Goulburn Community Dispatchable Solar Farm Project Plan

Regional Community Energy Fund

February 2019, Update October 2019

Contents

Project summary

Community Energy for Goulburn Inc is in the final stages of building a 1.8 MW capacity community owned solar farm, including battery storage, within the Goulburn city limits.

The Solar Farm (Farm) will be located on a 2.5 ha site on Goulburn's northern gateway, 3 kms from the city centre within the Goulburn Mulwaree LGA. It will be comprised of approximately 4,550 solar panels and battery storage with a 1,800kW capacity; generating clean energy for approximately 250-350 homes.

The Committee has been working on the project since 2014, meeting at least fortnightly, has met with numerous experts and industry leaders in the field, produced a favourable feasibility study and is in the process of completing all the preliminary work to commence building the farm, including grid connection process, updating of the existing development approval, financial modelling, and a suitable governance structure.

The Committee has organised numerous community meetings and promotions, a website was launched over 4 years ago, and distributes a regular newsletter eDM to its data base of over 800 interested community members. There has been significant media exposure locally and nationally for the project, and strong support from a wide variety of interests within the community.

Supply negotiations have been held with the local council and several retailers for a PPA but have not been finalised until the project has greater certainty. A PPA discussion is ongoing with a large Australian renewable energy operator, who is bidding into the City of Sydney procurement process (see further below).

CE4G has entered into commercial arrangements with Komo Energy as development partner who will undertake the final development and procure the delivery of the project on a turn-key basis. Komo Energy has incorporated a Special Purpose Vehicle (SPV) to build, own and operate the solar farm.

A Co-operative will be incorporated by CE4G and will be the vehicle through which the community invests in the project. CE4G will embark on a capital raising from people who have already expressed interest in investing, and then to others within the hierarchy of interests outlined in the original Feasibility Study. At the conclusion of the fund-raising, CE4G will exercise an existing Call Option and nominate the Co-operative as purchaser of the shares in the SPV. CE4G has rights to acquire part or all of the equity (up to 100% equity) and may exercise the Call Opton on one or several occasions.

This innovative development structure ensures that community investors are not burdened with development risk as CE4G has the right, but not the obligation to exercise the Call Option, giving certainty and confidence to prospective investors.

Project rationale

The rationale for the planning of a community owned solar farm is multi-faceted:

1. Not enough has been done in Australia to decrease the dangerous reliance of the electricity sector on fossil fuel created power.

2. This farm will produce sufficient clean energy sourced electricity to power up to 350 homes.

3. Currently the profits generated by power companies are diverted to shareholders, most of whom do not live in this community. If the Co-operative takes up the entire share capital in the SPV, ALL the profits from this farm will remain within the Goulburn community.

4. Community energy projects such as this are in their infancy in NSW and Australia. Our project has already become a beacon and example to other such projects around the country, and committee members have conducted many consultations, webinars, conferences, and informal discussions with numerous community groups both within NSW and in other states. We have developed a model for others to follow.

Project description

Technical description

- *1800 kW DC capacity of solar PV mounted, East West as well as due-North facing fixed mounting structures are being considered for final selection*
- *1200 kW AC grid connection*
- *400 kW / 800 kWh utility scale battery*
- *Located on a single site (comprised of 3 lots) at Bridge Street, Goulburn*
- *Short 33kV overhead line to onsite 0.4/33kV kiosk transformer with integrated LV switchboard*
- *As a risk mitigation strategy in response to development constraints, it is proposed that the solar farm will be deliverd in two stages, stage 1 being the entirety of the technical scope (solar and battery), but on the basis of 1200 kW DC / 1200 kW AC (i.e. no DC oversizing) and stage 2 being the addition of a further 600 kW DC (i.e. the DC oversizing)*
- *Komo Energy has to-date undertaken a feasibility assessment for the battery system. At present further commercial modelling is being undertaken by an external consultant to demonstrate the impact of the battery system in its interaction with the solar farm and the network so as to inform the operational strategy and target value capture.*

Community engagement and involvement

The project is being led by the committee members of CE4G – see the application for details of each member.

Since the beginning of the project the following community engagement has occurred:

- *Project Launch: public meeting with 250 attendees*
- *Feasibility Study completion launch: public meeting with 250+ attendees addressed by John Hewson*
- *Community Bulk Buy with solar farm emphasis: public meeting with 200 attendees*
- *One-on-one meetings with all property owners adjacent to the farm site*
- *Regular meeting with the GM and Mayor of Goulburn Mulwaree Council*
- *Regular meetings with local NSW member, Pru Goward*
- *Meetings with relevant Ministers in Sydney*
- *Meeting with Federal member, Angus Taylor*
- *Regular quarterly newsletter to growing database (now 800)*

- *Several large public meetings to explain and promote the project*
- *Market stalls*
- *Website: www.ce4g.org.au regularly updated*
- *Production of two videos to promote and inform*
- *Facebook page with regular updates*
- *Articles in Goulburn Post, Sydney Morning Herald, Canberra Times, Melbiourne Age, Renew Economy; radio intreviews with 2GN, ABC Canberra, ABC Newcastle and ABC Orange. TV appearance on Landline*

Community investors are defined in the Feasibility Study, prioritised in a geographical and interest hierarchy: Goulburn Mulwaree LGA, surrounding LGAs, people of interest in NSW. The community benefit fund will prioritise people in the local LGA.

Participation in webinars, seminars and regular contact with other interested groups and individuals has increased awareness of the project throughout the state and helped inform other groups of the pitfalls and shortcuts that can help expedite their projects.

Community investors will benefit not only from a modest ROI, but in the feel-good pride of being part of a community project that enhances their own sense of community and at the same time generates an improved image and branding for a community that cares about the climate and is taking action to do something positive.

A community benefit fund will redistribute a proportion of the profits to projects that address energy inequity and promote clean energy solutions.

Business model

As it is in-line with community values, a Co-op will be established that will have purchased the SPV and raised investment from members on the basis of a one vote per member. The members will elect a board to manage the project going forward.

The revenue will be generated through selling the electricity on the Nation Electricity Market, through a power-purchase agreement, a merchant facility, or a combination of both. The revenue strategy will be monitored regularly to maximise the revenue and ROI in light of market developments and available commercial opportunities.

