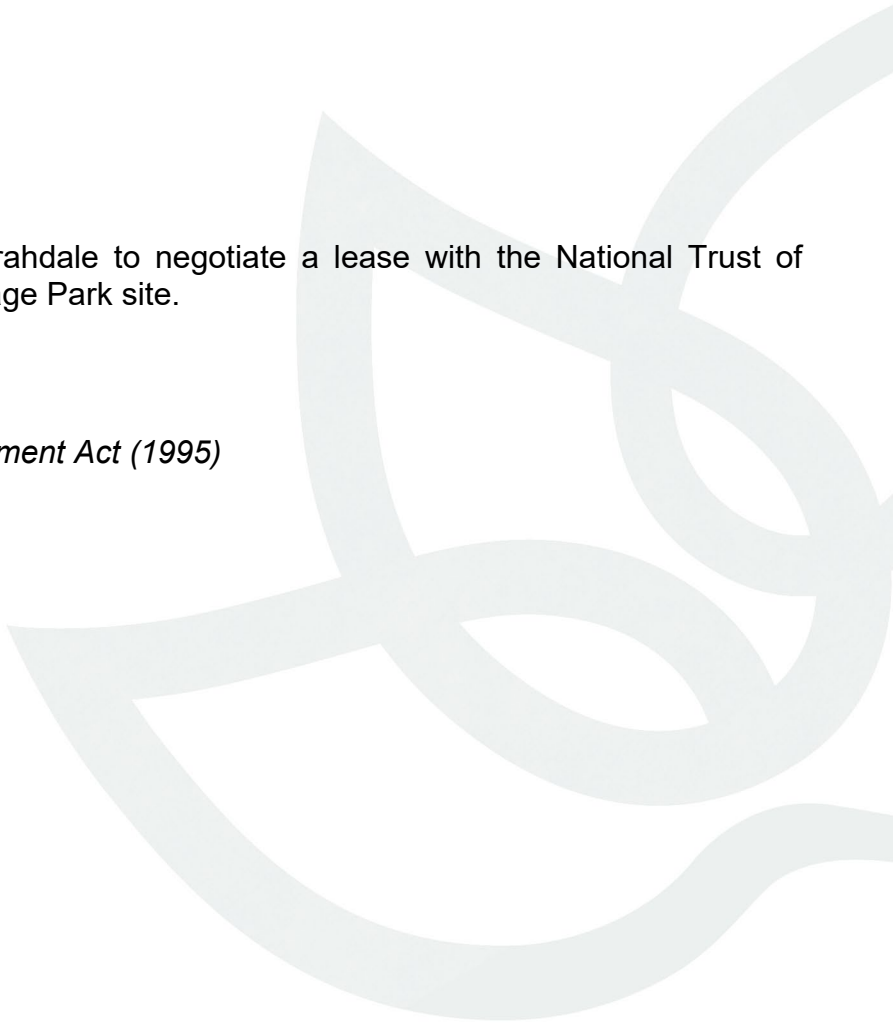


# Jarrahdale Heritage Park Business Plan

## November 2023

Proposal for the Shire of Serpentine Jarrahdale to negotiate a lease with the National Trust of Western Australia for the Jarrahdale Heritage Park site.

*Prepared under s3.59 of the Local Government Act (1995)*



## Introduction

Jarrahdale is listed by the National Trust WA (the Trust) as an Historic Town, important from the 1830s when valuable timber was exported across the world.

The Shire of Serpentine Jarrahdale (the Shire) has had the objective of developing a park promoting the historical significance of Jarrahdale since 1991. Heritage Park (the Site) has been the subject of numerous concept designs, conservation, and management plans, as well as operational reports. It is unclear what have been adopted, noted, or rejected by key stakeholders, and the project has lost its momentum.

The adoption of the Jarrahdale Trail Town Business Case in 2021 has provided a fresh context and opportunity to revisit the project. To ensure the viable development of the Site, a feasibility study (**Attachment 3** – the Jarrahdale Heritage Park Business Case) has been developed.

Considering its location, the Site represents a prime “landing point” for visitors, and a potential trail head connecting Jarrahdale trails network. Consequently, the development of the Site should embody the town centre by design, enabling social interaction, supporting sport and recreational activities, as well as a range of activation events all year around. The Project should consider activities such as nature play, orienteering, fitness exercise (including trail running), sculpture walks (ephemeral and permanent public arts), as well as cultural and heritage walks. The Site should offer a safe environment to experience the forest, while celebrating the unique identity of the place.

The Site is foreseen as playing a function in the future Jarrahdale Trail Town status and tourism destination. Consequently, it should be developed as part of an eco-system including other sites:

- Lot 814
- The Jarrahdale Oval

The Jarrahdale Heritage Park Business Plan (the Plan) outlines an argument for the lease of the Site based around its opportunities and wide-ranging benefits for the Shire’s aspiration to gain Trail Town accreditation.

## Background

At the 17 August 2020 Ordinary Council Meeting, Council requested the Chief Executive Officer prepare a Business Plan in accordance with Section 3.59 of the *Local Government Act 1995* to determine the viability of developing Jarrahdale Heritage Park (the Site), which included negotiations to enter a lease of the Site from the National Trust of WA (NTWA).

As per the Council resolution, the Jarrahdale Heritage Park Business Plan has been developed and advertised and is presented back to Council for its consideration.

Considering its location, the Site represents a prime “landing point” for visitors, and a potential trail head connecting Jarrahdale trails network. The Site is foreseen as playing a function for Jarrahdale aspiration to gain Trail Town accreditation and develop as a tourism destination.



## Previous Decisions of Council

*Ordinary Council Meeting – 17 August 2020 – OCM268/08/20 - COUNCIL RESOLUTION  
That Council:*

