

Project Initiation Document: Entry Statement Signage Strategy



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1.0 EXECUTIVE SUMMARY

1.1. EXECUTIVE OVERVIEW

Project Name	Entry Statement Signage Strategy
PLM Project Number	100245
Start Date	March 2024
Estimated Completion Date	June 2025
Financial Status	<ul style="list-style-type: none"> Proposed \$70,000 for the development of an Entry Statement Signage Strategy, concept designs and implementation plan. Funding for fabrication and installation TBA as subject to completion of the above.
Categorisation	TBA
Project Sponsor	Brian Oliver, Director Community Engagement
Project Manager	Jason Cleary, Community Project Specialist
Project Board	Executive Management Group
Subgroups	Project Steering Group
Other projects alignment and influences	Jarrahdale Trails Project West Mundijong Industrial Area Entry Statement Project

1.2. PROJECT OVERVIEW

This project has been initiated to investigate the possibilities for entry statement signage throughout the shire and the development of an Entry Statement Signage Strategy.

The initial stage of the project is to provide a report to Council via a Project Initiation Document detailing the various options for Entry Statement Signage Strategy development and includes the following information:

1. Resources required
2. Proposed locations
3. Recommended community engagement approach
4. High level budget
5. Proposed implementation strategy including indicative timeframe

This outcome of this Project Initiation Document will provide recommendations for the development of a Shire of Serpentine Jarrahdale Entry Statement Signage Strategy, inclusive of an implementation plan, and the resourcing required to undertake the development of the strategy.

1.3. PROJECT DESCRIPTION

The development of an Entry Statement Signage Strategy is a holistic branding exercise that needs to consider a range of factors within a location. Entry Statement Signage Strategies vary widely in their recommendations and in how implementation may be undertaken dependent on factors such as current signage, community expectations, budget and resource considerations and local topography.

Current Entry Statement Signage - Desktop and site review

After initial desktop research on current shire branding guidelines, research of other shire plans and site review of all shire “entry points” below are some observations for the development of this strategy:

- Entry statements can vary hugely in price, style, size, and structure so therefore it is difficult to estimate exact costs for the development of entry signage, but an indicative budget based on a set of hierarchical signage designs should be part of the strategy implementation plan (see below other shire entry signage examples page 5).
- An Entry Statement Signage Strategy should provide a number of design options with a hierarchy in place to ensure flexibility whilst also aligning to a brand.
- An implementation plan should be considered and provided with the Entry Statement Signage Strategy that also provides a process for an entry statement project to be undertaken whilst ensuring ongoing alignment of projects over time.
- Peel entry signage (as shown in the picture page 5) to each townsite is already in place although dated much of this signage, if not all of it, is placed in strong locations at good distance from townsites and the hard infrastructure is still in good condition. Some of this signage has been reskinned at minimal cost for the Jarrahdale Trails Project and a similar process should be considered as a cost effective and quick win solution if undertaken within shire branding guidelines.
- Overall shire branding and design guidelines are becoming due for renewal in the near future and this project may be best aligned or incorporated with this to ensure consistency and structured development of our townsite signage. Any strategy will also need to consider Jarrahdale Trails Project signage as the two will need to integrate and be “talking the same language.”
- Many townsites have quite significant community developed entry statements (Byford, Keysbrook) that will need to be taken into consideration on how they are incorporated within the overall strategy. These sites will have strong community connection and can provide an entrance of interest and pride for the community. They often include public art and landscaping/hardscaping that will need to be considered, and feasibly budgeted, within the entry statement strategy.
- Ongoing maintenance and upkeep will also need to be considered in the Entry Statement Signage Strategy, this is mostly landscape or hardscape maintenance as any entry statements proposed should have minimal maintenance requirements.
- Serpentine Jarrahdale has a large amount of main entrance points meaning cost and resourcing could become a factor for this project. There are 7-8 possible regional entrances and 11-13 town site entrances for consideration.
- Two large freeway signs exist that are used by the shire for promotional purposes that also may need consideration.

- Some locations need to look at signage rationalisation which is a common issue where towns have had multiple additions to entry signage alongside private and govt signage at various times.
- Most entrance road verges in the shire are wide and can easily incorporate entry statement opportunities meaning flexibility for proposals within the strategy.

Serpentine Jarrahdale Entry Signage Examples

Mundijong east basic Peel entry signage.



Byford north entry signage with multiple public artworks, vehicle pull off area and tourism information.





Jarrahdale Trails rebranded signage & community entry





SWOT Analysis

The SWOT analysis below is based on the review of the Shire's current signage situated throughout the Shire. Strengths and weaknesses focus on the current situation and the opportunities and threats take into account what the entry statement signage could encompass in the future.