While we have based our projections on a conservative expectation of "merchant" selling electricity in the National Electricity Market, discussions are under way with an Australian renewable energy operator bidding into the City of Sydney electricity tender and have included the present project in their bid. CE4G is advocating for an 11 year term at 8.5 c/kWh. A copy of CE4G's proposal to Infigen is attached. Multiple rounds of clarifications and questions have been dealt with. The prospective counterparty has advised that its bid is shortlisted.

The revenue and profits from the project will remain within the community in a number of ways.

- *Community investors will receive a return on their investment as annual dividends.*
- *The community fund will redistribute a proportion of the profits that address energy inequity and promote clean energy solutions. These projects will benefit the community beyond the investor base.*

The value of this project goes beyond financial benefits as it futher accelerates our transistion to a sustainable and low-carbon grid, whilst showing to other community groups exactly what can be done, and how to do it.

CE4G has already undertaken the significant effort of preparing an Offer Information Statement for the Co-op and submitted this to the Fair Trading NSW. Feedback from Fair Trading NSW indicates that further information on the project is required, the nature and scope of which critically depends on this present RCEF grant application.

The elected board will oversee the ongoing financial and strategic operation of the project. Reporting to the board will be a Community Project Manager. The responsibilities of the Community Project Manager will be to oversee maintenance, accounting and shareholder liason.

CE4G is in advanced discussions with suitable individuals to join the board of the Co-op:

- *John Hewson: ex leader of the Federal Liberal Party*
- *Rowena Cantley-Smith: Australia's leading Climate Lawyer*
- *Kerry Connors: Energy Consumers Australia*
- *Ben Elliston: International Solar Energy Society*

Project budget

A Project Budget (Update Oct 2019) is provided as part of the RFI Response 18 October 2019.

Table 1 – Capital Expenditure

Cost item	Amount ($)	Description
Development Costs		
Organisational Costs	$186,500	Setup and maintain organizational entities. Encompasses Legal
Technical Costs	$3,827,920	Grid connection and project construction
Financial Costs	$100,000	Raising investment. Encompasses Accounting.
Community Engagement	$90,000	Enacting Community Engagement Strategy

Cost item	Amount ($)	Description
Total Costs	**$4,204,420**	

Table 2 – Operating Expenditure

Cost item	Amount ($)	Description
Operating Costs		
Rent	$17,000pa	Recurring lease costs
Insurance	$15,000pa	Site and Directors Liability Insurance
Accounting	$4,500pa	Audit and Bookkeeping
Wages	$8,000pa	Community Project Manager
Maintenance	$10,000pa	Regular maintenance
Emergency Reserves	$10,000pa	Years 6-20 contingency

Table 3 - Funding

Funding item	Amount ($)	Description
RCEF Grant	$2,101,210	50% of total construction cost
In-kind finance	$164,395	CE4G will perform some budgeted tasks at no cost
Debt finance	$0	Our projections do not anticipate requiring any debt financing
Equity finance	$1,936,816	The remainder of the funding will be raised from the community
Total Funding	**$4,202,422**	

Financial model

We have developed a comprehensive financial model in a spreadsheet which illustrates:

- *Development Costs*
- *Technical and Construction Costs*
- *Community Engagement Costs*
- *Operating Costs*
- *Solar Generation Forecast*
- *Utility-Scale Battery Forecast*
- *Cash-Flow Forecast*

The Finanical Model remains materially unchanged since original submission.

Project delivery

Project development completed to date

After four years of working on this project, we are in the final stages and are effectively shovel ready.

To date, we have completed:

- *Feasibility Study (20160601 - CE4G - Goulburn Community Solar Farm Feasibility Study.pdf)*
- *Feasibility Study Peer-Review (180707 - CE4G - Goulburn Community Solar Farm - Review.pdf)*
- *Council Development Application approval (20170615 - FINAL DA_0023_1617.pdf)*
- *Water Cycle Management Report (20170120 - Solar Farm WCMS Report.pdf)*
- *Hydrological Report (Seec Report.pdf)*
- *Electrical DC design (CE4G SOLAR FARM - DRAWINGS V2 FOR INFORMATION.pdf)*
- *Electrical AC design (20180327 - CE4G L3 Reference.pdf)*
- *PV Output Simulation (20170821 - BELECTRIC (1.5MWdc 1.25MWac) V.2.pdf)*
- *PV Output Simulation (CE4G Output forecast.pdf)*
- *PV Output Simulation (SunSHIFT paln.pdf)*
- *Cost-Benefit Analysis of different PV designs (20171018 - Cost-benefit analysis - Belectric, Schletter, 5B.PDF)*
- *Mounting Options Report (20170906 - 01002-RPT-06 Goulburn Solar CE4G V1 6.09.17.pdf)*
- *Lease negotiations almost finalised (Option to Lease Bridge St.pdf)*
- *Obtained extensive legal advice from Simon Currie, Jacqueline Fetchet, formerly of Norton Rose Fullbright (NRF) and from Martin Irwin from NRF*
- *Obtained budget pricing from EPC contrators*
- *Engaged in a RfQ process for grid engineering services with 7 interested parties (evaluation is ongoing)*

The site has been cleared and the landlord has indicated he is ready to complete some minor works at no cost to prepare the site for work to commence.

CE4G has entered into commercial arrangements with Komo Energy as development partner who will undertake the final development and procure the delivery of the project on a turn-key basis.

We have had several discussions over a two-year period with the local Council for a possible PPA, and with several retailers, all of which have indicated an interest in taking all or a portion of the output, subject to pricing. Currently, discussions are on foot with a major Australian renewable energy operator for a PPA to support their bid in the City of Sydney energy tender.

Project development stage-by-stage

Our community energy model is innovative as our development partner is able to undertake at-risk development activites for the project prior to the raising of any investment capital with no risk to the community. We have broken down the project into five milestones:

1. *Finalise Early stage development works*
    - *Call Option Agreement (completed)*
    - *Restructure and finalise lease agreements*
    - *Update development approval for solar plus battery*
    - *Review engineering design*
    - *Undertake preliminary network enqiry for solar plus battery, undertake network studies and apply for network connection.*
        - *The network connection process has not been progressed since application for the RCEF grant, as the nature of the network connection process will be critically impacted by the outcome of this grant application (solar only or solar plus battery). Komo Energy has, however, issued an RFQ for network engineering to ensure suitable consultants can be selected swiftly once the outcome of the grant application is known.*
        - *As the Department is aware, CE4G had been granted by Essential Energy a "conditional offer to connect" an offer which CE4G had to let expire due to an unfavourable market condition and funding environment. On the assumption that the distribution network in the area has not undergone significant change since that conditional offer to connect, CE4G would anticipate that a renewed network application process should be successful, as the addition of the battery system should fundamentally improve the network facing behaviour of the solar farm.*