- 1. NOTES the letter from the National Trust extending an opportunity to negotiate a lease for a component of Lots 200, 801 and 2090 Jarrahdale; known as Jarrahdale Heritage Park.*
- 2. REQUESTS the Chief Executive Officer negotiate a lease with the National Trust for Lot 200 Foster Way, Jarrahdale, a portion of Lot 801 Jarrahdale Road, Jarrahdale; excluding the No1 Jarrahdale Mill and a portion of Lot 2090, Jarrahdale; with the following terms:*
  - A lease period of 21 years with an option of extension of 21 years;*
  - The Shire be given the power to sub-lease;*
  - A \$1 annual lease fee to be payable to the National Trust by the Shire of Serpentine Jarrahdale for the term of the lease with no rent review or CPI increases;*
  - The Shire to include the leased portion of Heritage Park (and the Mill Managers House if secured) on the Shire's insurance policies and meet the costs associated with this;*
  - All funds generated through commercial lease of the land to be placed into a reserve account to offset maintenance, additional development works or major asset renewals at the Park.*
  - The Shire to incur all costs associated with the maintenance and provision of utilities to the leased area.*
- 3. REQUESTS the Chief Executive Officer prepare an expression of interest submission for the Mill Managers House as a multi-use facility with the above terms;*
- 4. REQUESTS the Chief Executive Officer prepare a Business Plan pursuant to section 3.59 of the Local Government Act 1995;*
- 5. AUTHORISES the Chief Executive Officer to advertise the draft Business Plan pursuant to section 3.59 of the Local Government Act 1995 and;*
- 6. REQUESTS the Chief Executive Officer provide a report to Council as soon as practicable outlining the results of the negotiations with the National Trust, a formal operational cost estimate, the submissions received for the draft Business Plan, the outcome of the expression of interest submission, and further recommendations in regards to the development of a lease.*
- 7. RESOLVES that the key commercial terms of the negotiated lease will be subject to Council approval, before proceeding to final lease negotiations.*



## Comment

The Plan has been developed and:

- Provides details of the Plan;
- Outlines and responds to the legislative framework for the Plan;
- Considers implementation approach for the Plan; and
- Provides a review and analysis of the operations, including income generation options, and risks associated with the Plan.

The Site, as shown in Figure 1 shaded area, includes:

- Lot 200 Foster Way;
- A portion of Lot 801 Jarrahdale Road; and
- A portion of Lot 2090.

The Site, as shown in Figure 1 orange area, excludes:

- The Mill Manager's House; and
- No1 Jarrahdale Mill.

The Site proposed lease area is also provided at **attachment 2**.

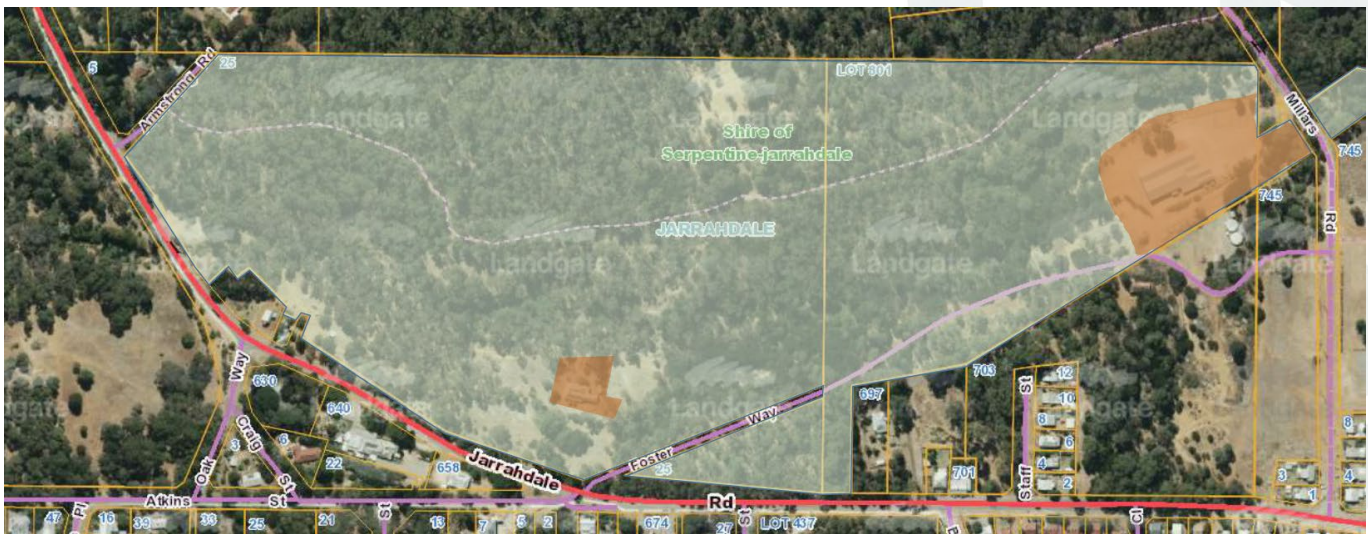


Figure 1: Proposed area to retain/lease (source: NTWA)





## The Jarrahdale Heritage Park Business Plan Proposal

A renewed vision for the Site is proposed that describes a broader range of values and interactions offered to visitors:

- An iconic regional attraction where locals and visitors alike can immerse in a scenic natural and historic landscape.
- At the heart of Jarrahdale and its trails network, unique Jarrah forest and historic significance as WA's first timber town
- A place for people to gather and connect.

The Plan encompasses a general approach limiting intensive infrastructure works to certain strategic projects that provide best value to the community and raise the profile of the Site as a destination — and otherwise undertake smaller 'light touch' works that are sympathetic to the landscape and manageable within available resources.

The activation strategic approach limits intensive infrastructure works to provide best value to the community and raise the profile of the site as a destination:

- A walking trail interpreting post-colonial heritage, Noongar culture, and the natural environment
- A central destination space supporting everyday recreation and pop-up events
- Designed smaller spaces for meet, reflect and spend time in the forest
- A Heritage Park Style Guide for signage, furniture, public artworks and various interpretation
- Potential commercial adventure attraction

## Legislative Provisions

Under section 3.59 of the Local Government Act 1995, before acquiring or disposing of a land in preparation of a 'major land transaction' a local government is required to prepare and advertise a business plan. What constitutes a 'major' land transaction is defined in the Act as being either \$10m or 10% of the operating expenditure incurred by the local government from its municipal fund in the last completed financial year (whichever is lesser). Under this definition, for the Shire a major land transaction is one valued at greater than \$3.56 million.

Leasing of the Site in isolation does not constitute a Major Land Transaction itself. However, the intention to acquiring of portions of the Site via leasing arrangements with the Trust that are potentially commercial in nature, means that the leasing of the Site is preparatory to a possible Major Land Transaction and therefore requires a Business Plan to be prepared in accordance with section 3.59 of the Act. Also, with the intent of ultimate remediation, restoration and activation of the Site, there is a potentially uncertain quantum of costs which may only become more certain with further investigation (e.g., discovery of historical artefacts requiring archaeological surveys). These include both capital redevelopment and ongoing asset management costs.

As this proposal does imply a commercial lease, Council may opt to outsource the site management or components of the Site in the future.



## Effects and Impacts on the provision of facilities and services by the local government

The expected impact on the provisions of facilities and services by local government must consider the future state of the Shire when the Plan is anticipated to be active in 2024-25.

