUATIONS AND REVIEW**

To ensure this Committee is fulfilling its duties, it will:

- undertake an annual self-assessment of its performance against its Terms of Reference and provide that information to the Council and
- provide any information the Council may request to facilitate its review of the committee's performance and its members.



## Attachment 'B' - NSW Fair Trading Advice on Establishing a Co-operative

### Registering a co-operative

There are three steps to registering a new co-operative under the Co-operatives National Law (NSW) (the CNL):

1. Approval of a set of rules by the Registrar. A draft disclosure statement for distributing co-operatives must also be approved and for other co-operatives if required by the Registrar.
2. Once approved, a formation meeting is held to formally adopt the rules and, where a disclosure statement is required, to present the disclosure statement to prospective members.
3. After the formation meeting, an application to register a co-operative form is lodged with the Registrar.

- Step 1 - rules and disclosure statement
- Step 2 - the formation meeting
- Step 3 - apply to register your co-operative

#### Step 1 - rules and disclosure statement

To assist with the formation of a co-operative, model rules are available. NSW Fair Trading's Registry Services has developed a template disclosure statement for completion by proposed co-operatives that have to prepare a disclosure statement.

Prospective members, directors and employees can prepare these documents, however the services of an accountant or solicitor may be required.

#### Draft the rules

A co-operative's rules describe the way in which the group organises its activities.

They must contain certain matters required by Schedule 1 of the Co-operatives National Law including:

- the name (which must include the word 'co-operative' and end with 'limited')
- the primary activity
- active membership provisions
- rights and liabilities of members
- number of and qualifications for directors
- meeting procedures.

**IMPORTANT** - Discuss the draft rules with prospective members and decide on any changes before submitting them to the Registry for formal approval. Of particular importance is the active membership rule which should set out precisely the primary activities of the proposed co-operative and what members need to do to support an activity of the co-operative or to maintain a relationship with the co-operative. See Co-operatives active membership.

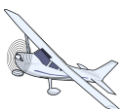
#### Draft the disclosure statement

Distributing co-operatives must prepare a disclosure statement for prospective members.

A disclosure statement is not usually required for a non-distributing co-operative except in limited circumstances where the operations of the proposed co-operative may result in a significant financial risk to members.

The formation disclosure statement document must contain information necessary to ensure prospective members understand the nature and extent of their financial involvement or liability as a member of the co-operative. The disclosure statement should address:

- the estimated costs of formation
- the active membership provisions of the proposed co-operative
- the rights and liabilities attached to shares in the proposed co-operative





- the capital required for the co-operative at the time of formation
- the projected income and expenditure of the co-operative for its first year of operation
- information about any contracts required to be entered into by the co-operative; and
- any other information that NSW Fair Trading directs to be included.

If the disclosure statement includes a statement or a report by a person (eg. an accountant or auditor) the disclosure statement must also state the person has given consent to the statement being included in the form and context in which it appears.

### **Getting Registrar approval**

The draft rules and if the proposed co-operative is a distributing co-operative, the draft disclosure statement should be submitted to Registry Services for approval along with the Application to approve co-operative rules and formation disclosure statement (form C1). Fair Trading will, within 28 days:

- approve the rule and disclosure statement and forward the approved documents for presentation at the formation meeting; or
- contact you regarding any clarification or additional information that may be necessary
- for non-distributing co-operatives, advise whether a disclosure statement is required.

## **Step 2 - the formation meeting**

### **Before the meeting**

Once the rules and any disclosure statement have been approved, arrange the formation meeting and notify prospective members of the meeting details. At least five prospective members must attend the meeting. Before the meeting you need to:

- prepare two copies of the approved rules for signing at the meeting
- prepare one copy of the disclosure statement, if required, for signing at the meeting
- have the Application to register a co-operative form ready for signing at the meeting
- have copies of the rules available for everyone attending or let them know how they can obtain them
- have application for membership forms available for the prospective members to complete.

### **The formation meeting**

A formation meeting is held to approve the rules, elect the first directors and to authorise the application for registration of the co-operative. The following business should take place at the meeting.

#### **Elect a chairperson and secretary**

Elect a chairperson to run the meeting and a secretary to keep a written record of the meeting.

#### **Present the disclosure statement to the meeting**

Any disclosure statement approved by the Registrar must be presented to the meeting.

#### **Vote on the rules**

Discuss the contents of the rules and disclosure statement to make sure the rules are acceptable to the prospective members.

If prospective members want to change the rules, the Registrar will need to approve these changes and another formation meeting will need to be held to accept the rules. You can avoid this by discussing the rules before submitting them for approval and before the meeting itself.

If there are no changes to the rules, move that the co-operative be formed and the rules be adopted.

**IMPORTANT** Two-thirds of prospective members must vote to adopt the rules to become a co-operative.

### **Elect the board of directors**



Vote to elect the co-operative's board of directors according to the co-operative's rules.

**Apply for membership**

Record membership details of persons applying for membership of the proposed co-operative. Application forms should be kept for the co-operative's records.

**Authorise a contact person**

Authorise someone to liaise with Registry Services to complete the registration process.

Top of page

**Step 3 - apply to register your co-operative**

Once you have voted to adopt the co-operative's rules and disclosure statement, the chairperson and secretary of the formation meeting need to sign two copies of the rules certifying they are approved and the disclosure statement certifying it is approved.

At least five persons who are qualified to be active members of the co-operative must sign the Application to register a co-operative form.

Within two months of the formation meeting, send the following to Registry Services:

- the completed Application to register a co-operative form
- two copies of the rules signed by the chairperson and secretary of the formation meeting certifying that they are approved
- a copy of the disclosure statement signed by the chairperson and secretary of the formation meeting certifying that it was presented
- the application fee.

Registry Services will then:

- register your co-operative
- send you a registration certificate with a copy of the registered rules.

Generally processing time will be within 28 days however this will depend on whether further information is required.

Your registration will come into effect on the date Fair Trading registers your co-operative.