2. *Commence Capital Raising (through the Community Engagement Strategy)*
    - *On receipt of grant money further media releases to maintain interest in project*
    - *Finalise OIS ready for release when project secured by grant*
    - *Incorporate Co-op and seek members through marketing strategy*
    - *Print and distribute OIS through community meetings and marketing, seeking investors.*
    - *Set up temporary office and appoint admin assistant to handle all enquiries, continue marketing, register investors and members, promote project, hire and secure venues for public meetings.*

- *Hire PR/media company for:*
  - *Media releases*
  - *Media liaison*
  - *Social media*
  - *Graphic design*

3. *EPC process*

- *Tender for single point EPC contractor (this contracting model is preferred to achieve a fuller risk transfer away from the SPV)*
- *As is common in EPC contracts that are either government funded or "values" based like a community solar far, a key evaluation criterion for EPC selection will be local industry participation. The RfQ for EPC contractors will encourage local businesses to participate as either head or subcontractors. EPC proponents will be encouraged to propose subcontractors (e.g. civil works, electricians and work crews) that are local to the Goulburn region or wider rural NSW.*
- *Appoint EPC contractor*
- *Construction*
- *Commissioning*

4. *O&M process*

- *Tender for O&M contractor*
- *A key evaluation criterion for O&M selection will be local industry participation. O&M proponents will be encouraged to propose subcontractors (ground maintenance, mechanical, electrical O&M) that are local to the Goulburn region or wider rural NSW. Given the size of the project it is highly likely that local contractors will be in prime position to service this project as the contract size will not justify long travel distances.*
- *Appoint O&M contractor in readiness for commercial operation*

5. *Commence Commercial Operations*

- *Enter into PPA or into agreement with a responsible market participant to intermediate electricity into the NEM*
- *Apply for accreditation as a "power station" under the RET*

Works to be completed to reach financial close

- • *Update of the Development Approval*
- • *Executed grid connection agreement*

- *Executed Lease for Lot 1*
- *Executed EPC Contract(s)*
- *Executed O&M Contract(s)*
- *WHS Management Plan*
- *PPA or Agreement with Responsible Market Participant or AEMO Registration*
- *Community Finance raised through Co-operative at least 51%*
- *Gap equity funding procured for any share not financed by Co-operative*
- *Transfer of shares to Co-operative in the proportion of finance raised*
- *Novation of the Funding Agreement to the SPV*

Raising of Equity Invstment

- *Please refer to Attachment 3 – Raising of Equity Investment*

Transfer of ownership from Komo Energy to Co-operative

- *Under a Call Option Agreement between Komo Energy and CE4G dated 17 June 2019, Komo Energy has established the Goulburn Community Solar Pty Ltd as SPV and has been given the exclusive right to further develop the project, but at its own cost and risk.*
- *While early stage development activities were undertaken by CE4G, Komo Energy and CE4G are now trialling a unique community/industry collaboration to remove some of the development risk from CE4G as a community group.*
- *CE4G, as originator of the project, controls the project by virtue of the Call Option Agreement. It gives CE4G the right to acquire all or part of the shares in the SPV. CE4G may make one or several calls under that Call Option. CE4G may exercise the Call Option on behalf of its nominee and intends to do so on behalf of the Co-operative. The option period runs until 17 June 2022.*
- *CE4G intends for the Co-operative, at the very least, to acquire a controlling stake in the SPV (51%). If CE4G is successful in raising full community funding, it intends to merge the SPV onto the Co-operative in order to reduce administrative complexity and tax leakage at the SPV level.*

Equity funding shortfall

- *Under the Call Option Agreement, CE4G has the right to call for all or part of the shares, on one or multiple occasions. It is CE4G's intention to only exercise the Call Option Agreement if "community control" can be establishedby acquiring at lest 51%.*
- *If CE4G/the Co-operative fails to raise the full equity to buy out the SPV, Komo Energy will fund the required equity – depending on the quantum – out of its funds/the funds of its shareholders or through its network of investment partners.*
- *Komo Energy intended the flexibility of the Call Option Agreement to work such that the CE4G can achieve community control while being in a shortfall of funding. The resulting "residual" holding by Komo Energy needs to remain "commercially viable" for Komo Energy to be in a position to provide or procure "gap funding". Accordingly, it will be critical that – once the threshold of 51% community funding has been achieved as gating criterion – the RCEF funding remains available for the benefit of the SPV.*

Project timeline

A Project Time Line & Gantt Chart (Update Oct 2019) will be provided as part of the RFI Response 18 October 2019.

Major project financial milestones

Table 2 – Project milestones and deliverables

Milestone	Dates	Description of milestone
1	June 2020	Early Works 1 Executed funding agreement and updated documents, including project plan, risk register and budget 2 Evidence that the Certificate of Registration for the Cooperative has been issued 3 Evidence that the Certificate of Registration for the SPV has been issued

Milestone	Dates	Description of milestone
		4 Application for amendment to the development agreement submitted to Goulburn Mulwaree Council 5 Application for grid connection submitted to Essential Energy 6 Executed option for lease of Lot 1 7 EPC Contract request for offer issued 8 O&M Contract request for offer issued 9 Approval of the finalised Community Participation Plan by the management committee of the Recipient 10 Funding launch event announced
2	November 2020	Financial Close 1 A Milestone Report 2 Executed grid connection agreement 3 Executed lease for Lot 1 4 Executed EPC Contract and executed O&M Contract for the Project with a Major Subcontractor 5 Provide the Workplace Health and Safety Management Plan 6 Power purchase agreement or agreement with responsible market participant (unless AEMO registration is pursued) 7 Provide register of members of the SPV evidencing that the Cooperative is a member holding more than 50% of the total issued share capital 8 Evidence that equity raised is sufficient to give the Department reasonable

Milestone	Dates	Description of milestone
		comfort that the equity component of the Budget forecasts are on track and achievable. Consist with the cash flow forecast provided by the Recipient, a figure of $1,930,000 is sought to be evidenced at this Milestone 9 Gap funding procured for any share of the Project's Budget not financed by the Cooperative under this agreement
3	January 2021	Procurement & Construction 1 Evidence of delivery to site of PV modules, mounting structure, inverters, transformers and battery system 2 Photographic evidence and site progress report evidencing 50% of mounting structure erected and 50% of modules mechanically installed 3 Final certified design detail 4 A Milestone Report
4	March 2021	Commissioning & Operation 1 Certificate of practical completion issued to the EPC contractor or, if no single-point EPC contractor has been engaged, to the electrical contractor 2 EPC contractor, or if no single-point EPC contractor has been engaged, the electrical contractor, has submitted payment claim for the practical completion milestone 3 Supply of commissioning test report and evidence of three days of full production as per appropriate parameters within the executed connection agreement