Strengths

- Good site options
- Able to use current infrastructure that is well placed
- Community led statements already in place
- Townsites have strong individual personalities
- Trails signage gives shows what can be easily done
- Shire design guidelines need to be reviewed so well aligned

Weaknesses

- Current sites are old and/or run down/not completed and are not aligned style wise
- Falling behind other shire's in undertaking this
- Could be costly due to number of entry points to the shire

Opportunities

- Tourism and economic benefit from good design
- Able to provide good information points for the shire
- Townsite safety by slowing traffic & provide wayfinding
- Undertake a strong design and community consultation process

Threats

- Current entry points random, deteriorating or unfinished
- Other Shires undertaking projects already so risk of being left behind
- Other shires will connect to tourist market first, other iconic sights take first preference

Community Engagement

A strong Entry Statement Signage Strategy will require community buy in. Often these entry statements have community input, not only in the consultation, but also in the actual project implementation. In the case of our Shire we already have a number of sites that have been

The Shire will need to show commitment in not only undertaking these entry statements but committing to upkeep and maintenance over time alongside the community.

It would be expected an Entry Statement Signage Strategy would recommend consultation possibly through to the collaboration level and in some cases may recommend empowering the community to undertake part of, or all, the Entry Statement Signage Strategy. As per the Shires Community Engagement Policy the recommended approach at 2.4 would indicate the community would be involved up to consult level.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Entry statement examples – other Shires/townsites



City of Bunbury entry statement



City of Wanneroo Yanchep entry signage



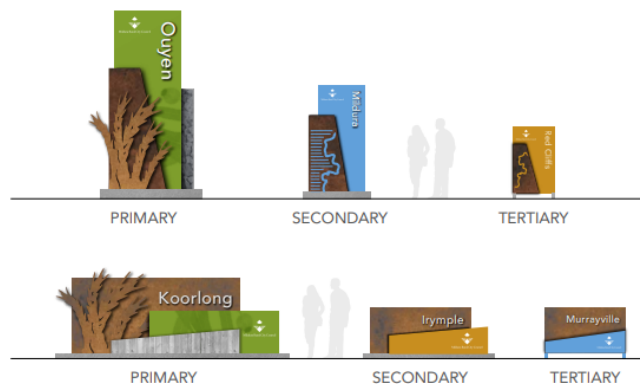
Cowaramup Community Entry Statement

A hierarchy of signs enables any township to attribute the scaling of proposed signs to suit the prominence of each roadway type.

For example

- Primary Signage Branding suit highway roads
- Secondary Signage Branding suit main roads
- Tertiary Signage Branding suit local roads

A township community may choose to only adopt a highway sign at each approach to the town due to cost or through basic necessity. A larger town with several access points may adopt a combination of 2 to 3 hierarchy options if that best represents their needs.



Hierarchal design structures courtesy Mildura Rural City Council Township Entrance Signage Guidelines

1.4. PROJECT OBJECTIVES

The Shire of Serpentine Jarrahdale currently has a wide variety of entry signage to townsites and the region, the signage varies from major community led undertakings to the simple but dated Peel region signage (see page 5). Current signage lacks consistency and information that would:

- Provide a vibrant, formalised welcome to the region and townsites
- Convey community pride, culture, and history
- Define shire and townsite boundaries
- Provide wayfinding
- Provide tourism and visitor information for the region and/or town
- Provide economic development opportunities via capturing of tourist markets

An Entry Statement Signage Strategy would consider all the above and include proposed optimum sites for entry statements, design principles including hierarchy, scale, colour concepts, typography, theme, materials, community engagement and collaboration considerations and recommended options for implementation (shire or community led).

The Entry Statement Signage Strategy should also provide a draft high-level budget for implementation of the proposed statements, rationalisation of current signage and processes for undertaking an entry signage project by either the shire or community. An Entry Statement Signage Strategy could also look at additional landscaping and hardscaping of signage sites and integration of public art if it were felt these items should also be considered and costed within the proposed strategy.

The implementation of the entry statements from the strategy would then be dependent on future resource allocation and would be feasibly undertaken in a staged approach such as below:

Stage 1 – Primary Regional Entry Statements

Stage 2 – Secondary Regional Entry Statements

Stage 3 – Primary Townsite Entry Statements

Stage 4 – Secondary Townsite Entry Statements

Primary sites are located on a major freeway, highway or roads and secondary sites on minor roads. Recommendations for which sites are considered major and minor would be contained within the strategy.

