

URBIS

ANIMAL MANAGEMENT FACILITY FEASIBILITY STUDY

**Study for the need, development options,
impact and feasibility for changes to the
Shire's animal management facilities.**

**Prepared for the Shire of Serpentine Jarrahdale
April 2025**

ACKNOWLEDGEMENT OF COUNTRY

Urbis acknowledges the Traditional Custodians of the lands we operate on.

We recognise that First Nations sovereignty was never ceded and respect First Nations peoples continuing connection to these lands, waterways and ecosystems for over 60,000 years.

We pay our respects to First Nations Elders, past and present.

The river is the symbol of the Dreaming and the journey of life. The circles and lines represent people meeting and connections across time and space. When we are working in different places, we can still be connected and work towards the same goal.

Title: Sacred River Dreaming
Artist: Hayley Pigram
Darug Nation
Sydney, NSW



CONTENTS

Executive Summary	4
Introduction	6
Site & Existing Facility Assessment	7
Case Studies	12
Needs & Development Considerations	15
New Facility Concept	20
Options & Feasibility	25
Financial Analysis	28
Appendix A – Engagement Summary	36
Appendix B – Concept Details	39
Appendix C – Assumptions & Definitions	41

EXECUTIVE SUMMARY

There are various risks and benefits for two options to improve the animal management facility for the Shire of SJ. These options include a redevelopment which enables good Shire control and low risk outcomes; or outsourcing services to a local provider which generates economic benefits but reduces the Shire's ability to meet its animal management obligations.

The existing animal management facility at 32 Watkins Road, Mundijong, is dilapidated and does not provide quality conditions for accommodating impounded animals. The facility is ageing, too small, has no lighting or wastewater drainage, and is not fit for purpose. The Shire intends to construct a new depot facility including a new animal management facility by 2040, however, the Shire requires an interim solution to keep the facility running until this time.

Urbis undertook an investigation of the existing pound site which revealed highly reactive clay soil. This site also sits within a floodplain. These investigations helped to achieve an understanding of the costs required to redevelop the facility.

An analysis of the Shire population and potential animal admissions into the pound suggested that the following capacity was required to accommodate the maximum expected number of animals at one time:

- 6 dogs;
- 7 cats;
- 5 horses; and
- 12 goats/sheep.

Functional requirements for a new facility were determined in consultation with the Shire. These included essential functional needs and desirable functions.

A concept design was developed from the functional needs and refined in consultation with the Shire,

utilising an existing transportable building on site as a cat holding area and retaining the mature trees on site. The concept also utilises the adjacent road reserve as a driveway into the facility, and has an option for a 50sqm consult room which could be leased to the private market for on-site vet services.

The estimated cost to construct the new facility is \$2.3 – 2.5million (dependent on the scope).

In conjunction with the concept development, Urbis consulted with the five surrounding local governments and nine private organisations within the Shire, to determine whether opportunity was available to outsource accommodation of impounded animals under Shire care.

Engagement revealed no feasible options for outsourcing, however a build-to-rent arrangement with the Mundijong Veterinary Hospital could be further explored if the Shire has an appetite. Engagement also revealed that the Shire of Murray would be interested in using SJ's facility for up to five years until such time as their depot is constructed.

Thus, the options for further investigation were:

Option 2a – Construct a new facility;

Option 2b - Construct a new facility and enter agreement with Shire of Murray for five years;

Option 2c – Construct a new facility including a small consult room for private lease;

Option 3 – Outsource services to Mundijong Vet.

Financial analysis indicates that all options result in a level of deficit over 15 years due to either the capital outlay for construction, or retainer fees for outsourcing. The Mundijong Vet may provide additional monetary benefits to the Shire, but has significant risk associated that creates an Officer view that it would not be viable. These include impound capacity and costs.

EXECUTIVE SUMMARY

Benefits associated with all options include:

- Improved animal welfare;
- Improved asset usage; and
- Good public perception.

Overall, the options can be summarised as per the table to the right.

Given the very diverse options, Urbis recommends that the Shire of Serpentine Jarrahdale strategically consider which pathway it prefers. If a new asset is preferred, Options 2a, 2b and 2c are viable and appropriate. If strategically outsourcing services is able to be considered, Option 3 may be viable.

Next Steps

The Shire must determine its preferred pathway.

Ultimately, given Options 2 and 3 create a deficit, it is necessary for Council to consider if asset creation or accommodation outsourcing is desired.

If Option 2, this can be progressed by discussions with the Shire of Murray for any usage of the facility and commencing detailed design.

If Option 3, the Shire can progress this through key negotiations with the Mundijong Veterinary Hospital including:

- Retainer fees;
- Fee and charge arrangements (for example, where impounding fees are paid to);
- Timeliness of any development; and
- Key functional requirements, such as access hours and service levels.

Given the risks associated with Option 3, especially around farm animal impound capacity that could not take place via the option, significant further investigation is required.

Option	Construct new pound	Enter into agreement with Mundijong Veterinary Hospital
Costs	High	Moderate
Additional Benefits	Some	Some
Complexity	Low	High
Staff Resourcing	Moderate	Low
Risks	Low	High
Income Ability	High	Low

INTRODUCTION

PROJECT BACKGROUND & PURPOSE

The Shire of Serpentine Jarrahdale has engaged Urbis to develop an evidence-based feasibility study that supports investment decisions for the Shires Animal Management Facility.

This report aims to address:

- Issues with the existing, ageing facility which is currently too small, has no lighting, no wastewater and drainage, and minimal storage.
- Options for the Animal Management Facility, those being:
 - Upgrade Current Facility
 - Utilise Neighbouring Local Government Facilities
 - Use Local Kennels/Catteries

REPORT STRUCTURE

This report is comprised of the following sections:

- **Site & Existing Facility Assessment:** Overview of the current site and facility attributes and conditions.
- **Needs & Development Considerations:** Facility capacity forecasts, functional requirements and case studies.
- **New Facility Concept:** Concept designs for the existing site.
- **Options & Feasibility:** Overview of options and financial analysis.
- **Cost Benefit Analysis:** CBA for the options.

01

SITE & EXISTING FACILITY ASSESSMENT

SITE & EXISTING FACILITY ASSESSMENT | CURRENT SITE OVERVIEW

Overview

A visit to the current site was undertaken in order to further understand how the facility operates and where the physical space is lacking or underutilised.

Issues and concerns related to the built environment were identified. These issues affect both the animals and the rangers maintaining the facility.

The challenges for the existing facility are centered around the sites' capacity and limited growth opportunity.

Challenges include:

- Insufficient number of enclosures and storage;
- Limited services available on site including power, lightning, drainage, temperature control and security;
- Incremental changes/band-aid solutions;
- Inefficient use of area and;
- Community concerns and officer safety.

Existing Building at Current Pound - 32 Watkins Road, Mundijong



SITE & EXISTING FACILITY ASSESSMENT | SITE ATTRIBUTE SUMMARY

SERVICE	COMMENT
Site conditions	<ul style="list-style-type: none"> Geotechnical investigations revealed soil is Sandy Clay with a site classification of H1 (highly reactive clayey or silty soil which will cause high ground movement due to moisture content variation) Site is disturbed to accommodate current development. Black Cockatoo roosting sites are recorded in the area as well as threatened and priority flora, fauna and ecological communities. The site lies in a palusplain (seasonally waterlogged flat terrain). There is likely some shallow perched groundwater in winter, which may require minor engineering solutions.
Roads and paths	<ul style="list-style-type: none"> Watkins Road services the northern entrance to the site. There is no other access to the property. Watkins Road is 7.5m wide sealed with no kerbing or formal crossover. The road reserve adjacent to the site is approximately 5.5m. There is potential for additional access to the site from the west boundary once the road reserve is developed.
Sewer	<ul style="list-style-type: none"> There is currently no Water Corporation asset sewer service within the vicinity of the site and as such there is no existing connection. It is unclear if the Water Corporation will develop any infrastructure works within the vicinity within the proposed allocated time of works (2 years) Due to the lack of Water Corporation infrastructure within the vicinity, an onsite treatment system will be required to service the lot. Septic waste treatment must be split for human and non-human waste. There will be no human waste factored for this site and as such it will require only one septic system for non-human waste in line with the Dept. Health industrial waste guidelines and loadings. The Site does not appear to be located within a Public Drinking Water Source sensitive area. The Site is located within a sewerage sensitive area, located within an Estuary catchment and within 1km of significant wetlands The site will be required to utilise a secondary treatment system (STS) or aerated wastewater treatment system (AWTS).
Water	<ul style="list-style-type: none"> The location of the site in relation to the Water Corporation services asset means there is currently a non-standard water services connection, as the site meter is located outside of the site boundary. The potable water supply to the site is reticulated from this meter and into the property via a privately owned pipe. The water service supply pipework route is believed to be running within the road reserve.
Power	<ul style="list-style-type: none"> The site currently has no power however has overhead lines in close proximity. A new consumer mains from pole to a uni pillar and new site main switchboard is required.

SITE & EXISTING FACILITY ASSESSMENT | SITE CONDITIONS

- Desktop analysis of the site indicates sandy clay soil at the property, indicating a maximum potential reactivity of 60mm of movement. The site has not been registered as contaminated.
- The site is within 1km of an estuary catchment on the Swan and Scott Coastal Plains.
- Black cockatoo roosting sites are recorded in the area, as well as threatened and priority flora, fauna and ecological communities.
- Whilst the site lies in a palusplain (seasonally waterlogged flat terrain), historical imagery does not indicate any significant flooding. There is likely some shallow perched groundwater in winter, which may require minor engineering solutions.



CLEARING REGULATIONS - ENVIRONMENTALLY SENSITIVE AREAS & GOVERNMENT SEWERAGE POLICY

- | | | |
|---|--|---|
| <p>Environmentally Sensitive Areas</p> <p>Government Sewerage Policy</p> <p>a) Estuary catchments on the Swan and Scott Coastal Plains</p> <p>b) The Brockman River catchment</p> | <p>c) Within 2km of selected estuaries and inlets</p> <p>d) Within 2km of the estuarine areas of selected rivers</p> <p>e) 2km of coastal embayments</p> <p>f) 1km of significant wetlands</p> | <p>g) Habitats of specially protected water-dependent fauna, and within 1km of groundwater dependent threatened and priority ecological communities</p> <p>h) Wild rivers catchment</p> |
|---|--|---|

CLEARING REGULATIONS - ENVIRONMENTALLY SENSITIVE AREAS & GOVERNMENT SEWERAGE POLICY information sourced from Clearing Regulations - Environmentally Sensitive Areas (DER-016). Environmentally Sensitive Areas as declared in Environmental Protection (Environmentally Sensitive Areas) Notice 2005, Government Gazette No. 55. This dataset is provided to assist landowners and managers in determining the location of environmentally sensitive areas under the Environmental Protection Act 1986. It is not a substitute for any requirement of the legislation.