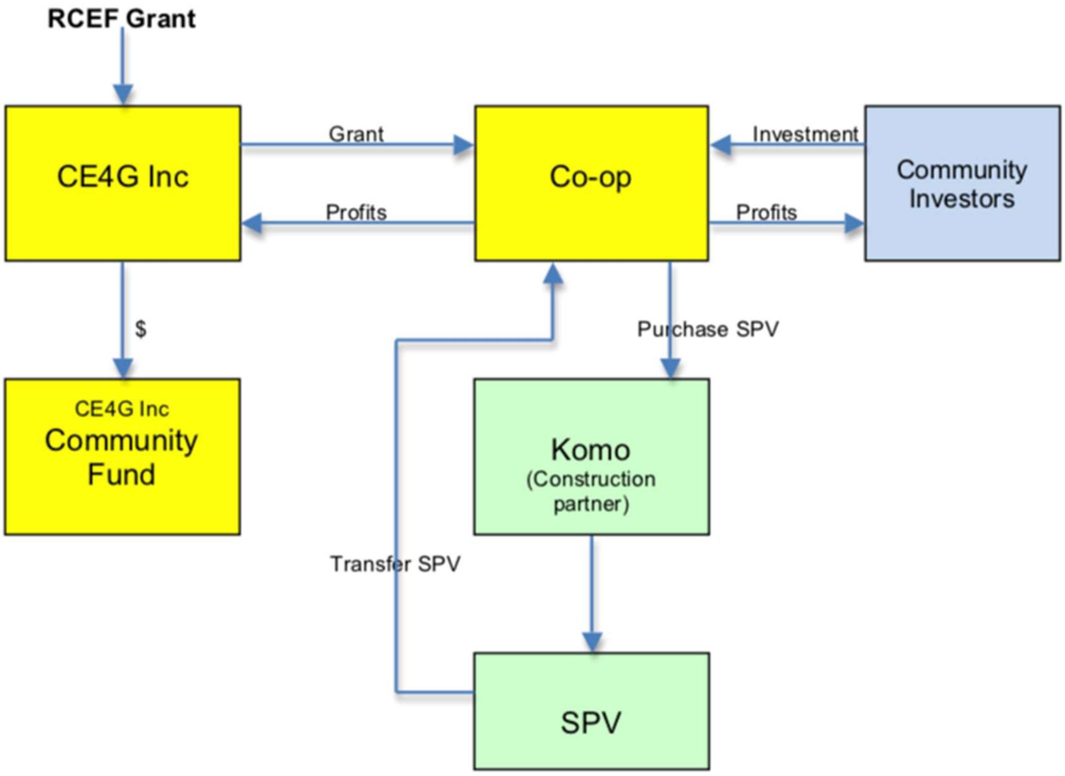
Milestone	Dates	Description of milestone
		4 Provide NMI 5 Milestone Report
5	March 2022	Knowledge Sharing 1 Milestone Report 2 Public Project Knowledge Sharing Report 3 Operational data and operational financial information required up to 31 January 2022 Final Report
6	March 2021 (notional)	Stage 2 – 600 kw DC Solar 1 Lease or licence over ARTC Land and part of Lot 232 2 Variation under EPC Contract instructed or separate contract entered into

Risk management and register

A Risk Register (Update Oct 2019) will be submitted by Friday 25 October 2019

Project team

Project team structure



The project team is quite simple from the perspective of Community Energy for Goulburn. The key interactions are:

- *CE4G will incorporate a Co-op.*
- *CE4G will enact the Community Engagement Strategy.*
- *CE4G will convert in-kind contributions to sweat-equity in the Co-op for the purpose of providing investment for the CE4G community fund.*
- *Komo Energy has created Goulburn Community Solar Pty Ltd (ACN 633 423 346, ABN 77 633 423 346) (the **"SPV"**), as the special purpose vehicle to build, own and operate the project*
- *CE4G and Komo Energy have entered into a Call Option Agreement under which CE4G has the right to call for all or part of the shares, on one or several occasions, for up to the full share capital of the SPV for nominal value only. CE4G may exercise the Call Option*

Agreement for a nominee and intends to do exercise the Call Option Agreement in favour of the Co-op.

- *Once the Co-op has raised sufficient funds from community investors and CE4G has exercised the Call Option Agreement for the benefit of the Co-op, the Co-op will purchase all or part of the shares in the SPV from Komo Energy.*
- *If the Co-op achieves, as is intended, 100 per cent. community funding, it will merge the SPV onto the Co-op to avoid duplication of corporate structures and tax leakage the level of the SPV.*
- *The SPV or, on merger of the SPV onto the Co-op, the Co-op will then operate the project.*
- *The Co-op will distribute profits to investors.*
- *CE4G will manage the community fund.*

Project personnel and roles

Core Community Group Committee – Community Energy for Goulburn

Ed Suttle – President

Peter Fraser - Vice President

Gretchen Alt-Cooper – Treasurer

Sonya Smythe - Secretary

Alex Ferrara

William Wilkes

The responsibilities of the Community Energy for Goulburn Committee are;

- *Oversee the entire project*
- *Manage and report on the grant funding*
- *Incorporation of the Co-op that will manage the investment into the SPV*
- *On acquisition of the SPV, the ongoing operation of the project*
- *Community Engagement Strategy*
- *Attracting and securing community investment*
- *Manage the Community fund*

Development Partner – Komo Energy

Jonathan Prendergast – Director of Komo Energy Pty Ltd

Gerald Arends – Director of Komo Energy Pty Ltd

The responsibilities of Komo Energy are;

- *Create a special purpose vehicle (SPV) to build, own and operate the project*
- *Finalise design*
- *Undertake grid connection process*
- *Update development approval*
- *Appoint and manage engineering, procurement and construction contractor(s)*
- *Appoint and manage operation and maintenance contractor(s)*
- *Construction project management*
- *Liaise with Community Energy for Goulburn on a regular basis*
- *Commission the project to be able to sell electricity to the National Energy Market*

CVs of the project personnel are attached to this Grant Application

Project team experience

Community Energy for Goulburn

The Committee has been meeting for over four years on a fortnightly basis (or more often) to implement this project. In that time it has consulted with numerous industry personnel, companies and organisations, attended industry expos and conferences and liaised with consultants, government departments, politicians and their staff to advance the project.