By 2026, the population of the Shire is forecast to reach 43,689, a 17.36% increase compared to the Shire's current population. The Shire's Organisational Development Roadmap 2023 – 2026 has identified that as the Shire's population grows the workforce will need to commensurately increase to approximately 4.86 FTE per 1,000 residents.

Progressing the Plan would build on the commitment to tourism opportunities identified in the Shire of Serpentine Jarrahdale Corporate Business Plan 2023-2027.

These include:

- Gooralong Trail Precinct upgrades
- Jarrahdale Trails Town development
- Perth Hills destination marketing

The Site is considered unlikely to support significant commercial activity or become self-sustaining. The primary benefits of developing the park are not directly commercial, however are considerable:

1. Supports the shire's vision for Jarrahdale Trail Town by providing a missing link between the town centre and surrounding trail activities. It will offer a range of short walk options closely linked with the inner town and form connections with existing businesses and proposed developments.
2. Cultural, social, and economic benefits flowing on to the town of Jarrahdale as a whole.
3. Provides a platform for temporary use by commercial operators by providing appropriate spaces and facilities.
4. Supports and gives confidence to separate leases at the mill managers house and no1 mill, and potential for commercial adventure attraction (e.g. Tree climb or flying fox).

The Plan provides an overview of the anticipated impacts including cost estimates for capital works, and an outline of the nature of ongoing costs, resources, and potential revenue streams. As a renewed concept, the business case offers a catalyst for further investment in the development of projects and a basis for more detailed economic modelling if required.



## The Context

### General

The broader objectives of the Plan relate to how the place can support the shire's aspirations for Jarrahdale to become an accredited trail town and horse-riding tourism attraction.

A large amount of the context underpinning these objectives has been described in other reference documents and consolidated in the recent JTT. The premise for tourism and recreational developments within the town and recognising its timber milling heritage has been well-established.

Without repeating this existing background work, several key considerations that influence the Heritage Park project are summarised in the following sections.

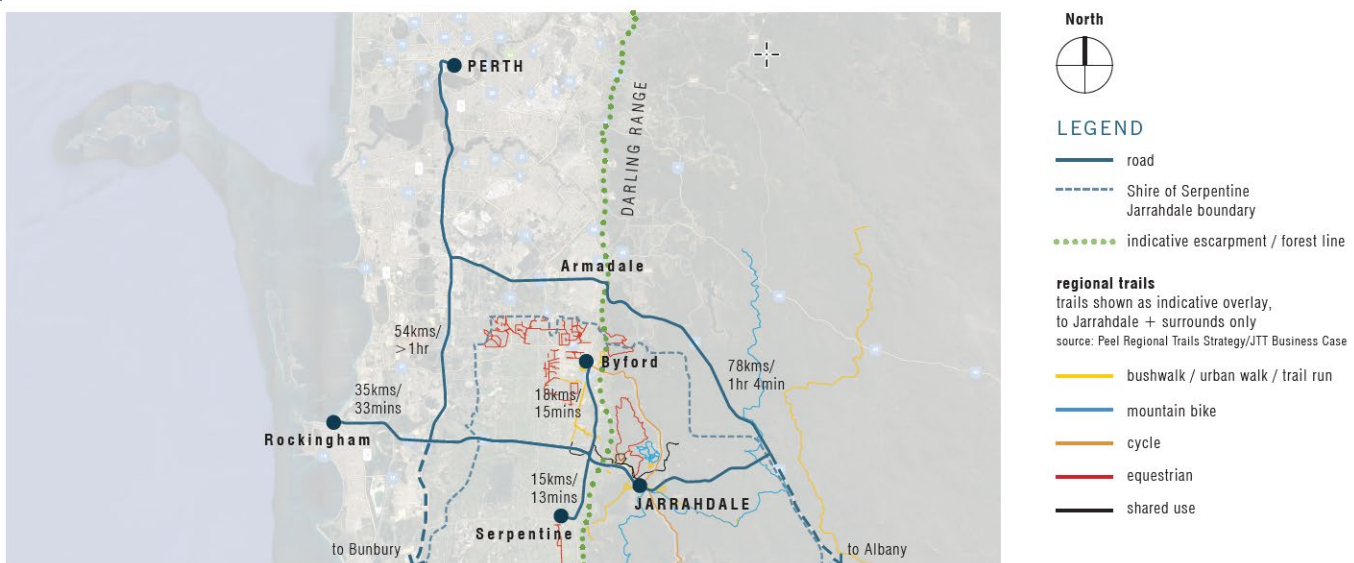
### Location and Regional Context

The following provides an overview of Jarrahdale's location and distance from major centres (see diagram over page). A number of general opportunities are considered:

- Located under 1 hour from central Perth, Jarrahdale is well located for individuals, couples, families, and special interest groups looking for recreational and cultural attractions for half day, full day, or overnight visits.
- Jarrahdale is a short drive from the centres of Serpentine and Byford, the latter an expanding town expecting a new rail extension from Perth. The Site can offer an open space destination within local reach.
- Jarrahdale is located just beyond the change from suburbs to hilly bushland, where visitors can experience an immediate change of scenery, topography, and small village feel without travelling far.
- The place has strong potential to become the leading timber heritage destination at short reach from metropolitan Perth and build place identity around its significance; its status as Western Australia's first and largest timber concession in the 1870s, its proximity and setting within the natural resource, its picturesque qualities, and its community.
- The Site has the potential to capture visitors looking to rest en route to Albany or to Bunbury and the Southwest regions, who will be continuing through Jarrah forest landscapes and timber milling towns.
- Jarrahdale is situated on and nearby two internationally recognised, long distance trail routes the Munda Biddi Trail (off-road cycling) and Bibbulmun Track (bush walking). The town offers a place to rest, resupply, and take in local experiences, with users of these trails likely to be interested in themes of Noongar culture and natural environment. Heritage Park is located directly adjacent the Munda Biddi Trail route and has potential to become a landing/pick up location for hikers on the Bibbulmun Track who have booked a shuttle to resupply in town.