SITE & EXISTING FACILITY ASSESSMENT | ASSESSMENT SUMMARY

Site Assessment for Subject Site		
LOCATION DRIVER	IMPLICATIONS FOR SUBJECT SITE	RATING
Current Facilities	<ul style="list-style-type: none"> 3 kennels and 4 cat cages, pen for horses and farm animals. Transportable storage facility on site currently being used for general storage (not currently being used for pound). Serpentine Jarrahdale Lions Club Recycling Centre and Storage Shed on site. 	Poor
Utilities and Infrastructure	<ul style="list-style-type: none"> The site is connected to water however does not have any drainage, sewer or power. These utilities will need to be added to the site during redevelopment. 	Poor
Size & Configuration	<ul style="list-style-type: none"> The size of the subject site means that there is flexibility in configuration and the uses it could support. Opportunity to use some land from Lot 66 and the road reserve. Current configuration of facilities does not fully utilise the space. Existing tree canopy can be utilised for natural shade and cooling. 	Strong
Location	<ul style="list-style-type: none"> Close proximity to the Shire's offices, beneficial for administration purposes. Benefits from the limited amount of residents nearby (i.e. noise considerations) Relatively central to the Shire for good resident access to collect animals. Maximum of 23 minutes' drive time from anywhere in the Shire. 	Strong
Environmental	<ul style="list-style-type: none"> Within 1km of estuary catchment on the Swan and Scott Coastal Plains Site lies in a palusplain therefore has potential to become seasonally waterlogged, particularly from shallow, perched groundwater. Site has been disturbed for the current facility - no additional disturbance required. 	Moderate

02

CASE STUDIES





WANNEROO ANIMAL CARE CENTRE

Responsible LGA City of Wanneroo

Location Ashby, 30km North of Perth

CRITERIA	COMPONENTS	RATING
Access	✓ Street Access & Parking	Very High
	✓ Access Ease & Signage	
	✓ Secure Drop-off / Pick-up	
Utilities Infrastructure	✓ Plumbing (water + sewage)	Very High
	✓ Electricity (grid + solar)	
Sanitation	✓ Waste Disposal (bags)	High
	✓ Cleaning Procedure	
Health	✓ Food (quality & variety)	High
	✓ Water (self-filling bowls)	
	✓ Medical / Veterinary Care	
Animal Wellbeing	✓ Exercise Area	High
	✓ Temperature (cooling)	
	X Temperature (heating)	
Admin	✓ Comfort & Space	High
	✓ Payment Systems	
	✓ Adoption Partnerships	
	✓ Emergency Protocols	
	✓ Animal Status-keeping	
Overall Outlook		High



Image Sources: Nearmap

SERVICES OFFERED

- Providing care for impounded animals such as dogs, cats, chickens, rabbits, and birds
- Offering dog and cat registration and microchipping services
- Delivering animal husbandry services, including feeding, kennel cleaning
- Updating records for new pet ownership and registration requirements
- Coordinating adoptions and re-homing of stray pets in partnership with other rescue groups
- Offering cat boarding services

DESIGN INNOVATION

- Significant use of digital services for both owners of lost animals as well as promotion for potential adoptees including regularly updated website with up-to-date status of animals held.
- Strong focus on customer experience and dedication of staff, reflected in very positive reviews from owners.



CASE STUDY

SOUTH PERTH ANIMAL CARE FACILITY

Responsible LGA City of South Perth

Location Como, 9km South of Perth

CRITERIA	COMPONENTS	RATING
Access	✓ Street Access & Parking	Very High
	✓ Access Ease & Signage	
	✓ Secure Drop-off / Pick-up	
Utilities Infrastructure	✓ Plumbing (water + sewage)	Very High
	✓ Electricity (grid + solar)	
Sanitation	✓ Waste Disposal (bags)	Very High
	✓ Cleaning Procedure	
Health	✓ Food (quality & variety)	Very High
	✓ Water (self-filling bowls)	
	✓ Medical / Veterinary Care	
Animal Wellbeing	✓ Exercise Area	High
	✓ Temperature (cooling)	
	X Temperature (heating)	
	✓ Comfort & Space	
Admin	✓ Payment Systems	Very High
	✓ Adoption Partnerships	
	✓ Emergency Protocols	
	✓ Animal Status-keeping	
Overall Outlook		Very High

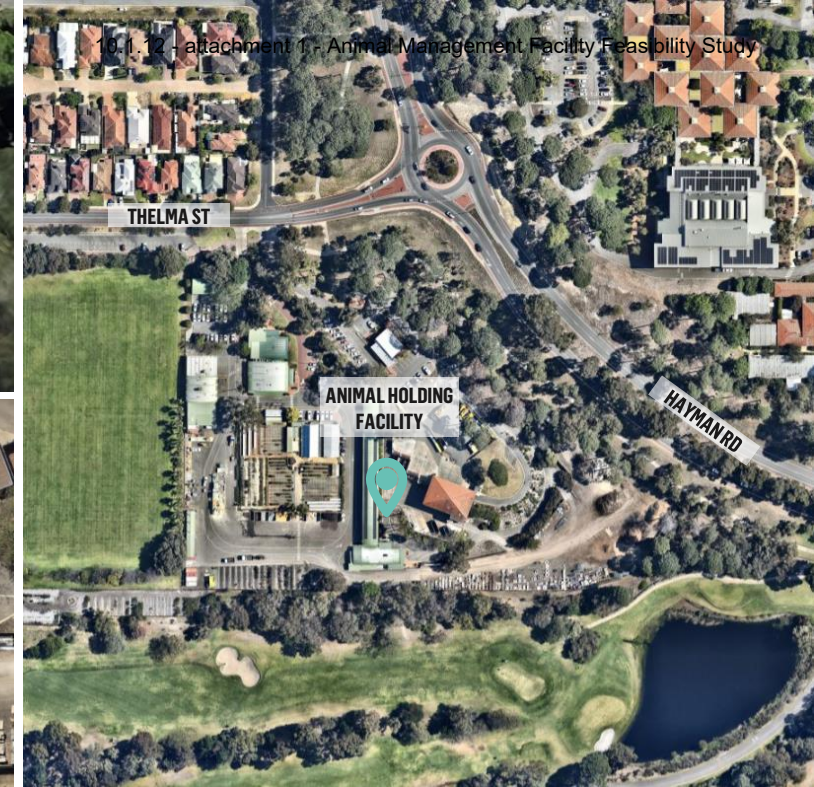


Image Sources: Nearmap, Google Maps

SERVICES OFFERED

- Care for impounded animals such as dogs, cats
- Dog and cat registration and microchipping
- Animal husbandry services such as feeding animals, cleaning kennels, providing a safe and secure space
- Assisting with lost and found pets
- Updating new pet ownership details and registration requirements
- Adoptions and re-homing of stray pets with other rescue groups
- Cat boarding for private / commercial use for further revenue generation.
- Innovative business model involving taking in animals from nine LGA's across the Perth Metro area and open to further MOUs with new LGAs.

FEES & CHARGES

- A daily holding charge is applied to all nine partner LGA's of \$35 for dogs and \$26 for cats.
- Facility charges customers the fee on behalf of the owner's LGA which is outlined by the MOU.

03

NEEDS & DEVELOPMENT CONSIDERATIONS



NEEDS & DEVELOPMENT CONSIDERATIONS | ANNUAL ANIMAL DEMAND AND CAPACITY FORECAST

Demand Forecasts, Annual Number of Animals Admitted, Shire of Serpentine Jarrahdale

NUMBER OF ANIMALS HELD FORECAST	DOGS	CATS	HORSES	GOATS/SHEEP
2024 (Actual)	101	55	2	24
2030 (Forecast)	170 - 180	65 - 70	0 - 10	15 - 35
2035 (Forecast)	220 - 240	85 - 95	0 - 15	10 - 45
2040 (Forecast)	280 - 320	110 - 125	0 - 20	5 - 60

Source: Shire of Serpentine Jarrahdale (historical), Urbis (forecasts)

Capacity Assessment, 2025-2040, Shire of Serpentine Jarrahdale

REQUIRED CAPACITY FOR ANIMALS	DOGS	CATS	HORSES	GOATS/SHEEP
MIN	5	2	1	1
MAX	6	7	5	12

Source: Forecast.id, Urbis, Shire of Serpentine Jarrahdale

Note: Assumes average of seven days until animal is returned to owner

NEEDS & DEVELOPMENT CONSIDERATIONS | REGULATIONS, LAWS AND GUIDELINES

Key guidelines and considerations for planning facility features

DOCUMENT	AREA	PROVISIONS	REGULATION / GUIDELINE
Shire of Serpentine Jarrahdale Dog Local Law 2023	Approved kennel establishment	<ul style="list-style-type: none"> Each kennel, unless it is fully enclosed, must have a yard attached to it; Each kennel and each yard must be at a distance of not less than - <ul style="list-style-type: none"> 25m from the front boundary of the premises and 5m from any other boundary of the premises; 10m from any dwelling; and 25m from any church, school room, hall, factory, dairy or premises where food is manufactured, prepared, packed or stored for human consumption; Each yard for a kennel must be kept securely fenced with a fence constructed of link mesh or netting or other materials approved by the local government; The minimum floor area for each kennel must be calculated at 2.5 times the length of the breed of dog (when it is fully grown), squared, times the number of dogs to be housed in the kennel and the length of the dog is to be determined by measuring from the base of the tail to the front of its shoulder; The floor area of the yard attached to any kennel or group of kennels must be at least twice the floor area of the kennel or group of kennels to which it is attached; The upper surface of the kennel floor must be – <ul style="list-style-type: none"> At least 100mm above the surface of the surrounding ground; Smooth so as to facilitate cleaning; Rigid; Durable; Slip resistant; Resistant to corrosion; Non-toxic; Impervious; Free from cracks, crevices and other defects; and Finished to a surface having a fall of not less than 1 in 100 to a spoon drain which in turn must lead to a suitably sized diameter sewerage pipe which must be properly laid, ventilated and trapped in accordance with the health requirements of the local government; All kennel floor washings must pass through the drain in item (f)(x) and must be piped to approved apparatus for the treatment of sewage in accordance with the health requirements of the local government; The kennel floor must have a durable upstand rising 75mm above the floor level from the junction of the floor and external and internal walls, or internal walls must be so constructed as to have a minimum clearance of 50mm from the underside of the bottom plate to the floor; The walls of each kennel must be constructed of concrete, brick, stone or framing sheeted internally and externally with good quality new zincalume or new pre-finished colour coated steel sheeting or new fibrous cement sheeting or other durable material approved by the local government; All external surfaces of each kennel must be kept in good condition; The roof of each kennel must be constructed of impervious material; All kennels and yards and drinking vessels must be maintained in a clean condition and must be cleaned and disinfected when so ordered by an authorised person; All refuse, faeces and food waste must be disposed of daily into the approved apparatus for the treatment of sewage; Noise, odours, fleas, flies and other vectors of disease must be effectively controlled; Suitable water must be available at the kennel via a properly supported standpipe and tap 	Dog Local Law Part 2

NEEDS & DEVELOPMENT CONSIDERATIONS | REGULATIONS, LAWS AND GUIDELINES (CONT.)