The Committee applied for a grant from OE&H, was approved, and conducted a feasibility study for the project in 2014/15, published the results, produced two videos, created and continue to administer a website, collected a database of over 800 email addresses of interested people in the community, and sent out numerous newsletters through MailChimp eDMs.

It has also held many community meetings, conducted doorknocking of residents affected by the project, staffed market stalls, contributed to webinars, and produced numerous media releases that have been picked up by the local paper, regional and national ABC (TV and radio), and national online media (eg Renew Economy).

Komo Energy

Komo Energy is a Renewable Energy Development Services business lead by Gerald Arends and Jonathan Prendergast. The benefit of combing the market-leading experience of two experts is briefly outlined below:

Jonathan Prendergast of **Prendergast Projects** is widely recognized as a leader in the field of renewable energy procurement for corporate and government customers with a particular focus on advising offtakers. Most notably Jonathan developed the Singleton solar project for UTS and is currently advising on projects such as UTS' large-scale solar procurement initiative and the Transport for NSW solar tender. Jonathan previously worked as an engineer and project manager in the field of co-gen and tri- gen projects.

Gerald Arends of **Pegasus Legal** is a senior projects lawyer of 15 years standing, with 11 years of experience working both within a solar developer and contractor role as well as a practising lawyer servicing the solar industry, his work spanning more than 20 countries. He is recognised for his depth of understanding of the solar industry in power purchase agreements and in project development through to construction and operation and maintenance arrangements. His work has focussed on the commercial and utility-scale sectors of the solar industry.

What binds Jonathan and Gerald together is a **joint vision** of stimulating a sustainable mid-scale solar farm industry, where best practice advice facilitates local economic development through the creation of communities around solar assets. Komo Energy has recently advised councils, a solar developer and numerous communities regarding mid-scale solar farm development and contracting and is also currently facilitating three mid-scale solar farms in various stages of development.

Swati Johri recently joined Komo Energy as a director. She is also a director of **Pegasus Legal** and has worked both as a senior lawyer and in infrastructure advisory capacities. Her experience covers a wide range of infrastructure and energy asset classes.

Brent Heber recently joined Komo Energy as a development manager to support the significantly growing pipeline of development and consulting engagements. Brent has a background in technical sales, most recently in commercial scale and residential solar and energy efficiency.

Capability and Experience

Komo Energy's key strength is its ability to navigate complex pathways and execute projects through to delivery. The following table presents a number projects that hold relevance to this project, where Komo Energy or its Directors played a role:

Project	Role	Relevance
UTS-Singleton Solar Farm PPA (407 kW)	Jonathan (Prendergast Projects) instigated, developed and contracted Australia's first corporate solar PPA.	Use of Virtual Net Metering Business Case development
Blayney Shire Council (5 MW)	Komo Energy advised the council in response to a proposed 5MW solar farm in its shire. This included assessing options for participation it the solar farm via co-investment, PPA or other means.	Mid-Scale Solar Included assessment of investment & PPA options
Yatpool Solar Farm (106MW)	Gerald (Pegasus Legal) advises BayWa r.e. as the investor on the construction contracts for the substation and the solar farm.	Significant solar farm development EPC arrangements achieved for substation and for solar farm Construction under way
3MW Western Sydney Council Landfill Solar Development (confidential)	Komo Energy advised the council the development and procurement options on the client's landfill site, along with commercialisation options such as Virtual Net Metering and other options.	Mid-Scale Solar
Tamworth Solar Farm (80MW) and Mitchell Solar Farm (40MW)	Gerald (Pegasus Legal) advises a developer/investor seeking to join the current developer.	Significant solar farm developments with complex co-development arrangements
Solar/Wind/Battery Project (Confidential)	Gerald (Pegasus Legal) advises a leading international energy developer as head contractor on the EPC arrangements for a	World-first industry-leading project under advanced negotiations

Project	Role	Relevance
	hybrid renewable energy project in an off-grid context.	
Karadoc Solar Farm (112MW)	Gerald (Pegasus Legal) advised BayWa r.e. as investor on the construction contracts for the substation and for the solar farm.	Significant solar farm development EPC arrangements achieved for solar farm and for substation Construction completed
Hughenden Solar Farm (20MW)	Gerald (Pegasus Legal) advised BayWa r.e. as head contractor on the head construction contracts and O&M contract for the solar farm with Lighthouse and on the sub-contracting arrangements.	Significant solar farm development EPC and O&M arrangements achieved Construction completed

Attachments

Attachment 1 - Budget (Update Oct 2019)

- Provided as part of the RFI Response 18 October 2019

Attachment 2 - Risk Register (Update Oct 2019)

- To be provided by 25 October 2019

Attachment 3 – Raising of Equity Investment

- Please see attached.

Raising of Equity Investment

Index

1. Past Community Engagement

The project began in 2014 in response to a Community Energy Forum hosted by The Goulburn Group Inc (TGG) at the Goulburn Connects Sustainability Festival. Over 100 people attended with considerable support for progressing a local project. John Hewson was the Key-Note speaker.

At the forum, the NSW Office of Environment & Heritage announced the first round of Community Energy Feasibility Grants. TGG successfully applied for funds to examine the feasibility of a community solar farm in Goulburn city.

With demonstrated capacity to deliver large-scale projects and influence regional sustainable development (Goulburn Wetlands Restoration Project, Goulburn Free Wi-Fi and the Goulburn Goes Solar initiative), TGG was
able to leverage expert advice and support from regional and national industry as well as community and government stakeholders to deliver a comprehensive feasibility study.

A strong community engagement strategy formed a key component of the study including consultation with landholders and residents adjacent to the proposed site, resulting in strong community endorsement.

In 2015 TGG presented the feasibility study to a public event attended by over 200 people, hosted by John Hewson. It received strong endorsement from community, industry, State and Local Government stakeholders. At that meeting, a group of young people from various high schools in Goulburn presented a plea for action to reduce carbon emissions and gave their endorsement to the vision of a community-owned solar farm

At a subsequent public meeting, TGG launched CE4G Inc. to drive the project to the next stage. That meeting was attended by well over 200 people, of whom around 30 immediately became paid members of CE4G and 25 provided a written “intention to invest”.