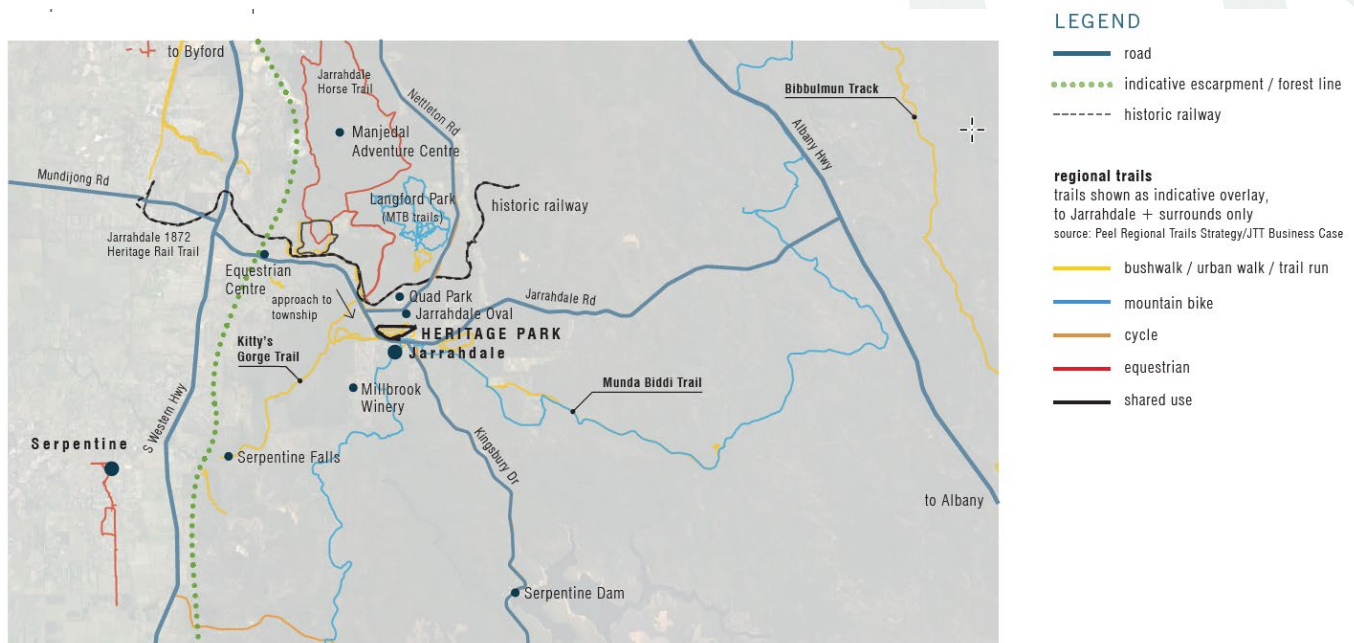
# JHP BP 2023



**Figure 2: Jarrahdale Regional Context Diagram**  
(all distances/travel times are from Perth or regional centre to Jarrahdale township)

## Local Context

The following diagram provides an overview of the context on a local scale. The Site sits at the intersection of a number of trails and nearby other visitor attractions that offer a range of related experiences and potential connections:



**Figure 3: Jarrahdale Local Context Diagram**





## Visitor Analysis

In developing concepts and uses for the Site, it is important to understand the potential visitors; the types of experiences they are seeking, their motivations, and interests.

The Jarrahdale Trail Town Business Case (the JTT) and other background documents describe various visitor market segments and the role of the visitor economy. While focussed on trail use, these documents provide useful insights into visitor demographics and needs that can be applied to the Site as an integrated experience.

A common trend both nationally and locally is an accelerating demand for outdoor trail and nature-based experiences. Nature-based visitor expenditure also continues to grow, contributing to regional economies.

The JTT also notes potential growth in the local user market, noting the importance that Trail Town provisions are coupled with community spaces and facilities to enable these users to come together and value-add to their trail experience.

In overview, the anticipated visitors to Heritage Park vary broadly and include:

- Local community for recreation, everyday fitness, socialising, events
- Group recreation Parkrun, orienteering
- Domestic day trippers and short stay visitors, individuals, couples, families
- International visitors
- Local trail users walking, cycling/BMX, horse-riding
- Long distance hikers
- Volunteers contributing to the Parks maintenance and conservation
- Business travellers and corporate groups
- Schools
- Other special interest groups (e. g. nature, heritage)
- Small commercial operators looking to deliver a service in unique natural/heritage settings (e. g. exercise, wellness, mobile food and beverage)

A number of primary visitor motivators are defined in the Peel Regional Trails Strategy that resonate with opportunities at Heritage Park:

- Diversity — A large quantity and variety of trail types and classifications located in varied terrain and topography.
- Uniqueness — Iconic, memorable and fun experiences in a unique setting. Typically, in a natural landscape, with high visual and emotional value and often connected to an attraction.
- Quality — A range of high-quality experiences, predominantly on purpose designed trail. Also relates to the provision of quality information, services and infrastructure.
- Accessibility — Trails located within close proximity of residences and short stay accommodation. Also relates to the provision of cohesive, well signed, mapped and promoted trails. Connectivity to other trails, transport, services and infrastructure increase accessibility to trails. Visitor services to improve accessibility for less experienced visitors.
- Community — An established user group community offering market credibility, a sense of belonging and camaraderie through events, volunteer support and social engagement.



## Jarrahdale Trail Town Business Case

The Jarrahdale Trail Town Business Case is understood to be the primary reference document capturing both the Shire and the community's vision to develop Jarrahdale as an Accredited Trail Town and horse-riding destination.

The document provides a holistic picture of a Trail Town, encompassing a range of values and activities:

*"Trail Towns are economic engines for community revitalisation. Through careful planning and by consciously linking trails and local businesses, as well as providing new value-adding amenities and attractions, trails can contribute to building vital, economically stable communities."*

*It is widely recognised that there has been a global increase in the development, use and demand for trails to service growth and change in participation patterns by visitors and locals alike in trail and outdoor activities generally within a wide range of communities.*

*The provision of well-constructed trails is vital to ensure that these activities are undertaken in a way that protects natural and cultural values and is environmentally and socially sustainable as well as offering excellent experiences for participants. Consumers are increasingly seeking trails that facilitate their enjoyment and appreciation of an area or trail activities through supporting services, visitor products, interpretation, and accessible information."*

Developed through a process of consultation with the community, stakeholders, and Elected Members, a number of key opportunities have been identified. Some that may relate to the Site are listed below:

- Jarrahdale has existing marketable assets including trails, heritage and equine related attractions and experiences.
- Strong support from the local community including the business community.
- Jarrahdale's strength as a trails destination are its natural beauty, diversity of existing trails (e.g. walking, equine, mountain biking), history and heritage, flora and fauna, tranquillity, proximity to Perth and village like feel.
- There is a strong need for trail support infrastructure and facilities including toilets, parking, shelter, maintenance stations, campgrounds, etc.
- Parking and traffic management were raised as major current issues that need to be resolved including more formalised parking.
- There is a need for additional food and beverage offerings e. g. food vans, cafe, markets.
- There is a need to improve trail and wayfinding signage.
- There is support for the enhancement of the Site and developing this into an attraction with walking trails, nature play, sculptures, picnic and BBQ facilities in a natural environment.
- There was strong support for the Mill Managers House and the No 1 Jarrahdale Mill having a role to play in the activation of Jarrahdale as a Trail Town.
- Functions suggested for these two facilities included information/visitor centre, museum, function venue, B&B, cafe, small bar and art gallery.
- Local businesses are interested in becoming trail friendly businesses with support from the community and the Shire.