Key Guidelines and Considerations for Planning Facility Features

DOCUMENT	AREA	PROVISIONS	REGULATION / GUIDELINE
Shire of Serpentine Jarrahdale Cat Local Law 2023	Cat management facility which is operated by a local government	<ul style="list-style-type: none"> All building enclosures must be structurally sound, have impervious flooring, be well lit and ventilated and otherwise comply with all legislative requirements. There is to be a feed room, wash area, isolation cages and maternity section. Materials used in structures are to be approved by the local government. The internal surfaces of walls are, where possible, to be smooth, free from cracks, crevices and other defects. All fixtures, fittings and appliances are to be capable of being easily cleaned, resistant to corrosion and constructed to prevent the harbourage of vermin. Washing basins with a minimum of running cold water are to be available to the satisfaction of the local government. 	<i>Cat Local Law Part B</i>
Animal Welfare Act 2002	Preventing Animal Cruelty	<p>No ensure there is no cruelty experienced by animal, facilities must ensure that an animal does not treat an animal in the following manner:</p> <ul style="list-style-type: none"> transported in a way that causes, or is likely to cause, it unnecessary harm is confined, restrained or caught in a manner that - (i) is prescribed; or (ii) causes, or is likely to cause, it unnecessary harm; is not provided with proper and sufficient food or water; is not provided with such shelter, shade or other protection from the elements as is reasonably necessary to ensure its welfare, safety and health; is abandoned, whether at the place where it is normally kept or elsewhere 	<i>Animal Welfare Act 2002 Part 3 (section 19) – Offences against animals (pg. 14)</i>

NEEDS & DEVELOPMENT CONSIDERATIONS | REGULATIONS, LAWS AND GUIDELINES (CONT.)

Key guidelines and considerations for planning facility features

DOCUMENT	AREA	PROVISIONS	REGULATION / GUIDELINE
Dog Act 1976	Appointment of Dog Control Officers	Local governments appoint officers to enforce the Act and oversee pound operations.	<i>Section 18-19 (pg. 12-13)</i>
	Seizure & Impoundment of Dogs	Dogs can be seized if found at large or non-compliant; pounds are responsible for their care.	<i>Section 29 (pg. 22)</i>
	Release of Impounded Dogs	Owners can reclaim dogs by paying fees and ensuring registration.	<i>Section 30 (pg. 23)</i>
	Duration of Impoundment	Dogs may be held for up to 7 days; unclaimed dogs may be rehomed, sold, or euthanized.	<i>Section 31 (pg. 24)</i>
	Kennels & Pound Regulations	Regulations specify conditions for cleanliness, safety, identification, record-keeping, euthanasia, and rehoming.	
	Pound Fees	Local governments can charge fees for impoundment, care, and release of dogs.	
	Destruction of Unclaimed Dogs	If not reclaimed within the timeframe, unfit dogs may be humanely euthanized.	
	Animal Welfare	Pounds must meet animal welfare standards, ensuring dogs' safety and humane treatment during their stay.	
	Public Notification for Reclamation	Local governments must attempt to notify owners of impounded dogs and provide public notice for reclamation.	Public Notification for Reclamation
Cat Act 2011	Public Safety	Pounds must ensure safety, especially with dangerous dogs, and comply with public liability regulations.	Public Safety
	Microchipping / Registration	LGAs must maintain a registration list of all cats, and if over 6 months old must be microchipped before being held.	<i>Section 15-16</i>
	Identification / Record Keeping	Owners should be notified with 72 hours if their details are known.	<i>Section 22</i>
	Holding Period	The impoundment period for a cat is 72 hours. If the cat is not claimed or the owner is not identified, the cat may then be rehomed or euthanized.	<i>Section 23</i>
	Public Access	Local governments are required to maintain and make accessible a public record of impounded cats.	<i>Section 29</i>

04

NEW FACILITY CONCEPT

HICKS STREET

WATKINS ROAD

1

2

2

3

4

5

NEW FACILITY CONCEPT | FUNCTIONAL REQUIREMENTS

Key considerations for the overall outcome of development of the site were assessed from stakeholder engagement, case studies and site visits. These have been used to inform the concept design for the site.

AREA	ESSENTIAL FUNCTIONAL NEEDS	DESIRABLES
Standard dog holding area	<ul style="list-style-type: none"> Ability to feed without opening doors Ability to unload dogs without having to handle them Washable pens without having to enter Raised plinth as dry area for during washing 	<ul style="list-style-type: none"> Outdoor exercise area Airconditioned
Dangerous dog holding area	<ul style="list-style-type: none"> Ability to feed without opening doors Ability to unload dogs without having to handle them Washable pens without having to enter Raised plinth as dry area for during washing 	<ul style="list-style-type: none"> Outdoor exercise area Airconditioned
Cat holding area	<ul style="list-style-type: none"> Should not be able to see dogs via partition or walls Must be impounded or removed with minimal direct handling Airconditioned Ability to feed without handling animal or opening door 	<ul style="list-style-type: none"> Preference to not be able to hear dogs Separate building
Horse and livestock holding area	<ul style="list-style-type: none"> Fenced area Trough Shade – trees preferred Access to airlock 	Shade structure if required or additional trees
Internal circulation space	<ul style="list-style-type: none"> Ability to clean/hose pens Access to pens for unloading and feeding 	Consult room for veterinary services incl. reception area.
Storage	<ul style="list-style-type: none"> Storage for: <ul style="list-style-type: none"> Cleaning supplies/chemicals Food for all animals Fresh linens 	
External circulation	<ul style="list-style-type: none"> Ability to clean/hose pens and pickup solid waste High, impermeable fence Security floodlighting 	<ul style="list-style-type: none"> Ability to lead/unload pens CCTV
Airlocks	<ul style="list-style-type: none"> Gated area which allows entry of a vehicle Vehicle can be loaded with impounded livestock without livestock running away Raised gravel driveway 	<ul style="list-style-type: none"> Use of Lot 66 Watkins Road Bitumen driveways/thoroughfares

NEW FACILITY CONCEPT | CONCEPT EVOLUTION

Overview

Two design options were sketched and presented to the Shire and were further refined after Shire feedback.

A combination of both presented the most advantageous outcome for the Shire which enabled vehicles to deliver dogs through a livestock overflow area into the outdoor dog area and through to the kennels.

This option utilises the existing transportable facility on site as a cat kennel area.

The facility has two separate livestock holding areas.

Importantly, the engineering advice requires a septic tank (located to the south of the cat kennel building), 900mm of sand pad underneath the shed slab and a graded batter around the perimeter of the site.

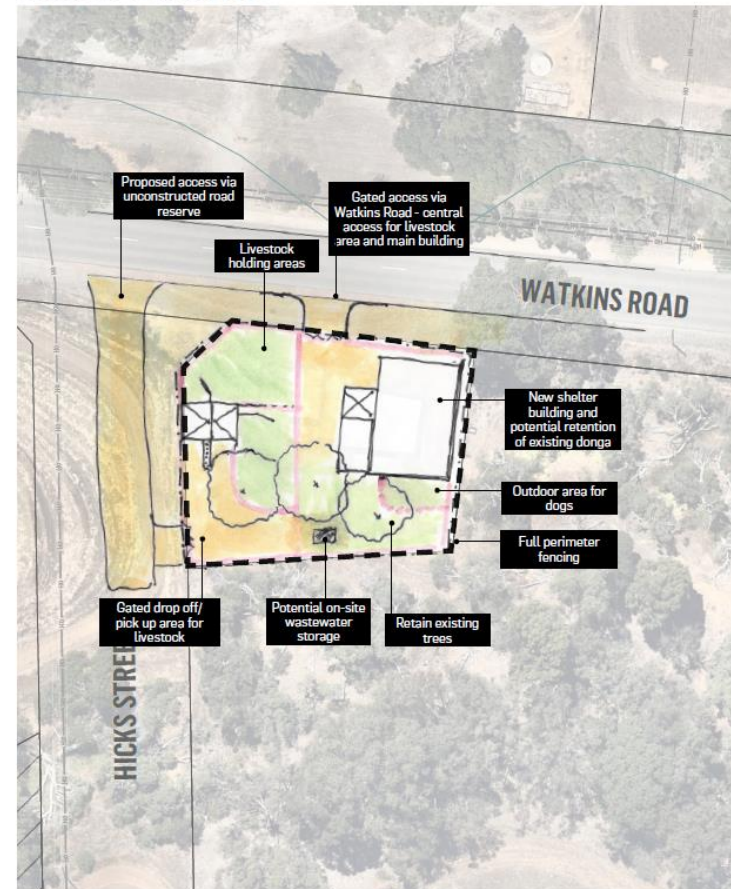
The design also includes a livestock loading ramp, formal shade, minor demolition of an existing (unsuitable) tree and various access points.

The final concept design is shown overleaf.