With few funds but considerable business and community support CE4G navigated the development hurdles to successfully secure development consent, a conditional grid connection approval, governance, legal and financial advice; and has engaged a development partner to de-risk the project development for the community.

Over the past 3 years there has also been extensive media coverage including:

Local Media/Presentations

- Numerous articles in the Goulburn Post
- Regular interviews on 2GN local radio
- Presentation to Goulburn Rotary
- Presentation to Goulburn Chamber of Commerce
- Presentation to Goulburn Connects

ACT

- Interviews on ABC Canberra
- Articles in the Canberra Times

Regional:

- Interviews on ABC Newcastle
- Interviews on ABC Orange

National:

- Half page article in Sydney Morning Herald
- Half page article in Melbourne Age
- Article/interview on ABC Landline

Social Media:

- Extensive activity on the CE4G and associated facebook pages

Database:

- Regular newsletters to the CE4G electronic database

2. Current Status

- Co-Operative
  As indicated in CE4G's RCEF grant application, we have decided on a Co-operative as the most appropriate commercial vehicle to manage and run not only this current project, but also future projects.
  We are most of the way through the process of establishing the Co-Op.

  Actions completed to date:

  - drafted rules for the co-op using the Fair Trading (FT) template
  - drafted an Offer Information Statement (OIS)
  - submitted these documents to FT on 15th July 2019
  - FT acknowledged receipt of documents on 15th July 2019
  - FT provided guidance on various aspects of the OIS that require further clarification on 1 August 2019

- CE4G has 82 paid members, a database of 779 and close to 100 who have already expressed their intention to invest.

- Community Engagement
  We have initiated the planning of the community engagement strategy. See Item 5

3. Media Engagement on Grant Announcement

This is already planned, and includes prepared newsletters and media releases to following:

- Newsletter to CE4G members and database
- Media release to

Regionals	Nowra (Sth Cst Register)	editor.scregister@ruralpress.com
	Queanbeyan Age	mail@queanbeyanagechronicle.com.au
	Queanbeyan Chronicle	news@chronicle.com.au
	Illawarra Mercury	cos@illawarramercury.com.au
		scoop@illawarramercury.com.au
	Macarthur	rdickins@fairfaxmedia.com.au
		jessica.layt@macarthuradvertiser.com.au
	Boorowa News	kelsey.sutor@fairfaxmedia.com.au
	Southern Highland News	jackie.meyers@fairfaxmedia.com.au
	Liverpool Champion	ihorner@fairfaxmedia.com.au
	Braidwood	braidwood@austcommunitymedia.com.au
	Yass	editorial@yasstribune.com.au
		hannah.sparks@yasstribune.com.au

News Ltd	Telegraph Sunday telegraph News Ltd	news@dailytelegraph.com.au news@sundaytelegraph.com.au paulcleary01@gmail.com
Fairfax	 SMH	nesia.warman@fairfaxmedia.com.au, newsdesk@smh.com.au michael.koziol@fairfaxmedia.com.au fergus.hunter@fairfaxmedia.com.au latika.bourke@fairfaxmedia.com.au
Canberra Times Canberra Times		media.release@canberratimes.com.au kirsten.lawson@fairfaxmedia.com.au
ABC	ACT Radio 666 Canberra /rural regional regional News Central west Central west	thorpe.clarissa@abc.net.au travers.jamie@abc.net.au CanberraDrive@abc.net.au mortensen.clare@abc.net.au Barbour.Lucy@abc.net.au Farley.Edwina@abc.net.au vidot.anna@abc.net.au Henderson.Anna@abc.net.au Handley.Kia@abc.net.au Owens.Angela@abc.net.au
Guardian		gabrielle.chan@theguardian.com
Goulburn	G. Post Fairfax southern editor Latte Life 2GN GOULBURN Upper Lachlan VIC Monthly newsletter BUNGONIA TIMES WINDELLAMA NEWS	david.cole@fairfaxmedia.com.au louise.thrower@fairfaxmedia.com.au ainsleigh.sheridan@fairfaxmedia.com.au cking@latte.life goulburnradio2gcr@gmail.com gn@capitalradio.net.au radio2gcr@live.com.au gnnews@capitalradio.net.au info@visitupperlachlan.com.au bungonia@gmail.com windellama@gmail.com
Industry players	Renew Economy SERREE Renew	editor@reneweconomy.com.au gpfreelance@optusnet.com.au serree@rdaact.org.au renewmag@renew.org.au editorial@thefifthestate.com.au

- Backed up by personal phone contact to major media contacts
- Readiness with pre-written scripts for follow-up print, radio, and TV interviews

4. Final Establishment of Co-Operative

Summary of actions required to establish the Co-Op:

- Respond to questions by FT with revised OIS
- Await acknowledgement from FT that the OIS is approved
- Give notice of formation meeting (21 days)
- Hold formation meeting - sign OIS, sign application to register Co-Op
- Lodge application with FT
- FT to register the Co-Op and issue a certificate of registration

We anticipate the Co-Op will be established by February 2020, after which time we will invite our members, database and all other residents within the Goulburn Mulwaree LGA to become members.

Annual Co-Operative membership is set @ $10.

A share in the solar farm is anticipated to be $400: this is the approximate cost of one solar panel fully connected to the grid. This low cost will not only enable the participation of unsophisticated local investors who wish to be a part of a renewable energy business which is Australia's largest Community-owned solar farm with battery storage, but also attract sophisticated investors.

We have a number of high profile individuals who have expressed interest in standing for membership of the Board:
John Hewson: ex leader of the Federal Liberal Party
Rowena Cantley-Smith: Australia's leading Climate Lawyer
Kerry Connors: Energy Consumers Australia
Ben Elliston: International Solar Energy Society

5. Community Engagement

The above media engagement is aimed locally, statewide and nationally. The Community Engagement strategy, however, is aimed locally. This is consistent with CE4G's stated aim of a minimum 51% community ownership and the actual preference /expectation for 100% community ownership.

CE4G has always had a preference system for investors by locality.

Target Market:
In the first instance the share "offer" will be available solely to residents of the Goulburn Mulwaree Local Government Area (LGA), and made public through extensive media coverage, direct contact with CE4G membership and database and notices of Public Offer in all relevant local media.

If the offer is not fully subscribed within a yet to be determined period (say 8 weeks), then subsequent offers will be made to residents of adjoining LGAs.