The Site is recognised as an opportunity within the broader Trail Town objectives, and as a large portion of Jarrahdale's town centre and main street it plays an important role. An online survey was undertaken, with 21 of 24 respondents supporting the Shire entering into a lease agreement with the National Trust for portions of Heritage Park.

The JTT provides a number of key priority areas and recommendations which have been considered. These are summarised and comments provided in the appendices (**Attachment 5** – Site + Surrounds Analysis Plan; **Attachment 6** – Spatial Activation Strategies).

## Concurrent Projects

The Site sits alongside a number of notable developments both within the site and in the immediate adjacency that provide important context:

### *Mill Managers House and No1 Mill*

These two significant structures located within Heritage Park and associated with its milling history are proposed to be leased separately by the Trust and are excluded from the Shires potential lease of land. An expression of interest to lease No1 Mill was open in February 2018, encouraging compatible uses that respect the cultural significance of the place. The Trust has secured a new tenant for the Mill Manager's House which will be made public in December 2023.

### *Jarrahdale Oval*

Establishment of the oval to the north-east of Heritage Park as a formal trail head for horse riding trails and a functional event venue has been identified as a high priority. Following concept plans developed as part of the Jarrahdale Trails Development Business Case (2020) and endorsement in the JTT (2021), a landscape masterplan has recently been published in October 2022.

### *Lot 814/815*

Also, a high priority supporting the Trail Town vision, Shire landholdings on Millars Rd to the east of the Site have been identified as an opportunity for a multi-use trails centre, recreation, and accommodation destination. A Business Case was received by Council 12 December 2022. Council have now progressed to undertaking an RFQ for the development of a trails centre, before advocating for funding for construction.





## Site Analysis

### General

The following section provides an overview of the spatial conditions of the Site and its surrounds. Understanding the characteristics sets the ground for the programmatic opportunities and the infrastructure that may need to be undertaken to facilitate these uses.

### Existing Conditions

The Site + Surrounds Analysis Plan included in the appendices provides an overview of the existing heritage features, landmarks, trails, site entry points, and characteristics of the landscape, together with an indication of proposed adjacent developments.

The following photographs taken during the site visit describe the general character, current infrastructure, and some key features of the site.



Old Post Office Museum as viewed from carpark



western carpark



Centenary Log at carpark



main walk trail south of brook (Heritage Town Walk route)



general off-trail bush terrain



clearing around Mill Manager's House



Mill Manager's House as viewed from trail



existing interpretive signage in shelters



No1 Mill to east of Park





## Site zoning

The 30 hectare site can be considered as a series of zones as per the following diagram, based on particular spatial characteristics and past/present uses. Approaching the site through this framework may assist in understanding the specific opportunities for each. Ultimately it may also be used as a broad framework for allocation of budgets or staging of works:

1. **Area south of brook** — generally degraded landscape with recreational use, contains car parks, formalised trails, existing shelters and signage, falls north to the brook.
2. **Area north of brook** — more pristine bushland with some apparent service tracks and trails, uses include orienteering, some remnant minor industrial artefacts, falls south to the brook.
3. **Gooralong Brook** — visibility and access varies, some existing crossings.
4. **Mill Managers House and No1 Mill, primary heritage artefacts under separate leases with the Trust** — primary built landmarks and anchors for the site, remnant artefacts that demonstrate its history. Proposed for separate commercial lease by the Trust and outside of the scope of the Plan but to be supported by surrounding context.
5. **Jarrahdale Road and street frontage** — varying conditions around the site perimeter, generally dense vegetation that becomes more open between Jarrahdale Tavern and Foster Way providing some visibility into the site, pedestrian paths to south side only, road generally sits higher than the park with built areas and entry points at grade.

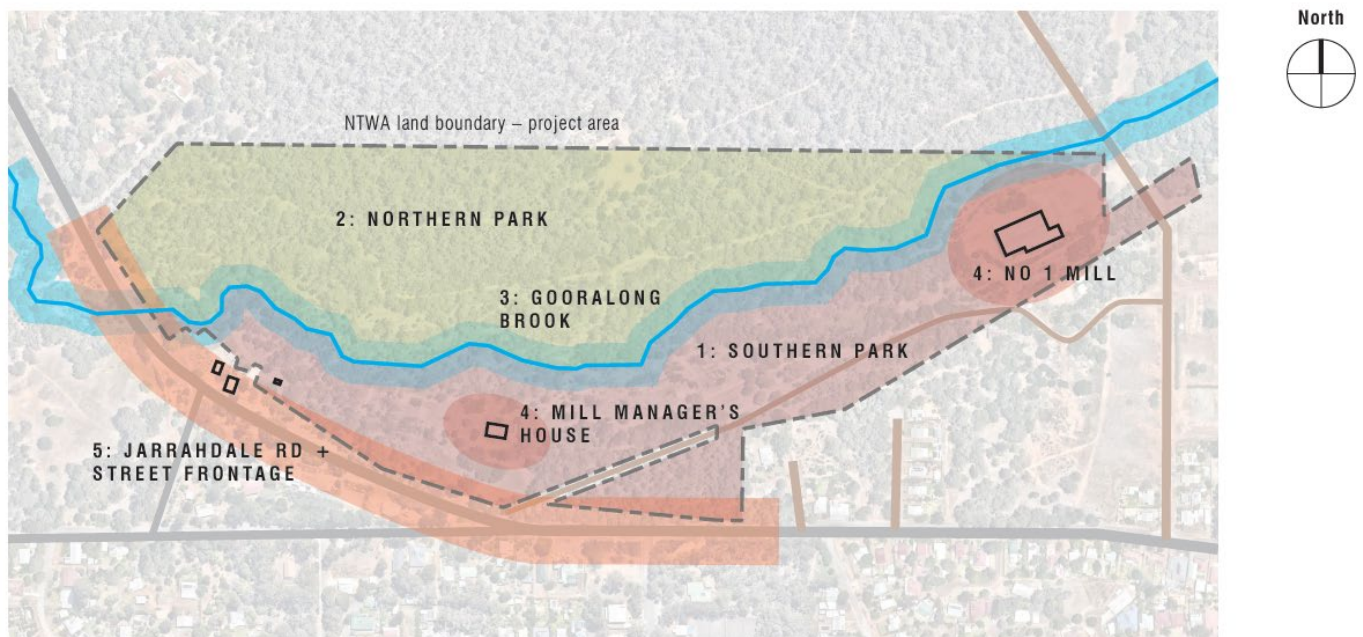


Figure 4: Site Zoning Diagram



## Heritage Park Future

### General

Having established analysed the context and the physical site, the following section outlines the proposed vision, thematic underpinnings, and activation strategies for the future use of the Site.