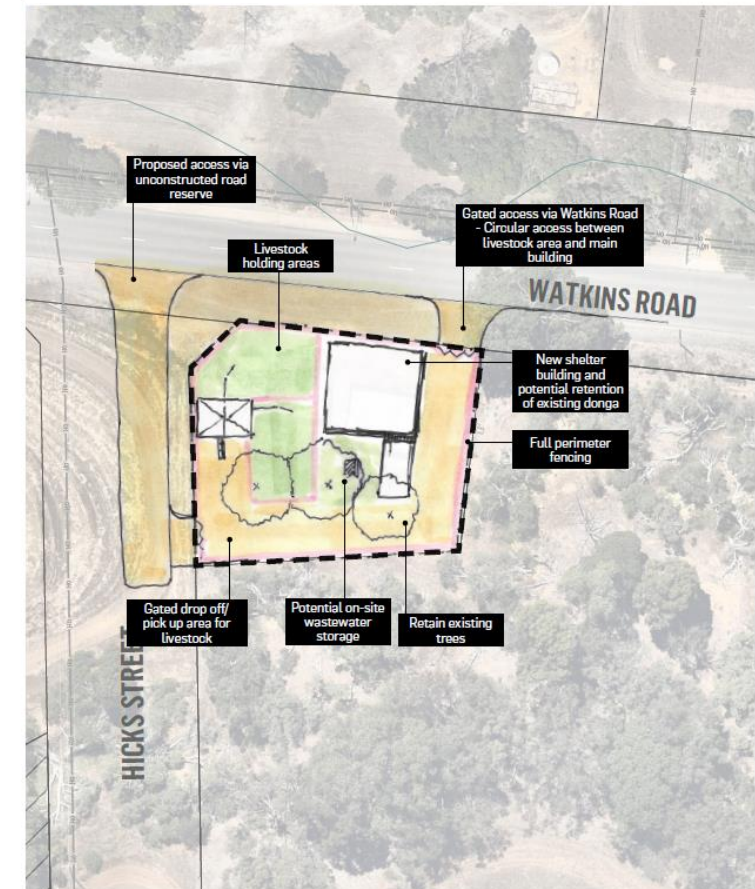
These concept designs do not include a possible veterinary consult and administration space, however a 50sqm vet facility has been included within the costs and further analysis.

Early options

OPTION A – DUAL ACCESS



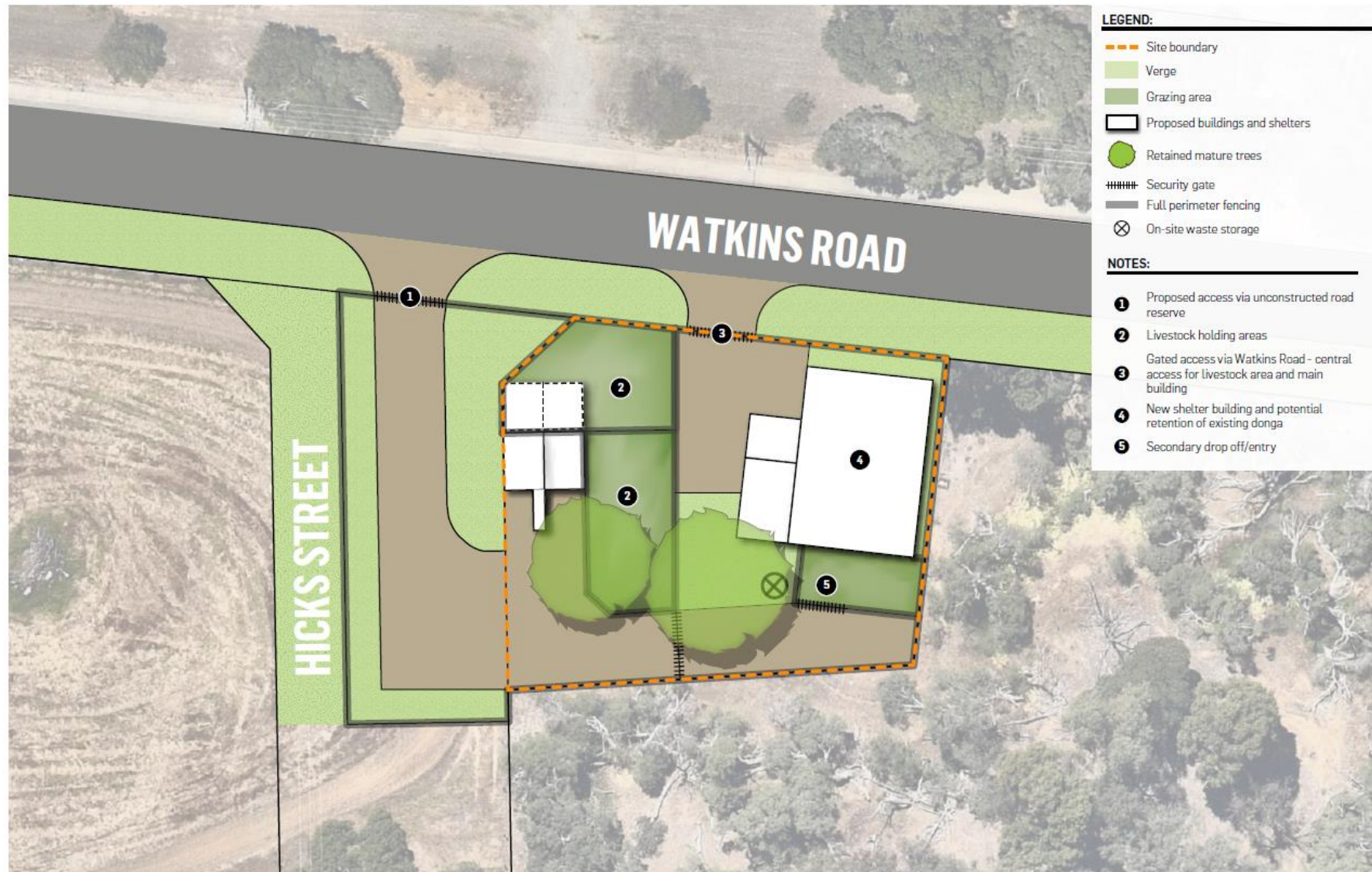
OPTION B – PERIMETER TRACK



SSJ ANIMAL HOLDING FACILITY
PRELIMINARY LAYOUT CONCEPT

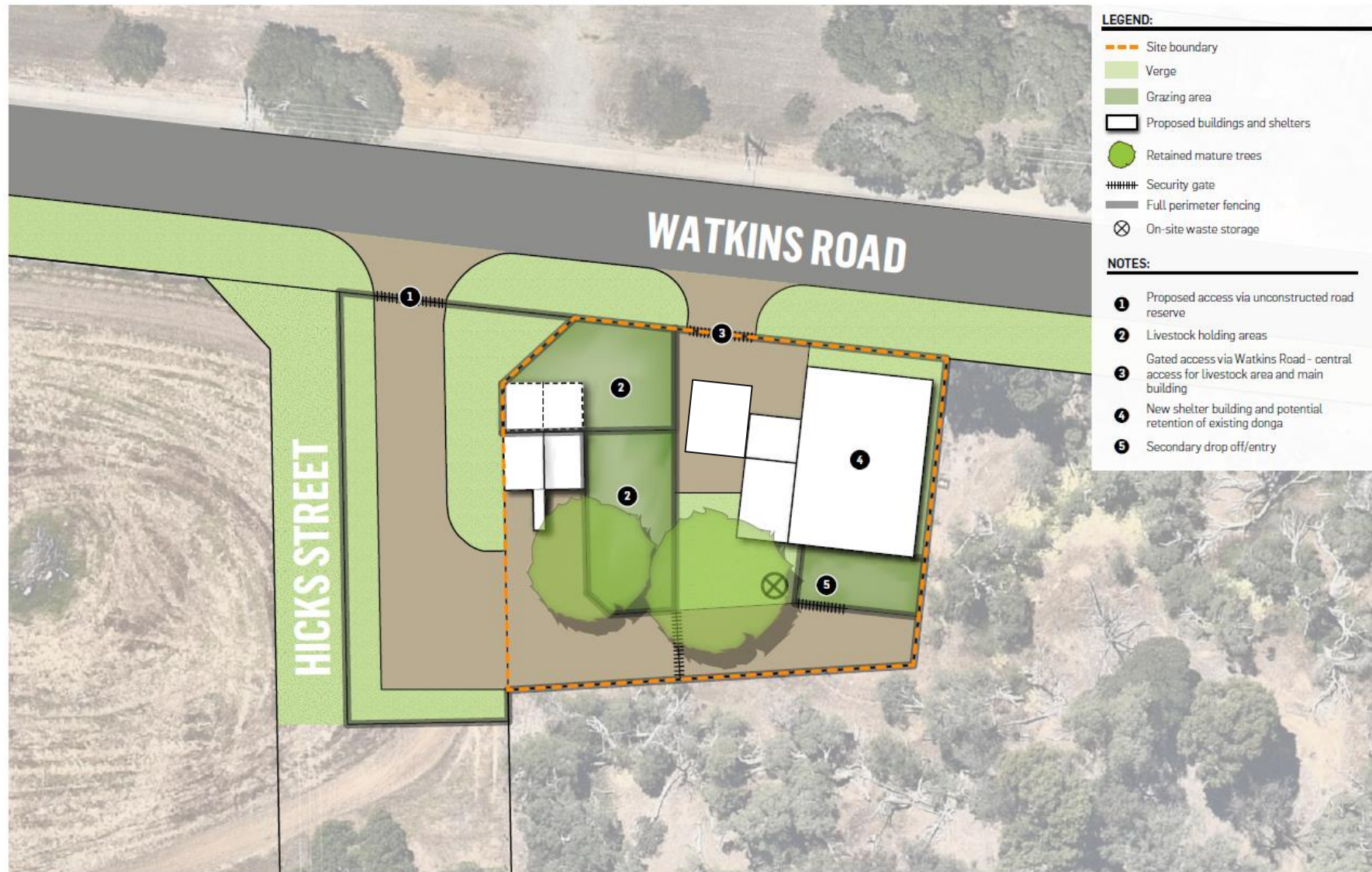
DATE: 20.01.2025
JOB NO: P0056516
DWG NO: 02
REV: A

NEW FACILITY CONCEPT | CONCEPT DESIGN



SSJ ANIMAL HOLDING FACILITY
CONCEPT PLAN

NEW FACILITY CONCEPT | CONCEPT DESIGN INCL. CONSULT ROOM



SSJ ANIMAL HOLDING FACILITY
CONCEPT PLAN

NEW FACILITY CONCEPT | CONCEPT COST ESTIMATES

Cost

Two cost estimates have been developed for the options:
Options 2a and 2b (which do not include the veterinarian consult room) is estimated to be \$2.3m.

Option 2c which includes space for a vet consult, is estimated to be \$2.5m.

These costs include all contingencies, escalation for 8 months, project management costs and a provisional sum for fit out, including cage, partition and desk installation.

A full breakdown is included as Appendix B.