1.4 EXPECTED BENEFITS

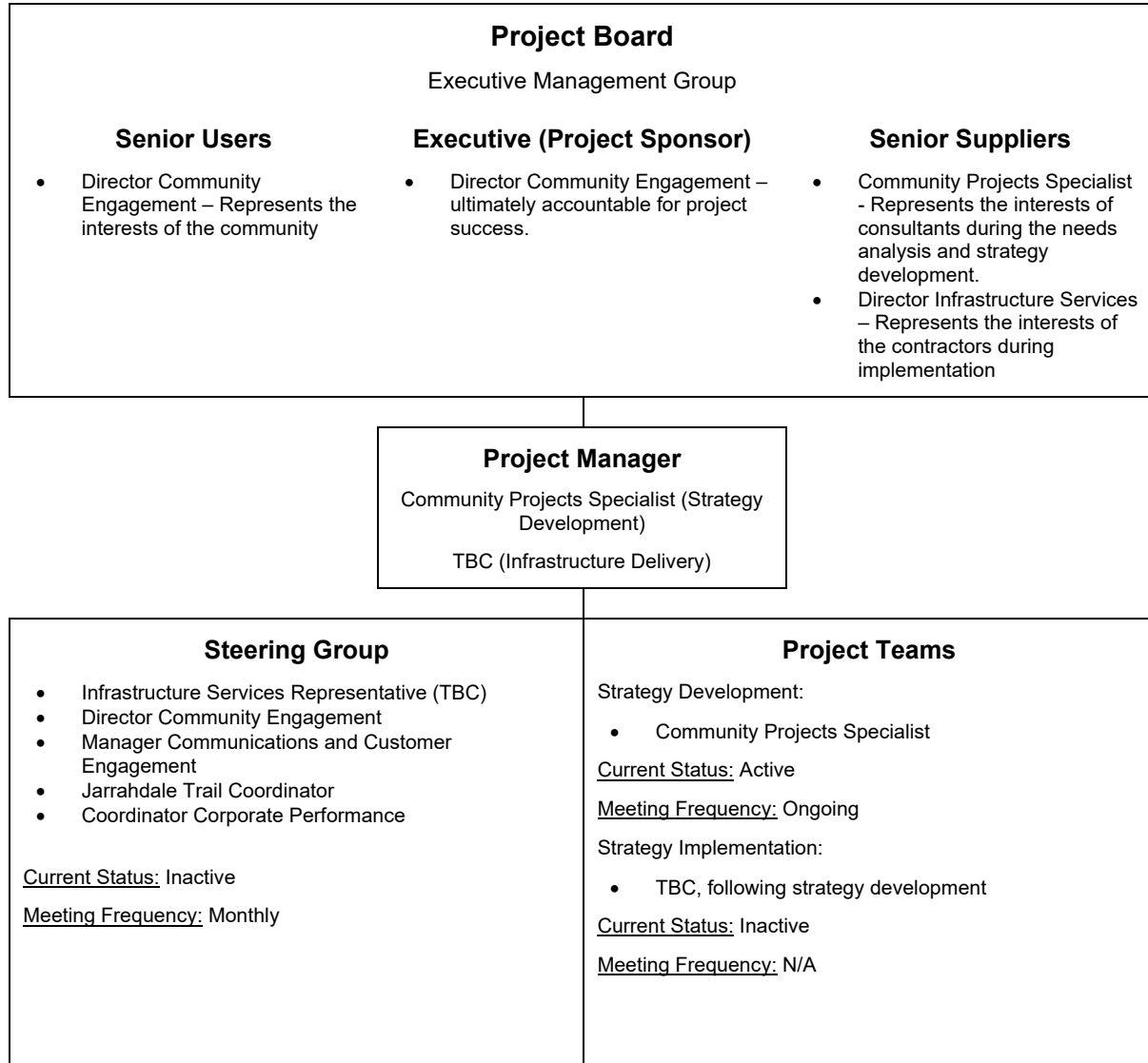
- Create sense of arrival to the shire and townsites.
- Consistency, cohesion and strength of messaging and branding for entry to the Shire and subsequent townsites.
- Clear wayfinding and visitor information enhancing visitor experience and promoting local economic development.
- Increases road traffic safety through slowing vehicles to anticipate arrival at townsite entry points.
- Enhance sense of pride, place, and community.

- Promote local culture and history.

2.0 PROJECT DETAILS

2.1. ORGANISATION STRUCTURE

The organisation structure for the direction, management, control, and communication for the Project is as follows.