Should the offer still not be fully subscribed, it will be made available to all residents of NSW.

The activities planned for local community engagement include:

- Media releases and Interviews as described in Item 4
- Advertisements in local media (Goulburn Post and 2GN)
- Presentations to prominent local individuals and organizations including

  Wendy Tuckerman (LNP local member)
  Mayor and Council
  LGA General Manager
  Goulburn Chamber of Commerce
  Rotary
- 2 x Community Presentations at Goulburn Soldiers Club with Guest Speakers TBN but possibly the proposed Chairman of the Co-Op, John Hewson and other local/national celebrities.
- Preparation of marketing materials including

  Posters (for use in clubs, shop fronts, cafes, hotels etc)
  Flyers (inc potential letterbox drop)
  Regulsar dsign and publication of eDM newsletter
- Social Media

6. Launch of Prospectus

This will be concurrent with the community engagement above and include

- Preparation of Prospectus
- Print prospectus
- Distribution (mail and online)
- Management and registration of subscribers

Recipients are asked to complete Table A for projects which are capital projects. The deliverables already listed in the table should be used as a standard set, except for the flagship deliverables which are provided for guidance only. Recipients must nominate one or more flagship knowledge sharing activities as part of the proposed plan.

These tables are based on the ARENA knowledge sharing arrangements for the Advancing Renewables Program studies and projects module. Where the recipient has knowledge sharing obligations to both ARENA and the Department, they may propose amendments to this regime to align these obligations and avoid duplication.

When nominating flagship activities, recipients are encouraged to think outside the box, be creative and identify the best way to connect with the project's key audience. They are an opportunity to share the critical project information in the way that works best for the recipient, their business and other funding partners.

Table A. Knowledge sharing for capital projects

CE4G has populated this knowledge sharing templated based on the RFI responses submitted by CE4G dated 18 October 2019. To the extent there are changes to the milestones proposed by CE4G, some adjustments to this knowledge sharing template may also be required to align with any changes to milestones.

What?	Why?	When?	Expected content	Who is this for?	How?	Related milestone
Title and description *[Description of the knowledge sharing activity or other deliverable]*	***Aim of the activity or other deliverable*** *[What benefits will there be to the audience from this knowledge sharing activity?]*	***Project stage and frequency*** *[When the activity will be undertaken, how frequently and what project period it will cover.]*	***Knowledge to be shared from deliverable or activity*** *[What knowledge would need to be generated and shared in order to address the project outcomes?]*	***Audience(s)*** *[Who would you need to share this knowledge with in order to enhance the project outcomes? Why would each category of audience be important?]*	***Dissemination*** *[Please detail about how the audience will be reached, and any restrictions on dissemination]*	***Funding Agreement milestone*** *[Note which payment milestone this knowledge sharing initiative is linked to]*
Project surveys, focus groups and/or interviews with recipients	Efficient qualitative data gathering. The Department provides anonymised regular portfolio updates	As required by the Department to fulfil knowledge sharing and evaluation requirements. Minimum of one per year. From commencement date to the date 12 months after EPC Practical Completion has been achieved. This time period covers the development and construction phase as well as the first year of operation of the plant.	Efficient quantitative and qualitative data gathering about the project.	Department and knowledge sharing agent only	Department to provide link to surveys when required.	Not applicable

What?	Why?	When?	Expected content	Who is this for?	How?	Related milestone
Project commissioning report	For portfolio analysis and public communications	Once the EPC has achieved Practical Completion which is when CE4G will have the information required to produce a technical report. Once only	Technical report including but not limited to the following: a) Actual connection date b) Nameplate generation capacity (AC) c) Generator type d) New storage capacity e) NMI f) Information on project layout, structure (i.e. final project design)	Department, may be used for public communications	Department to provide template or form for commissioned project information. Department and CE4G to agree upon contents of the report to ensure that the report does not require the disclosure of confidential or commercially sensitive information recognising that the Department may use this information in public communications.	December 2020 milestone (Commissioning and Operation) proposed by CE4G in its RFI response dated 18 October 2019.
Operational data	For portfolio analysis and public communications on the outcomes of the government program	Six-monthly Ongoing from operation date for a period of up to 5 years thereafter.	Operational data for knowledge sharing and to inform program evaluation, including but not limited to: a) Electricity generation and other energy outputs b) Used and available energy storage capacity, if applicable c) Electricity consumed and losses on site d) Electricity exported to the grid or to a behind-the-meter consumer	Department, may be used for public communications	Department to provide data template highlighting what is required and the format required. Department and CE4G to agree upon the information that is provided to ensure that the information disclosed is not confidential or commercially sensitive information recognising that the Department may use this information in public communications.	December 2020 milestone (Commissioning and Operation) and the March 2022 (Knowledge Sharing) milestones proposed by CE4G in its RFI response dated 18 October 2019. It will be during the period of these two milestones that the plant will be operating and operational data will be available.

What?	Why?	When?	Expected content	Who is this for?	How?	Related milestone
Public project knowledge sharing report	Share findings with the market	Once only At the time of final report	Public report that includes, but is not limited to: 1. General project information, including: • Technology being used including software associated with control • Overview of the business model and National Electricity Market participation (operating parameters, trading pattern, bids, offtake agreement type/ structure) • Ownership model (funding model and mix of debt/equity, any community investment) • EPC tender process and award, construction and commissioning process. Include discussion of the process of registration for market participation, if relevant • Offtake agreements, PPAs and any technology-specific contract considerations • Community engagement and community benefits (engagement activities, outcomes, economic and other benefits) • Project performance e.g. source and amount of electricity either generated, stored or avoided and at what market/bidding price 2. Analysis of performance of the system based upon data and knowledge available at the time of the report, including but not limited to: • NEM market participation • Ability to operate in compliance with AEMO requirements • Reliability including discussion of both planned and un-planned outages. • Performance in relation to the grid connection. Where the system is co-located with other forms of generation owned and operated by the applicant include discussion impacts on their performance resulting from the dispatchable capacity project. 3. Findings and outcomes relating to issues referenced in the application and throughout the project, including: • Lessons learnt regarding the establishment of a co-operative for the development of a power generating assets (e.g. the regulatory process, any challenges in obtaining registration and opportunities for improvement) • Lessons learnt regarding the community funding raising campaign (e.g. marketing strategies, conversion rates from EOI to investment) • Lessons learnt from achieving financial close • Connection agreements and other approvals • Assessment of financial viability of mid-scale solar and small-scale battery • Assessment of program contribution towards lowering the barriers to investment in clean dispatchable energy • Views on policy opportunities, impacts of new/changed policies, policy barriers to uptake of the used technology • Why the Project is important and what comes next in terms of applicability beyond the current contract	Department and public	Draft table of contents to be provided for Department's consideration prior to content being developed. A draft version of the report must also be provided to Department for feedback at least 2 months prior to the Final Report being submitted. The knowledge sharing report will not disclose any confidential information or any commercially sensitive information, recognising that this is a publicly available report. Written in plain English, where possible, and including effective imagery and graphics.	March 2022 (Knowledge Sharing) milestone proposed by CE4G in its RFI response dated 18 October 2019.