Estimate of Probable Costs

ITEM	OPTIONS 2A AND 2B	OPTION 2C
Building structures	\$617,500	\$742,500
External Works and Landscaping	\$448,000	\$448,000
Site Services	\$209,000	\$209,000
Regional Loading	\$127,450	\$139,950
Sub total Construction Cost	\$1,401,950	\$1,539,450
<i>Planning contingency</i>	<i>\$71,000</i>	<i>\$76,973</i>
<i>Design contingency</i>	<i>\$141,000</i>	<i>\$153,945</i>
<i>Construction contingency</i>	<i>\$162,000</i>	<i>\$153,945</i>
<i>Public Art</i>	<i>\$18,000</i>	<i>\$15,395</i>
<i>Fit out costs</i>	<i>\$50,000</i>	<i>\$70,000</i>
<i>ICT costs</i>	<i>\$10,000</i>	<i>\$15,000</i>
<i>Professional Fees</i>	<i>\$148,316</i>	<i>\$184,734</i>
<i>Escalation</i>	<i>\$73,416</i>	<i>\$73,416</i>
<i>Project management costs</i>	<i>\$207,568</i>	<i>\$207,568</i>
	\$2,283,250	\$2,490,425

OPTIONS & FEASIBILITY | ENGAGEMENT WITH LGA'S AND PRIVATE OPERATORS

Key Findings

Urbis undertook engagement with surrounding local governments and private organisations to determine other viable options for provision of animal management services to the Shire residents. The outcomes have been summarised to the right.

Possible opportunities to note:

- Some positive response received from private kennels/catteries. Possible opportunities include leasing out kennels and using facilities if the Shire does not have capacity. The Shire would pay day rates per stay in this option.
- Potential for an arrangement with the Shire of Murray as they previously had a shared facility with the Shire of Waroona.

Other Considerations:

- Limited opportunities with other LGA's with more established facilities due to distance.
- Operational constraints for shared private facilities including unknown vaccination status of animals, lack of 24/7 access and limited capacity.

See Appendix A for further details.

*Note the Shire has an existing arrangement in place to take dogs in emergency situations. Specifically, the Shire uses Armadale pound for dangerous dogs, as feeding and cleanout of the kennel cannot occur in the Shire pound without an officer entering the kennel. This causes a risk to officers.

Engagement Summary

LOCAL GOVERNMENT AREA	INTEREST (Y/N)	NOTES
City of Armadale	N	No response received*
City of Rockingham	N	No capacity to help and no interest in arrangement
City of Kwinana	Y	Potential for arrangement in emergency situations.
Shire of Murray	Y	Potential for arrangement
City of Cockburn	N	No response received
PRIVATE FACILITY	INTEREST (Y/N)	NOTES
Aristocrat Motel	N	No capacity to help and no interest in arrangements
Vetwest Armadale	N	No response received
Mundijong Veterinary Hospital	Y	Potential for arrangements
Baldivis Boarding Kennel	N	No capacity to help and no interest in arrangement
Cosy Kennels	N	No capacity to help and no interest in arrangement
King Park Kennels	Y	Interested in leasing out kennels, dependant of future plans
Belly Rub Boarding	N	No response received
Hi Five Boarding Kennels	N	No response received
Top Cats Country Club	Y	Potential for arrangement to use isolated cat kennels for unvaccinated cats.

OPTIONS & FEASIBILITY | OPTION PROFILES

The option profiles below have been developed based on the engagement with private providers and other local governments.

Options were considered for their potential to provide consistent services in line with operational requirements for the Shire. Options 2a, b and c were deemed feasible for further exploration given they have the potential to provide all services required for the Shire. Whilst Option 3 was considered unfeasible at the time of this study, Urbis undertook further analysis to provide an understanding of the potential implications should the Shire wish to pursue the opportunity in the future.

OPTION	DESCRIPTION	OPERATIONAL SCENARIO	FEASIBILITY
1 (Status Quo)	No amendment to the existing animal management facility	No changes	Unfeasible
2a	Construction of a new animal management facility on existing site	Shire of SJ constructs new animal management facility – capital expenditure	Feasible
2b	Construction of a new animal management facility on existing site, and Shire of Murray utilises 20% of the facility	<ul style="list-style-type: none"> Shire of SJ constructs new animal management facility – capital expenditure Shire of Murray contracts to use 20% occupancy of the facility Shire of Murray pays a retainer fee Impounding and daily fees are paid directly to Shire from SJ and Murray residents Shire of Murray utilises the facility for five years until the Murray depot is constructed. Vet consult room is provided on site. 	Feasible
2c	Construction of a new facility on existing site, with vet consult room	<ul style="list-style-type: none"> Shire of SJ constructs new animal management facility – capital expenditure Vet consult room is included and is leased to market 	Feasible
3	Mundijong Veterinary Hospital provides animal management services to the Shire	<ul style="list-style-type: none"> Mundijong Veterinary Hospital constructs new animal management facility on their lot – no capital outlay for Shire Shire of SJ contracts to use 100% of facility Shire of SJ pays a retainer fee Impounding and daily fees and paid directly to Mundijong Veterinary Hospital from SJ residents Does not provide the livestock requirements Requires additional feasibility study due to lease complexities, procurement rules, regulatory requirements, and expectation alignment 	Unfeasible
4	King Park Kennels provides animal management services to the Shire	Since initial conversations with KPK, the business has closed.	Unfeasible
5	Top Cats Country Club provides use of isolated cat kennels	Isolated cat kennels do not provide a full scope of services for animal management.	Unfeasible

06

FINANCIAL ANALYSIS



OPTIONS & FEASIBILITY | FINANCIAL ANALYSIS

Overview

This study undertook a financial analysis for options 2a, 2b, 2c and 3 to understand the viability and implications to the Shire. This also helped to identify the major factors influencing potential viability. This high-level analysis is indicative only and adopted assumptions that are subject to further testing. Assumptions have been outlined in Appendix C.

This approach involved estimating operating revenue (e.g. impounding fees) and expenses (e.g. maintenance costs for options 2a, 2b and 2c and retainer costs for option 3).

The table (shown right) shows the net income (or deficit) that each option is expected to achieve. Option 2c presents the highest level of net income achievable, at \$64,772 per annum, by year 15. This is based on a conservative \$25,000 lease income per annum.

Year 10 assumes a 20% capital renewal of the facility in this option.

Option 3 is expected to produce a deficit as the Shire will not be receiving any income from impound fees - these fees will be passed onto Mundijong Veterinary Hospital. This option does not require any capital expense, however, comes with a significant strategic risk of the Shire being left stranded if the arrangement ceased (for example, due to business closure). It also lacks certainty with regard to the capacity to impound farm animals. Due to Health Local Law restrictions on the placement of farm animals in urban areas, Officers of the Shire have raised major risks with Option 3.

Net Income per annum				
	OPTION 2A	OPTION 2B	OPTION 2C	OPTION 3
Year 0	-\$2,258,539	-\$2,239,074	-\$2,442,776	-\$11,435
Year 1	\$25,205	\$45,060	\$48,152	-\$11,664
Year 2	\$24,739	\$44,593	\$47,693	-\$11,897
Year 3	\$24,263	\$44,118	\$47,225	-\$12,135
Year 4	\$23,778	\$43,632	\$46,746	-\$12,378
Year 5	\$29,722	\$30,822	\$52,696	-\$12,625
Year 6	\$29,217	\$30,317	\$52,196	-\$12,878
Year 7	\$28,702	\$29,801	\$51,685	-\$13,135
Year 8	\$28,177	\$29,276	\$51,163	-\$13,398
Year 9	\$27,641	\$28,740	\$50,629	-\$13,666
Year 10	-\$420,795	-\$419,520	-\$439,240	-\$13,939
Year 11	\$35,297	\$36,572	\$58,288	-\$14,218
Year 12	\$34,729	\$36,003	\$57,719	-\$14,502
Year 13	\$34,148	\$35,423	\$57,138	-\$14,792
Year 14	\$33,557	\$34,831	\$56,545	-\$15,088
Year 15	\$41,787	\$43,238	\$64,772	-\$15,390

Source: Urbis, DCWC, Shire of Serpentine Jarrahdale

COST BENEFIT ANALYSIS | APPROACH

Overview

A Cost Benefit Analysis (CBA) is the most commonly used and most comprehensive of the economic evaluation techniques. It compares the monetised benefits and costs of a project to determine the desirability of a project.

This study uses a net benefit approach. This only analyses the incremental, or additional, benefits and costs that can be estimated with a degree of accuracy. This approach is considered to be the most appropriate to assess the net economic benefits that accrue from the project as it enables direct comparisons with alternative proposals.

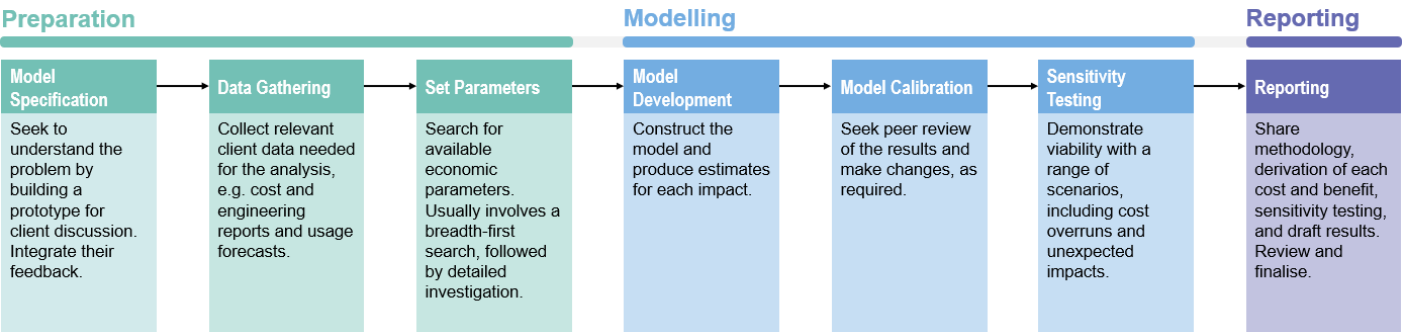
The steps in CBA include:

- Identify the quantifiable benefits that are able to be monetised;
- Calculate the value (in monetary terms) of the quantified incremental benefits and costs in net present value (NPV) terms using the discount rates;
- Calculate the 15-year total net present value – the total present value of all net benefits minus the present value of economic costs to determine whether net benefits exceed (or undershoot) costs related with the project; and
- Sensitivity analysis based on alternative economic impact assumptions and discount rates.

Assessment Assumptions

ASSUMPTIONS	DESCRIPTION
Discount Rate	Discounting is the reverse of compounding (adding) interest. It reduces the monetary value of future costs and benefits back to a common time dimension – the base date (i.e. 2025). Discounting satisfies the view that people prefer immediate benefits over future benefits (social time preference) and it also enables the opportunity cost to be reflected. A real discount rate of 5% was adopted for this assessment. A sensitivity test involved utilisation of 3% and 7% discount rates. This aligns with government guidelines.
Timeframe	The benefits were identified on an annual basis over a set period and calculated in net present value terms at the defined discount rate. For this study, a 15-year timeframe was assessed as this represents the notional life span of the improvements before significant future investment is required.
Benefit Escalation	This assessment assumed an escalation in the values of the benefits at 2% per annum.