### Vision Statement

The supplied background documents contain previous vision statements that should be acknowledged:

*The Jarrahdale Heritage Park is a scenic park recognised nationally as a place to experience the stories of Western Australia's unique jarrah forest, its communities, and its significance as the state's first timber town.*

*Jarrahdale Heritage Park Project, December 2005*

*The National Trust's vision for Jarrahdale Heritage Park is a conserved, interpreted and activated heritage site contributing to the sense of place and wellbeing of the Jarrahdale community and its visitors.*

Jarrahdale Heritage Park Community Consultation masterplan drawing, by National Trust WA, 2017

Taking into account the proposed themes and activation strategies, an adapted and renewed vision for the Site is:

*Jarrahdale Heritage Park is an iconic regional attraction where visitors and locals alike can immerse in a scenic natural and historic landscape – to explore, play, reflect, learn, and create.*

*At the heart of Jarrahdale township and its rich trails network, the Park is a Labyrinth. Wander and experience stories of Western Australia's unique Jarrah forest, its communities, and Jarrahdale's significance as the state's first timber town.*

*The Park is a place for people to gather and connect in ways that recognise its values and contribute to the town's identity.*



## Thematic Framework

The activation of the Site will recognise the significance of the place and be underpinned by its key themes and storylines. The primary aim from an interpretive perspective is to convey the meaning and understanding to visitors of the site.

The following offers an initial thematic framework to guide activation strategies for the site. Following the Plan, further work will need to be undertaken to refine the sub-themes and specific storylines, including consultation with the Noongar community and other interest groups.

The framework can manifest in various ways from determining structure and content for interpretive signage or installations throughout the site, to themed programmes and events.

### *Central Theme*

A central theme is the main idea visitors will take away from the site and offers a primary thread by which other themes link together.

A theme is emerging around the word **Jarrah**, understood to be called **Djarraly** in Noongar language, that is both embedded in the name and historic development of this town and holds meaning to Noongar people. While the Site is commonly associated with timber milling history, the proposed theme aims to capture the meaning of the place more holistically, in a way that may also support broader uses of the Park:

*The Jarrah tree, or Djarraly in Noongar, is an important source of sustenance, spiritual and cultural connection<sup>1</sup>. Through this place; the forest, its use, and role in the historic development of Jarrahdale; we reflect on our relationship with nature.*

### *Sub-theme*

A number of sub-themes have been identified that relate to the values of the Site, as mapped indicatively over the page. While not intended as definitive placement or containment of themes to particular areas, this suggests a potential focussing in response to spatial characteristics and opportunities; industrial heritage in the degraded areas and interface with the township, pristine nature and conservation in the dense northern bushland, and issues of environmental impact along Gooralong Brook, together with Noongar values (the brook understood to be named after 'Cooralong' people who occupied the valley).

Ultimately the sub-themes have a degree of overlap and interrelation; they might be perceived as 'layers' that can be re-folded into the site through its activation.



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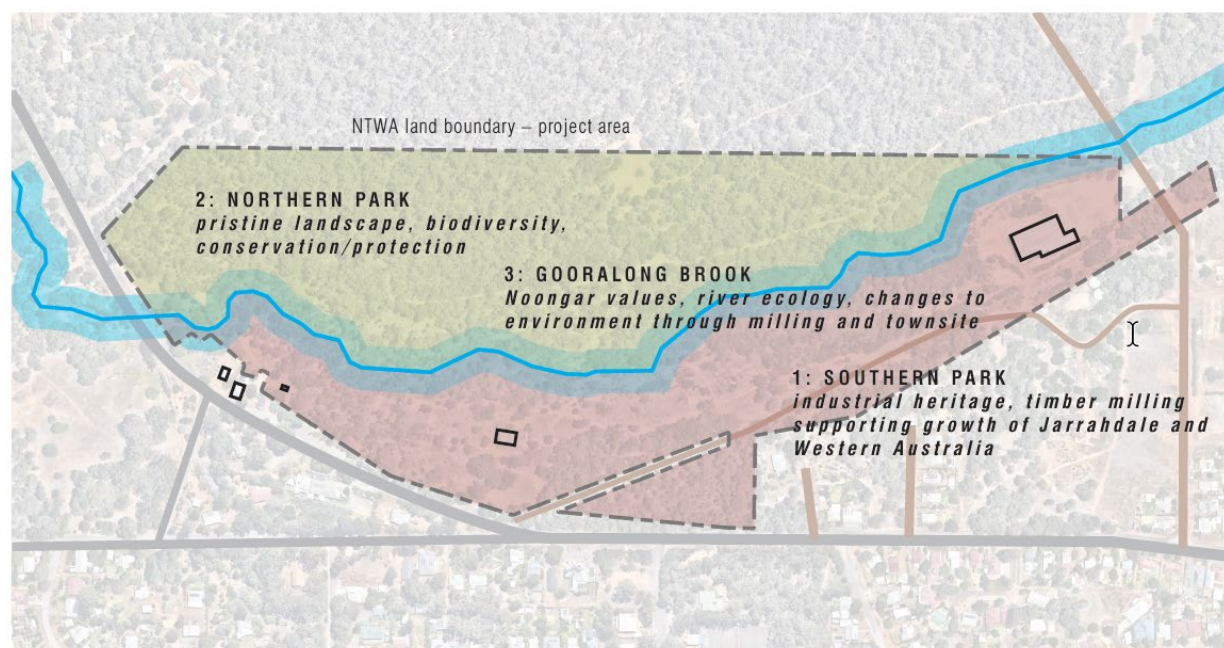


Figure 5: Sub-Theme Layers Diagram

## Development Approach

Recognising that some proposals for major infrastructure elements in the Site have not gained traction in the past, and that development must be sustainable both environmentally and economically for the Shire, the general approach has been to:

- Limit intensive infrastructure works that require greater capital resources to certain strategic projects that are considered to provide best value for the community, establish important connections, and significantly raise the profile of the site as a destination.
- Otherwise propose smaller, light touch works that involve softer or temporary infrastructure and are sympathetic to the site, can be staged as resources become available, and maximise involvement of volunteer/community groups.