2.2. SCOPE

Inclusions

Product	Minimum Requirements / Quality	Known Assumptions	Known Uncertainties
<u>Entry Statement Signage Strategy</u> Develop Entry Statement Signage Strategy for Shire of Serpentine Jarrahdale	Development of branding and design guidelines and principals Community consultation Site feasibility study Implementation plan and indicative budget	Budget allocation of \$70k to engage consultants to develop the strategy and implementation plan for Council approval.	Consultant availability
<u>Entry Statements</u> Procurement, fabrication and installation of entry statements	TBA	TBA	Signage Types, Designs and Locations Costings and budget Timeframe for implementation

Exclusions

- TBA

2.3. CURRENT FINANCIAL STATUS

The estimated budget for the Entry Statement Signage Strategy and Implementation Plan component of the project is \$70,000

Project Stage	Budget
Entry Statement Signage Strategy and Implementation Plan	\$70,000
Implementation of signage (fabrication and installation)	TBA
	<u>\$70,000</u>

Funding estimate is for engagement of consultants to develop the strategy, including community engagement component and development of an implementation plan including indicative costs for development of entry statements.

Costs for developing entry statements is wide ranging and unable to be developed without a strategy in place and indicative budgets for entry statement development would be included in the strategy.

2.4 BUSINESS OPTIONS

It would be proposed the development of an Entry Statement Signage Strategy would be undertaken with the support of an external consultant that works within the master planning and branding development fields.

The strategy development would be a one-off project completed within a 12-month period on confirmation of budget approval.

As part of the strategy a proposed implementation plan would be included. This plan would provide options for implementation that would consider costs, components, and critical infrastructure requirements.

Budget allocation would need to be considered in line with the implementation plan recommendations. The indicative schedule 2.5. is recommended for the Entry Statement Strategy Development.

Options along the lines of below should be detailed within the strategy for undertaking implementation following the strategy endorsement and based on Council approved resourcing:

Option 1- Provide a staged approach to implementing an Entry Statement Signage Strategy over several years taking into consideration cost, need and hierarchy of entry statements (manages cost and internal resourcing with schedule of delivery).

Option 2 – Allocate all costings to develop a suite of entry statements across the shire within a 12–18-month timeframe (prohibitive cost and internal resourcing).

Option 3 – The Shire funds implementation of major regional entry statements and that a community led process would be provided within the guidelines to allow community groups to resource and fund developing their own statements within the guideline recommendations (risk of implementation under required guidelines, budgets, and timeframes).

Option 4 – Do not progress the development of an Entry Statement Signage Strategy.

Option 1 is recommended.

An undertaking such as Option 1 will provide the most cost effective and rational approach to implementation allowing budget to be allocated each year for development and to ensure appropriate resources are in place. It will incorporate design and branding controls whilst also providing for community led opportunities for each entry statement as required.

2.5. INDICATIVE SCHEDULE

The below is an indicative schedule for the development of Entry Statement Strategy and Implementation Plan.

Pre Project	
Project Initiation Document to Council for recommendation	March 2024
Business Case development	April 2024
Budget Approval	June/July 2024
Definition & Planning	
RFQ development	July - August 2024
Delivery	
Consultant engaged	August - September 2024
Consultation and development	October - January 2024
Draft strategy review by Project Board, Community and Council	February 2025
Final review of draft and delivery	March 2025 – April 2025
Final Council Review	May 2025
Closure	

Final strategy for endorsement

June 2025

All dates dependent on budget allocation, internal resourcing, and engagement of consultant.

A schedule for the implementation of the strategy will be developed in project plans for projects as and when they are funded.

2.4. PRELIMINARY KEY STAKEHOLDERS

The key stakeholders likely to be involved or interested in the project are as follows:

- Local community and resident's groups
- Local business (retail/tourism/food & beverage)
- Department of Transport
- Tourism WA

2.5. PURCHASING / TENDER APPROACH

Product	Purchasing / Tender Requirements
Shire of Serpentine Jarrahdale Entry Signage Strategy Project	Three quotes from the marketplace in accordance with Council Policy 3.2.4 - Purchasing - Procurement of Goods or Services up to \$250,000.
Detailed Design and Construction of Entry Statements as per implementation strategy	Formal Request for Quote from the marketplace through Procurement Services in accordance with Council Policy 3.2.4 - Purchasing - Procurement of Goods or Services up to \$250,000 or Public Request for Tender in accordance with the Local Government (Functions and General) Regulations 1996 and Council Policy 3.2.5 - Procurement of Goods or Services through Public Tendering

3.0 PLANNING APPROACH

Planning Document	Trigger
Business Case - Entry Statement Strategy	On Council approval of Project Initiation Document
Project Plan - Entry Statement Strategy including Implementation Plan	On adoption of Annual Budget
Project Plan/s for agreed signage	On adoption of Entry Statement Strategy and subsequent allocation of budget.

4.0 PROJECT APPROVAL

Project initiation authorisation	
Date endorsed by Project Board	
Date approved by Council	