Source: Urbis, NSW Treasury
Additional assumptions have been included in Appendix C



COST BENEFIT ANALYSIS | CONSTRUCTION PHASE IMPACTS

Key findings

Option 2a and 2b is estimated to have a total construction cost of approximately \$2.3 million (including GST), while Option 2c is slightly higher at \$2.5 million. This amount includes construction, civil works, landscaping and consultant fees.

On average, 6 FTE direct & indirect jobs are likely to be supported during construction of Options 2a and 2b, while 8 FTE jobs are expected from Option 2c.

Total direct and indirect Gross Value-Added to the economy is estimated at \$1.3 million over the construction period of the development of Options 2a and 2b. Option 2c is slightly higher at \$1.4 Gross Value-Added.

Construction phase impacts were not assessed for Option 3 – Mundijong Vets – given that it is unknown what a cost of facility development would be, if any.

Construction Phase Impact – Option 2a & 2b

CATEGORY	DIRECT EFFECT	SUPPLY-CHAIN EFFECT	TOTAL EFFECT
Direct Economic Activity (\$M)	\$2.3	\$1.8	\$4.1
Employment (FTE)	3	3	6
Value Added (\$M)	\$0.7	\$0.7	\$1.3

Source: REMPLAN; Urbis, DCWC

Construction Phase Impact – Option 2c

CATEGORY	DIRECT EFFECT	SUPPLY-CHAIN EFFECT	TOTAL EFFECT
Direct Economic Activity (\$M)	\$2.5	\$2.0	\$4.5
Employment (FTE)	4	4	8
Value Added (\$M)	\$0.7	\$0.7	\$1.4

COST BENEFIT ANALYSIS | OPTIONS COMPARISON

Key findings

The CBA results show the expected level of ongoing benefits from each option. This analysis has been calculated as the **additional benefits of the option as compared to option 1** (status quo).

Option 2a and 2b have a similar benefit cost ratios at 0.7 with the net impact in the negatives. Option 2c is slightly improved, at a BCR of 0.8. The net impacts do not incorporate the additional benefits not monetised, and as such, the actual benefits incurred from options 2a, 2b and 2c are higher than calculated. These include benefits such as having secure asset protection and an ability to control service delivery in line with requirements in the Local Government Act and local laws.

Option 2b produces slightly higher benefits than 2a, primarily from the additional income received from the Shire of Murray. Additional rental income from the veterinary space sets Option 2c apart from 2a and 2b. For option 3, at the adopted discount rate of 5%, the net benefit is estimated to be \$779,660 in net present value terms, giving a cost to benefit ratio of 6.5. The benefit cost ratio for option 3 is higher as compared to option 2a and 2b as this option has no capital expenditure assumed, but is coupled with strategic risk.

This analysis excludes benefits that could not be reliably monetised or were not considered to be direct effects from the project. These benefits are outlined in the following page.

Option 2a

IMPACT CATEGORY	3%	5%	7%
Costs (NPV)	\$2,887,065	\$2,737,776	\$2,610,719
Benefits (NPV)	\$1,979,557	\$1,852,622	\$1,747,072
Net Impact (NPV)	-\$907,508	-\$885,153	-\$863,647
Benefit Cost Ratio	0.7	0.7	0.7

Option 2b

IMPACT CATEGORY	3%	5%	7%
Costs (NPV)	\$2,887,065	\$2,737,776	\$2,610,719
Benefits (NPV)	\$2,079,698	\$1,945,993	\$1,834,478
Net Impact (NPV)	-\$807,367	-\$791,782	-\$776,241
Benefit Cost Ratio	0.7	0.7	0.7

Option 2c

IMPACT CATEGORY	3%	5%	7%
Costs (NPV)	\$3,115,394	\$2,958,437	\$2,824,618
Benefits (NPV)	\$2,413,474	\$2,240,438	\$2,097,354
Net Impact (NPV)	-\$701,919	-\$717,999	-\$727,264
Benefit Cost Ratio	0.8	0.8	0.7

Option 3

IMPACT CATEGORY	3%	5%	7%
Costs (NPV)	\$165,264	\$141,454	\$122,351
Benefits (NPV)	\$1,076,155	\$921,114	\$796,721
Net Impact (NPV)	\$910,891	\$779,660	\$674,370
Benefit Cost Ratio	6.5	6.5	6.5

Source: Urbis, REMPLAN, Shire of Serpentine Jarrahdale, DCWC

Note: Assumptions are noted in Appendix C

COST BENEFIT ANALYSIS | ADDITIONAL ECONOMIC AND SOCIAL BENEFITS

ADDITIONAL BENEFITS – NOT ABLE TO BE MONETISED

BENEFIT	OPTION	DESCRIPTION
Improved Animal Welfare	2a, 2b, 2c 3*	Improved conditions in the newly design can significantly enhance animal health and reduce veterinary costs. With better living environments—such as climate control and clean, spacious enclosures—animals experience less stress and are less prone to illnesses like respiratory issues or infections. Air conditioning and regulated temperatures prevent heatstroke, dehydration, and other weather-related health problems, while better sanitation reduces the spread of diseases. The safer, more comfortable surroundings also lower injury rates and reduce the need for emergency veterinary care. Healthier animals require fewer treatments, leading to lower veterinary bills and fewer long-term medical conditions. Additionally, the prevention of diseases and injuries contributes to lower mortality rates and fewer euthanasia cases, further minimizing costs.
Environmental Impact	2a, 2b, 2c	Improved waste management from the addition of drainage will improve the environmental conditions, particularly the soil. Unlike asphalt or concrete, a gravel driveway allows rainwater to naturally drain through the soil, reducing erosion and water pooling. It has a lower carbon footprint due to less energy-intensive production compared to asphalt and concrete. Additionally, gravel driveways require less maintenance and fewer chemicals, further minimising their environmental impact.
Improved Alignment to Local Law	2a, 2b, 2c 3*	The new development can ensure adherence to animal welfare laws and regulations (as outlined on pages 15 to 17), including ensuring the facility meets or exceeds required standards for care and treatment. This demonstrates adherence to best practices strengthens public trust and reduces the risk of scrutiny.
Collaboration with Other Local Governments	2b	Providing services to the Shire of Murray supports relationship building and knowledge-sharing across local government areas, enabling the exchange of best practices. Working together builds better communication channels, making future projects and collaboration more efficient.
Improved Asset Usage	2a, 2b, 2c	Maximising the use of assets means getting more value from existing resources. Optimised usage ensures that assets are maintained properly and not left idle, extending the lifespan.
Public Perception	2a, 2b, 2c, 3	Having a secure Shire-owned facility will maintain public confidence in the Shire. In comparison, for option 3, supporting local businesses demonstrates commitment to economic growth and community wellbeing. Business owners and employees are more likely to engage with and trust local leadership, improving the reputation of the Shire.
Expert Care for Animals	2c, 3*	While animals in the pound are cared for, in a private vet facility they are able to be assessed, treated and monitored by trained veterinarians. Healthier, well-cared for animals are more adoptable, leading to better rehoming outcomes. A vet-run pound also ensures pain relief and medical intervention without delays if necessary. Furthermore, residents are likely to trust that a vet-run facility prioritises animal welfare rather than just containment. Vets can also work closely with rangers to evaluate cases of neglect, abuse and dangerous animals.
Flexible	2a, 2b, 2c, 3*	A vet-run pound provides opportunity for arrangements to be flexed up and down where necessary. Any kennels or cages that are not in use by patients may be utilised by lost animals, or vice versa. The facility can adjust capacity as needed, responding to seasonal increases in stray intakes or emergency situations.

* Is not applicable to farm animals

RISK ANALYSIS | KEY RISKS

KEY RISKS FOR EACH OPTION			
OPTION	RISK	DESCRIPTION	RATING
Options 2a, 2b, 2c	Cost overruns	The Shire will bear the full cost of construction, maintenance and operation. Budget overruns and unexpected expenses could strain local resources	Low
	Shire facility	Community relations	Low
Option 3	Dependency	Relying on an external party for operations means the Shire has less direct control over the design, performance of the services and other contractual risks.	High
	Continuity	Should any part of the operations become financially unviable, this may lead the vets to require closure of the facility, leaving the Shire without a pound.	High
	Vet facility	Lack of asset ownership	Moderate
	Lack of ability to meet impound needs	It would not be possible to allow impound of farm animals in the urban zone and main street of Mundijong	High

KEY CONCLUSIONS

CONCLUSION AND NEXT STEPS

The feasibility analysis compares two options against the status quo, (being the current animal management facility) considering income and expenditure, benefits and other influencing factors.

A newly developed animal management facility is estimated to cost up to \$2.5million.

Although an income stream is expected to be retained in this option, as per the current facility, the initial capital expenditure and renewal costs result in an overall deficit.

Outsourcing services to the Mundijong Veterinary Hospital also results in a deficit, however the supply chain and local business benefits of this option may outweigh the option to redevelop the existing facility. This option requires significant further investigation before it can be realised.

Overall, the options can be summarised as per the table to the right.

Given the very diverse options, Urbis recommends that the Shire of Serpentine Jarrahdale strategically consider which pathway it prefers. If a new asset is preferred, Option 2 is viable and appropriate. If strategically outsourcing services is able to be considered, Option 3 may be viable after further investigation.

Next Steps

The Shire must determine its preferred pathway. If Option 2, this can be progressed by discussions with the Shire of Murray for any usage of the facility and commencing detailed design.

If Option 3, the Shire should consider the key risks, variable costs and level of service security, in proceeding through negotiations with the Mundijong Vets.

Option	Construct new pound	Enter into agreement with Mundijong Veterinary Hospital
Costs	High	Moderate
Additional Benefits	Some	Some
Complexity	Low	High
Staff Resourcing	Moderate	Low
Risks	Low	High
Income Ability	High	Low

APPENDIX A

ENGAGEMENT SUMMARY



APPENDIX A | ENGAGEMENT SUMMARY - LOCAL GOVERNMENTS

City of Rockingham

- No capacity or interest in partnering with the Shire.
- They have occasionally looked after dogs for Kwinana and Mandurah for free. However they have a current lack the capacity to continue providing this service.
- Have expressed some concern over jurisdictional issues. Neighboring areas do not take action with problematic residents, leaving Rockingham to handle these border issues.
- Current Facility: Rockingham has administrative facilities with secure electric fencing and surveillance. Their facility caters only to dogs (38 kennels) and cats (19 kennels).
- No existing arrangements are in place with other LGA's, the facility is a stand-alone surrounded by a street facing electrified fence. There are two officers based at the facility Monday to Friday one of which only works part-time hours in an assistance capacity as the facility is too busy for one person to run on their own.