What?	Why?	When?	Expected content	Who is this for?	How?	Related milestone
Operational financial information (may be incorporated in project knowledge sharing report)	For portfolio analysis and program evaluation	Ongoing from operation date for a period of up to 5 years thereafter. To be provided annually	Operational financial information to be provided includes, but is not limited to: a) Revenue records b) Expenditure records including but not limited to construction, operation, maintenance and network connection costs, licensing, retail and network charges c) Time dependent pricing information including feed-in tariffs, if applicable d) Alternative income (if any) e) Commercial arrangements (if any) f) Retail charges in that embedded network (if applicable)	Department and/or the department's knowledge sharing agent	Department to provide template. Department and CE4G to agree upon the information to be provided to ensure that the information required to be disclosed is not confidential or commercially sensitive information, particularly where that information forms part of the publicly available knowledge sharing report.	December 2020 milestone (Commissioning and Operation) and the March 2022 (Knowledge Sharing) milestones proposed by CE4G in its RFI response dated 18 October 2019.
Workshop attendance and participation	Contribute learnings from the supported project in a broader industry and market context.	At the Department's request Up to three per year, until March 2022.	Attendance by a member of CE4G or the Co-operative (or a delegated representative thereof). A one-page "executive summary" to be provided following the event summarising involvement, key takeaways and outlining any follow up actions.	Departmental and key external stakeholders	Face to face	March 2022 (Knowledge Sharing) milestone proposed by CE4G in its RFI response dated 18 October 2019.
Site visit	On ground experience with key stakeholders	Once only	Establish physical context of the project in support of knowledge sharing activities Take high quality photos to support project and Departmental communications	The Department and industry Attendee list to be confirmed with Department Possible media opportunity	Recipient to co-ordinate site visit. Attendees to pay own costs	Not applicable.
Responses to queries submitted to the Department	For knowledge sharing and positive public perception of supported projects	As required	Answer reasonable market requests for information via the Department's website project page May include media queries and interviews with the recipient	Industry, public	Department and recipient to agree reasonable response	Not applicable.

What?	Why?	When?	Expected content	Who is this for?	How?	Related milestone
Flagship activity	From Kitchen Table to Community Energy Project: a How to Guide.	Once only at a time to be mutually agreed between CE4G and the Department. CE4G proposes that this occur at least 3 months after the project has achieved Practical Completion so that CE4G is in a position to provide learnings from the project development process.	Learnings to be shared in the following stages as the project progresses: - Concept formation, feasibility investigation, project planning and regulatory processes - Management of EPC and commissioning process - Creation of the investment vehicle - Community engagement and fund-raising - Finalisation of the ‘how to’ guide after the project has achieved EPC Practical Completion.	Public, Department, industry, research organisations, community organisations	Via the CE4G website	March 2022 (Knowledge Sharing) milestone proposed by CE4G in its RFI response dated 18 October 2019

6 Contact details

Recipient contact for knowledge sharing	
Name	Edward Suttle
Title	President Community Energy for Goulburn
Email	president@ce4g.org.au
Phone	0412 023 534

Department contact for knowledge sharing	
Name	
Title	
Email	
Phone	

Appendix A – Examples of knowledge sharing initiatives

These examples of knowledge sharing initiatives are provided in order to guide the recipient as they complete this Knowledge Sharing Plan.

Project Title	Technology	Link
Gannawarra Energy Storage System	Battery	arena.gov.au/projects/gannawarra-energy-storage-system/
Ballarat Energy Storage System	Battery	arena.gov.au/projects/ballarat-energy-storage-system/
Dalrymple ESCRI-SA Battery Project	Battery	escri-sa.com.au/knowledge-sharing/
Kwinana Waste to Energy Project	Energy from waste	arena.gov.au/knowledge-bank/kwinana-waste-to-energy-project/
Cultana Pumped Hydro Project	Pumped hydro	arena.gov.au/knowledge-bank/8939/
Kidston Pumped Storage Hydro Project	Pumped hydro	arena.gov.au/knowledge-bank/kidston-pumped-storage-hydro-project/
Business Renewables Centre Australia	Power Purchasing Agreements	businessrenewables.org.au
Mullumbimby Mini Hydro	Hydro/Pumped Hydro	mullumhydro.com.au

This draft template is to be used in conjunction with knowledge sharing deliverables for grant programs within the Department of Planning, Industry and Environment. The audience is the general public – please write in plain English and only use technical terminology when necessary.

Appendix B – Project report draft template

Project Title	
Organisation name	
Project location	
Technology type(s)	
Total grant funding	
Total project cost	
Project start date	
Project completion date	
Project partners	
Project size (MW/MWh)	

Project summary	
How does the project work?	
What are the areas of innovation for this project?	
What benefits are generated from this project?	

This draft template is to be used in conjunction with knowledge sharing deliverables for grant programs within the Department of Planning, Industry and Environment. The audience is the general public – please write in plain English and only use technical terminology when necessary.

Appendix C – Lessons learnt report draft template

Project Title	
Organisation name	
Project location	
Technology type(s)	
Milestone title	
Key date of milestone completion	
Activity summary	
Why is this relevant?	
Key lessons learned	

Project learnings	
What were the key project or milestone objectives, and why were they chosen	
What were the key challenges: - Technical - Regulatory - Stakeholder that needed to be overcome to implement the project?	
What solutions/innovations were implemented to overcome these challenges?	
Were there any budget updates? If so, what can be learned from those updates?	

Project learnings	
How did the local community or stakeholders respond to the project and how did your stakeholder management plan work in practice?	
What were the particularly innovative elements of the project and were you able to implement them?	
How can others learn from the innovative elements of the project and how can they be applied more broadly in the energy sector?	
How can the innovative elements of the project be replicated by others in the sector and scaled for wider application?	