## Key Principles

The following outlines a number of key principles that underpin the activation of the Site. These are high-level statements that establish the general approach and guide the Parks ongoing development:

- Focus the identity of the Site around a clear theme and nameable, recognisable experience.
- Consider that the role of the Site as a strategic portion of land is not only to offer experiences within the Site but to support and connect other sites and activities within Jarrahdale.
- The Site provides an opportunity to define a recreational centre in the heart of Jarrahdale. Use the interface with Jarrahdale Road to improve visibility and access into the Site and improve cohesion of the streetscape.





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- Consider the Site as a walking place where use of the paths promotes connection with nature, thinking, and contemplation. The whole site is conceived as a labyrinth a meandering trail that immerses visitors in the landscape with things to discover.
- Minimise impact on the landscape by matching uses to existing conditions (e. g. active and group experiences within degraded areas).
- Encourage movement through the Site by establishing clear access points and primary nodes either end and clearly defined trails in between.
- Generally, the proposed activation strategies can be undertaken as standalone projects that incrementally improve the Park, although some elements should be combined for economical delivery and to provide a complete experience at any given time (e. g. simultaneous delivery of primary trailheads either end of the Site).
- Establish multiple themed walk/run trail experiences within the site, supporting this segment of the Trail Town offering. Equestrian and MTB trails generally remain outside the site but are supported by connections and facilities at the edges.
- Draw visitors closer to the brook and into the northern pristine bushland to encourage people to explore more of the site and add layers to the experience.
- Develop the areas around the Mill Managers House and No1 Mill to share benefits with uses of these buildings under separate leases, while allowing flexibility. In the interim these are heritage artefacts that can be viewed and explored.
- Infrastructure should aim to deliver best value for money, remain low key and be easily maintained.
- Provide some areas that can be secured for exclusive events with potential to generate revenue.

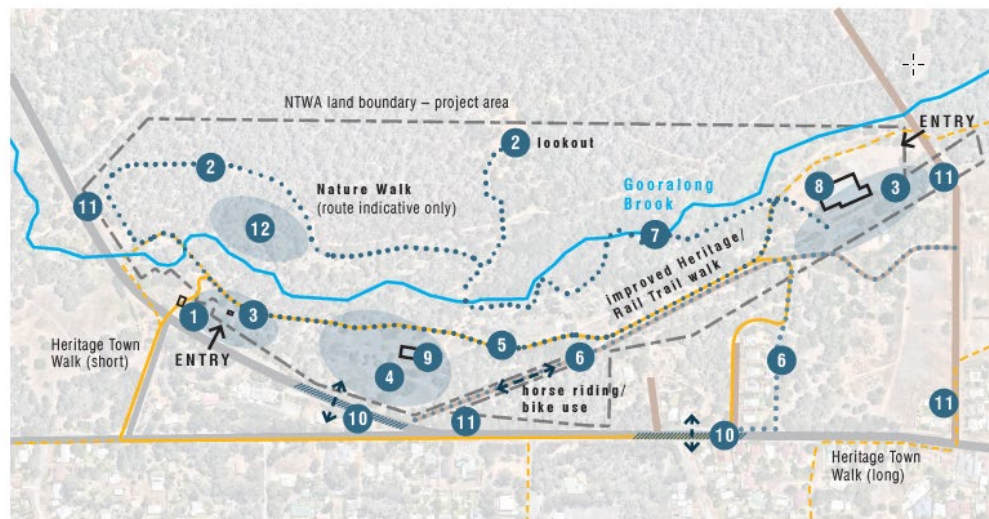
## Site Activation Strategies

The following section outlines a number of key activities and infrastructure projects that will assist in delivering the vision for the Site. The diagram over the page provides an overview of how these strategies may be implemented spatially, with further detail provided in the following table together with a range of other management and ongoing maintenance activities.

There is a large degree of flexibility in how the place can be programmed and developed while meeting the same objectives, and the Shire will need to continue to review, test, and evaluate the proposals over time. Ongoing coordination with other developments within the town such as Lot 814/815 will be required to ensure that experience remain unique, appropriate levels of facilities are provided, and site connections optimised.



Figure 6: Spatial Strategies — Overview



## SPATIAL STRATEGIES

1. Continue to support and improve access to Post Office Museum as a 'visitor centre' for Park
2. Develop northern trail route as nature walk through hilly forest terrain, with lookout at top of hill
3. Develop primary trailheads either end of Park with improved facilities
4. Central timber heritage destination / community space
5. Improve existing Town Walk segment as Rail Trail
6. Open Forster Way as a shared bike/horse riding path connecting Millars Rd to the central destination space, with side route to General Store
7. Refresh signage, shelters, furniture in line with a new Heritage Park Style Guide (installations site-wide, concentrated around trails)
8. Consider No1 Mill as adaptable pavilion in interim until separate lease by NTWA, contextualise and support commercial use
9. Contextualise + support commercial use of Mill Manager's House
10. Feature signage to roads – directional, place name signage
11. Formalised road crossings and/or slow zones (suggested only, requires expert traffic advice)
12. Opportunity for commercial adventure attraction e.g. zip line or tree climb

## Activation Strategies Table

**Note about terminology:** the Activation Strategies Table was extracted from the feasibility study (Attachment 1 – Jarrahdale Heritage Park Business Case) and includes the following variations:

In the Business Case...	Refers to in the Plan (this document)
JHP Business Case	<b>The Plan</b>
NTWA	<b>The Trust</b>
The Park	<b>The Site</b>
Forster Way	<b>Foster Way</b>



# JHP BP 2023

Plan ref.	Strategy/Activity	Description
	<b>Overarching + ongoing projects</b>	
–	<b>Formalise lease of site from NTWA</b>	Review JHP Business Case and consider resource/operation impacts, determine Council resolution, negotiate terms and formalise lease agreement with NTWA.
–	<b>Develop governance structures, formalised agreements + maintenance programmes</b>	Undertake holistic planning of the governance and maintenance of the site considering all groups involved, including development of formalised agreements and maintenance programmes. Consult with and provide ongoing support to volunteer groups.
–	<b>Develop project briefs + management</b>	Undertake further scoping of proposed projects and identify inputs required, write briefs, invite submissions, appoint consultants/contractors, and manage projects.
–	<b>Noongar consultation + collaboration</b>	Undertake ongoing consultation with the Noongar community to understand the meanings and aspirations for the place and collaborate on site storytelling, development of the activation opportunities, and implementation of projects.
1	<b>Continue to support and improve access to Post Office Museum as a 'visitor centre' for Park</b>	Continue to support and improve Old Post Office Museum as a 'visitor centre' beside primary trailhead e.g. improve access from carpark and coordinate interpretive material in Museum and publications with installations in Park. Continue collaboration with Heritage Society as a key stakeholder and discuss expansion of activities to suit new developments e.g. themed guided walks on new trails.
–	<b>Consider re-naming the site</b>	Consider possible re-naming the Park for broader appeal and to reflect renewed vision and concept, including shortlisting names and process of stakeholder and community consultation. Refer following section.
–	<b>Develop Heritage Park Style Guide</b>	Prepare a Style Guide for Heritage Park guiding the design of unique furniture, shelters, and signage site-wide – including 3D designs, materials/finishes, 2D graphic templates, fonts, colours, etc. Consider relationship and adaptation of the recently implemented Heritage Town Walk signage and Jarrahdale Trails brand.
–	<b>Update Interpretation Plan and/or undertake detailed research</b>	Consider an update of previous Interpretation Plans encompassing the whole site and/or undertake focussed research projects to inform content for signage/interpretation. Identify compelling interpretive techniques responding to the site's stories to be dispersed throughout the Park.