City of Kwinana

- Potential for partnerships in emergency situations.
- Current Facility: 9 dog kennels and 7 cat kennels, located within the City's depo. They currently have similar issues to the Shire with capacity and temperature at the facility
- They are in the design phase for a new facility at the same location. Approximately 12 dog kennels (two of those being for isolation) and 10 cat kennels.
- The new facility will include admin/office space, showers, toilets and other amenities. Will be naturally ventilated to help with the heat.

Shire of Murray

- Potential for arrangement between the Shires, dependent on future plan of the Shire of Murray. Further discussion with the Shire of Murray is recommended.
- Current facility: small facility with 6 cages. Not suitable for cats. No sewerage or drainage.
- They are planning to develop a new facility within their depo. The timing of this is uncertain so they are open in a short term agreement until their own facility is complete.
- Had an arrangement with Shire of Waroona. They would provide ranger services and share pound facilities. Each LGA would care for their own animals and there was a part time pound keep hired to help manage the facility and rehoming. Contract ended 1st of July 2024.

APPENDIX A | ENGAGEMENT SUMMARY - PRIVATE KENNELS

Aristocrat Motel

- No capacity or interest in partnering with the Shire.
- Issues with cats brought in by the shire with unknown health and vaccination status, that could put boarding cats at risk.
- Also, potentially feral cats may pose a safety risk to staff.
- They have isolation cat units however they need to keep these free for unwell boarding cats.

King Park Kennels

- They initially expressed interest in leasing out kennels, however they have since shut down their business.

Top Cats Country Club

- Potential for partnerships to use isolated cat kennels for unvaccinated cats.
- They have several stand alone garden kennel areas where cats are not in contact with any other cats, so can place cats whose vaccination status is unknown, in these areas.
- Total capacity is for 60 cats, 6 isolation kennels
- They charge \$25 per day

Mundijong Veterinary Hospital

- They have expressed interest in an arrangement with the Shire. This could be a build-to-lease development of pound facilities on the back lot, with Mundijong Veterinary Hospital developing the facilities and the Shire paying a fee to utilise.
- They currently have paddock space at the back of the clinic that could be developed.

APPENDIX B

CONCEPT DETAILS

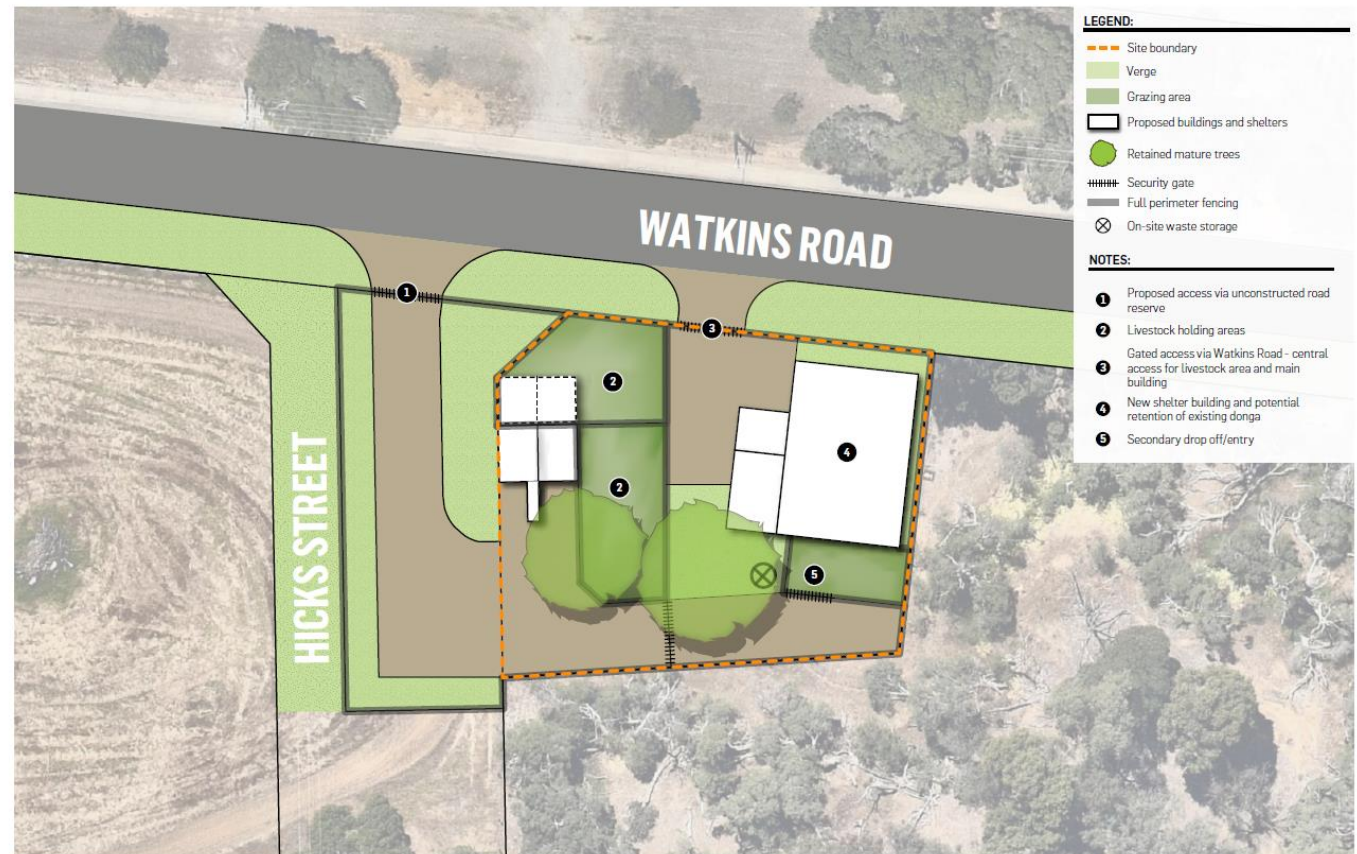


APPENDIX B | CONCEPT DETAILS

Schedule

The below concept assumptions have been included within the Opinion of Probable Cost (outlined on the next page):

- Gravel driveways inside the boundaries
- 170m² Main Shed (insulated) for dog kennels
- 1800mm high colourbond fencing around the perimeter and dog outdoor area
- A 3m soil/gravel batter around the perimeter of the site (outside the fenceline)
- Some CCTV provided
- Floodlighting to the front/back and entrance areas
- Manual swing gates
- Large insulated shed for dog area with airconditioning
- Public Art



SSJ ANIMAL HOLDING FACILITY
CONCEPT PLAN

DATE: 19.03.2025
JOB NO: P0056516
DWG NO: 01
REV: X

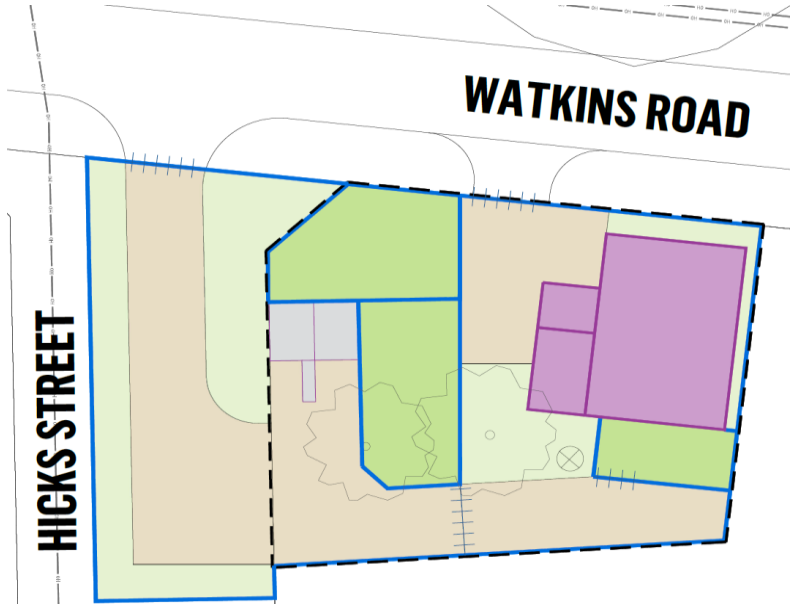
1:200 @ A3
0 2.5 5 7.5 10 12.5 15

ANIMAL HOLDING COMPOUND - 32 WATKINS ROAD
250307 BUSINESS CASE ESTIMATE - OVERALL SUMMARY

DONALD
CANT
WATTS
CORKE

Item	Description	Quantity	Unit	Rate	Total
1.00	BUILDING				
1.01	Site 1 - Allowance for Covered Platform for cattle	40	m2	1,500.00	60,000.00
1.02	Site 2 - Allowance for Airlock "Shed"	20	m2	2,500.00	50,000.00
1.03	Site 2 - Allowance for Main Shed	170	m2	2,500.00	425,000.00
1.04	Site 2 - Allowance for relocated module	55	m2	1,500.00	82,500.00
	TOTAL BUILDING COST	285	m2	2,200.00	617,500.00
2.00	External Works & Landscaping				
2.01	Allowance for Demolition to Existing Buildings	1	Sum	10,000.00	10,000.00
2.02	Allowance for Removal of Existing surfaces	1630	m2	5.00	9,000.00
2.03	Allowance for Removal of Soft Landscape	1630	P.Sum	2.50	5,000.00
2.04	Allowance for Removal of Trees		Note		Excluded
2.05	Allowance for Removal of Fencing	1	P.Sum	5,000.00	5,000.00
2.06	Allowance for Site Clearance and Preparation	1630	m2	10.00	17,000.00
2.07	Allowance for Earthworks (cut to fill)	1630	m2	65.00	106,000.00
2.08	Allowance for Retaining Walls		Note		Excluded
2.09	Allowance for Batters	1	P.Sum	20,000.00	20,000.00
2.10	Allowance for Gravel	410	m2	50.00	21,000.00
2.11	Allowance for Crossover Complete	2	No	5,000.00	10,000.00
2.12	Allowance for Road - gravel	270	m2	75.00	21,000.00
2.13	Allowance for Landscaping and Improvements	1	P.Sum	50,000.00	50,000.00
2.14	Allowance perimeter fencing (colorbond)	300	m	350.00	105,000.00
2.15	Allowance internal fencing (chainlink)	70	m	150.00	11,000.00
2.16	Allowance for Sundry Items (allowance, signage etc)	1	P.Sum	8,000.00	8,000.00
2.17	Allowance for Main Contractors Preliminaries and Margin	12.50%		398,000.00	50,000.00
	External Works & Landscaping Sub Total				448,000.00
3.00	Site Services				
3.01	Allowance for Services to Site 1	1	P.Sum	25,000.00	25,000.00
3.02	Allowance for Services to Site 2	1	P.Sum	100,000.00	100,000.00
3.02	Allowance for Western Power Headworks	1	P.Sum	20,000.00	20,000.00
3.03	Allowance for Lighting	1	P.Sum	15,000.00	15,000.00
3.04	Allowance for CCTV Coverage	1	P.Sum	25,000.00	25,000.00
3.05	Allowance for Main Contractors Preliminaries and Margin	12.50%	Sum	185,000.00	24,000.00
	Site Services Sub Total				209,000.00
	TOTAL CONSTRUCTION COST - PERTH PRICES				1,274,500.00
	Regional Loading	10%		1,274,500.00	127,450.00
	TOTAL CONSTRUCTION COST - LOCAL PRICES				1,401,950.00
4.01	Planning Contingency	5%			71,000.00
4.02	Design Contingencies	10%			141,000.00
4.03	Construction Contingencies	10%			162,000.00
4.04	Headworks and Statutory Charges		Note		Excluded
4.05	Percent for Public Art	1%			18,000.00
4.06	Land Cost		Note		Excluded
4.07	Building Act Compliance		Note		Excluded
4.08	Other Costs - FFE (cages and trough)	1	P.Sum		50,000.00
4.09	Other Costs - ICT	1	P.Sum		10,000.00
4.10	Client Commissioning		Note		Excluded
4.11	Professional Fees	8%			148,316.00
	On-Costs - Sub Total				600,316.00
	GROSS PROJECT COST				2,002,266.00
5.00	Escalation				
5.01	Base date of pricing - March 2025				
5.02	Allowances for escalation - 8 months	3.67%			73,416.42
	Escalation - Sub Total				73,416.42
	ESCALATED NET PROJECT COST				2,075,682.42
6.00	Local Authority Managed Costs				
6.01	Project Management Costs	10%			207,568.24
6.02	Administration Fees		Note		Excluded
6.03	Commissioning, Relocation Costs and Disbursements		Note		Excluded
6.04	Land Acquisition & Native Title Compensation (if applicable)		Note		Excluded
	Total Authority Costs				207,568.24
	ESTIMATED GROSS PROJECT (COMMITMENT) TOTAL COST				2,283,250.66

Notes :
Excludes GST
Excludes cost of relocating existing shelter
Excludes Environmental Offset / Management Plans etc.
Excludes abnormal ground conditons / contaminations
Excludes services diversions
Excludes utility upgrades / contributions & headworks
Excludes work to any conservation areas
Excludes fences to general site
Excludes legal costs, site costs, agent fees, finance etc.
Excludes land purchase costs
Exclusions as above
All scope, quantities and rates are provisional therefore subject to adjustment
All items are Provisional subject to further information / design development



APPENDIX C

ASSUMPTIONS & DEFINITIONS



APPENDIX C | FINANCIAL ANALYSIS ASSUMPTIONS

Option 1 – Status Quo

ASSUMPTION	DESCRIPTION	SOURCE
Expenses	Has been estimated based off current expenditure amount for animal supplies (food, cat litter etc.) and the water bill. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale
Income	Has been calculated based off the current capacity for impoundments with a 10% occupancy rate. Fees charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of dog or cat in pound per day. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale

Option 2b – Redevelopment at existing site with partnerships

ASSUMPTION	DESCRIPTION	SOURCE
Expenses	Has been estimated based off current expenditure amount for animal supplies (food, cat litter etc.) and the water bill. CPI of 2% has been applied. Maintenance cost has been included in year 10, at 20% of the capital cost.	Shire of Serpentine Jarrahdale, DCWC, Urbis
Income	Income from the Shire residents has been calculated based off forecast animal impoundment figures. Fees charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of dog or cat in pound per day. Income received from an arrangement with the Shire of Murray has been calculated based 20% occupancy of the facility, for 5 years. The same fees charged have been applied for these impoundments. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale

Option 2a and 2c – Redevelopment at existing site

ASSUMPTION	DESCRIPTION	SOURCE
Expenses	Has been estimated based off current expenditure amount for animal supplies (food, cat litter etc.) and the water bill. CPI of 2% has been applied. Maintenance cost has been included in year 10, at 20% of the capital cost.	Shire of Serpentine Jarrahdale, DCWC, Urbis
Income	Income from the Shire residents has been calculated based off forecast animal impoundment figures. Fee charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of doc or cat in pound per day. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale
Income (Option 2c Only)	A conservative rental income of \$25,000 per year from the lease of the veterinary space has been added to total income. CPI of 2% has been applied.	Urbis

Option 3 – Mundijong Veterinary Hospital

ASSUMPTION	DESCRIPTION	SOURCE
Expenses	The Shire would pay a retainer cost to Mundijong Veterinary Hospital for use of the facility. This option assumes the Shire would be willing to pay half of their current maintenance costs as a retainer, equating to \$11,440 per year. CPI of 2% has been applied.	Urbis
Income	The Shire will not generate any income from this option.	

APPENDIX C | CBA BENEFITS ASSUMPTIONS

Option 1 – Status Quo

BENEFITS	DESCRIPTION	SOURCE
Income	Has been calculated based off the current capacity for impoundments with a 10% occupancy rate. Fee charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of doc or cat in pound per day. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale

Option 2b – Redevelopment at existing site with partnerships

BENEFITS	DESCRIPTION	SOURCE
Income	Income from the Shire residents has been calculated based off forecast animal impoundment figures. Fee charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of doc or cat in pound per day. Income received from an arrangement with the Shire of Murray has been calculated based 20% occupancy of the facility, for 5 years. The same fees charged have been applied for these impoundments. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale
Construction impact	The construction phase is expected to add \$1.3 million of value in the local economy.	Remplan

Option 2a and 2c – Redevelopment at existing site

BENEFITS	DESCRIPTION	SOURCE
Income	Income from the Shire residents has been calculated based off forecast animal impoundment figures. Fee charged are as per current advertised amounts - \$101.50 per impounding of a dog or cat and \$21 maintenance of doc or cat in pound per day. CPI of 2% has been applied.	Shire of Serpentine Jarrahdale
Income (Option 2c Only)	A conservative rental income of \$25,000 per year from the lease of the veterinary space has been added to total income. CPI of 2% has been applied.	Urbis
Construction impact	The construction phase is expected to add \$1.3 million of value in the local economy.	Remplan

Option 3 – Mundijong Veterinary Hospital

BENEFITS	DESCRIPTION	SOURCE
Reduced Shire Resources	This option would reduce the need for ranger staff, thereby conserving Shire resources allocated to facility maintenance and upkeep. Based on calculations, this results in a savings of 14 ranger hours per week, or 728 hours annually, amounting to \$37,128 in saved costs. This is calculated at a rate of \$51 per hour for ranger time.	Shire of Serpentine Jarrahdale, Urbis
Community Expenditure	In the option, impoundment fees would be passed on to Mundijong Veterinary Hospital, therefore added into the local community. This creates direct and indirect effects with a total value add of \$560,000 over 15 years (equivalent to \$37,333 per year).	Urbis, Remplan

APPENDIX C | REMPLAN METHODOLOGY

Analysis presented here uses REMPLAN economic modelling to assess current and potential economic impacts. REMPLAN is an Input-Output model that captures inter-industry relationships within an economy. It can assess the area-specific direct and flow-on implications across industry sectors in terms of employment, wages and salaries, output and value-added, allowing for analysis of impacts at the State of Western Australia level.

Key points regarding the workings or terminology of the model are as follows:

- REMPLAN uses either the value of investment or employment generation as the primary input. For this analysis, the value of total upfront investment has been used as the key input to assess the benefits of the construction phase.
- Outputs from the model include employment generated through the project and economic Gross Value Added (GVA) at the State level
- Outputs from the model include employment generated through the project at both the local and the state level.
- Employment generated is calculated over the life of the construction phase; or in terms of the on-going operations, total on-going jobs generated.
- Both the direct and indirect employment are modelled:
 - *Direct* refers to the effect felt within the industry as a result of the investment. For example, the construction phase will directly result in the creation of construction jobs.
 - *Indirect* effects are those felt within industries that supply goods to the industries directly affected.
- It should be noted that the results presented in this report are estimates only based on the existing state of economic activity in the area. Due to the static nature of input-output modelling, they have the potential to overstate the actual effects. Nonetheless, the analysis still reflects the fact that employment growth will be positive for the State and the local area.
- Urbis consider that in the absence of the investment it is unlikely that similar projects would be undertaken within the same period, and therefore the investments can be considered additional.

This report is dated April 2025 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Ltd's (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Shire of Serpentine Jarrahdale (Instructing Party) for the purpose of a Feasibility Study for Animal Management Facility (Purpose) and not for any other purpose or use. Urbis expressly disclaims any liability to the Instructing Party who relies or purports to rely on this report for any purpose other than the Purpose and to any party other than the Instructing Party who relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events including wars, civil unrest, economic disruption, financial market disruption, business cycles, industrial disputes, labour difficulties, political action and changes of government or law, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or made in relation to or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

Urbis has made all reasonable inquiries that it believes is necessary in preparing this report but it cannot be certain that all information material to the preparation of this report has been provided to it as there may be information that is not publicly available at the time of its inquiry.

In preparing this report, Urbis may rely on or refer to documents in a language other than English which Urbis will procure the translation of into English. Urbis is not responsible for the accuracy or completeness of such translations and to the extent that the inaccurate or incomplete translation of any document results in any statement or opinion made in this report being inaccurate or incomplete, Urbis expressly disclaims any liability for that inaccuracy or incompleteness.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the belief on reasonable grounds that such statements and opinions are correct and not misleading bearing in mind the necessary limitations noted in the previous paragraphs. Further, no responsibility is accepted by Urbis or any of its officers or employees for any errors, including errors in data which is either supplied by the Instructing Party, supplied by a third party to Urbis, or which Urbis is required to estimate, or omissions howsoever arising in the preparation of this report, provided that this will not absolve Urbis from liability arising from an opinion expressed recklessly or in bad faith.

Urbis staff responsible for this report were:

Director	Tim Connoley
Associate Director	Samantha Stewart
Consultant	Karen Salik
Research Analyst	Nima Heidari
Project code	P0056156
Report number	v4

© Urbis Ltd

ABN 50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission.

You must read the important disclaimer appearing within the body of this report.