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Plan ref.	Strategy/Activity	Description
–	<b>Site trail Concept Planning + Corridor Evaluation</b>	Undertake Concept Planning and Corridor Evaluation for trail provisions holistically within the site, including assessment of existing trails and planning of improvements and expanded trail routes – considering the use of existing informal tracks, points of interest, gathering spaces, access, difficulty grading, etc. Development should be guided by <i>Trail Development Series – Part A: A Guide to the Trail Development Process</i> published by DBCA and DLGSCI.
–	<b>Develop site branding + marketing</b>	Develop a recognisable brand for the Park including contemporary logo to be used in all media. Develop a website and/or social media presence and curate high quality digital content including stories, historic images, notice of events, etc.
–	<b>Integration with broader trail network</b>	Incorporate improved and expanded Heritage Park trails into other trail resources/maps, add to Trails WA, and other activities to increase awareness of experiences offered and integration with the broader network.
–	<b>Opportunities for event activation</b>	Consult with potential commercial/other event operators in the planning/ design of event spaces. Facilitate events by managing advertising, bookings, fee payments. Track usage/attendance and evaluate success over time.
<b>Infrastructure delivery</b>		
2	<b>Develop northern trail route as nature walk through hilly forest terrain, with lookout at top of hill</b>	Undertake Detailed Design and Construction of a nature walk route meandering through the northern bushland and along the brook, as a way to encourage deeper immersion in the site and embed points of interest. Include reflective spaces, areas for small commercial activities (e.g. yoga, meditation), and minor infrastructure e.g. crossings, platforms, seating, shelters, sculptures, signage, embedded interpretation. Route shown is indicative only and requires planning, utilise existing informal tracks where possible. As part of the trail establish a lookout at the top of hill with potential viewing platform or vertical structure to raise over treeline and look back over the landscape modified by timber milling and the township.
3	<b>Develop primary trailheads either end of Park with improved facilities</b>	Improve and formalise Post Office and No1 Mill areas as primary trailheads either end of park. Provide infrastructure upgrades including improved road connection, parking, lighting, signage, bike racks, drink fountains, etc. Review existing public toilet capacity alongside other development and upgrade/expand toilets at trailheads if required. Upgrades to No1 Mill area to be coordinated with separate NWA lease and Lot 814 proposals.



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Plan ref.	Strategy/Activity	Description
4	<b>Central timber heritage destination / community space</b>	Establish a major timber heritage themed destination space in degraded areas around Mill Manager's House, including 'village green' for recreation/pop-up events/markets, adventure/nature play area, horse tie-up opposite tavern, and other landscape infrastructure. Build on the existing visibility from Jarrahdale Rd to provide an attractive street frontage, to support a more cohesive and legible 'town centre'.
5	<b>Improve existing Town Walk segment as Rail Trail</b>	Identify and improve the existing Heritage Town Walk segment as a 'rail trail' on former Jarrahdale–Rockingham rail alignment via embedded interpretation and signage. Review existing compliance and feasibility of making an accessible walk segment. Potential for 'low key' path lighting to enable night use. Continue use as an active corridor for walks, parkruns.
6	<b>Open Forster Way as a shared bike/horse riding path connecting Millars Rd to the central destination space, with side route to General Store</b>	Open Forster Way as a shared bike/horse riding path linking the eastern facilities at Lot 814 and Jarrahdale Oval to the new central destination space and Jarrahdale town centre for a more direct route alongside the Park. Develop a side route suitable for bike/horse riding use past the Indicator Pole forming a direct connection to the General Store.
7	<b>Refresh signage, shelters, furniture in line with a new Heritage Park Style Guide</b>	Replace and implement signage, shelters, furniture, and interpretation in line with the Heritage Park Style Guide. Concentrate installations around trails and gathering places.
8	<b>Consider No1 Mill as adaptable pavilion in interim until separate lease by NTWA, contextualise and support commercial use</b>	Consider No1 Mill as an adaptable pavilion for public exploration / event activation in interim until separate lease by NTWA in place. Provide interpretation about the building and landscaping to contextualise and support commercial uses under lease. Coordinate with new primary trailhead works and Lot 814 development (refer also strategy #1).
9	<b>Contextualise and support commercial use of Mill Manager's House</b>	Provide interpretation about the building and landscaping to support uses and integration of Mill Manager's House under separate lease. Coordinate with central destination space works (refer also strategy #2).
10	<b>Feature signage to roads – directional, place name signage</b>	Directional and place name signage to roads at approaches, key decision points, and site entries, directing visitors to the primary trailheads and raising the visibility of the Park within town (locations indicative only).
11	<b>Formalised road crossings and/or slow zones</b>	Suggested locations for formalised road crossings and/or slow zones that would provide ease of crossing and linkages between Heritage Park and other main street businesses. May include modifications to pathways, signage, and road markings with potential for interpretive patterning. Considered a separate project outside of the Heritage Park NTWA lease area and needs expert traffic advice and liaison with authorities.
12	<b>Opportunity for commercial adventure attraction e.g. zip line or tree climb</b>	Opportunity for a permanent commercial adventure attraction. Potential site indicated in valley opposite western entry to segregate from other uses and make use of topography, or could run above Gooralong Brook. Requires consultation with potential operators to determine feasibility, spatial requirements, and other impacts on the area.

## Other Opportunities Considered

### Commercial adventure attraction – included as potential strategy

An opportunity exists to incorporate a permanent commercial adventure attraction (e. g. zip line along Gooralong Creek or tree climb). However, it should be kept in mind that Manjedal Activity Centre is located 10min north, and Treetops Adventure Dwellingup 1hr further south, offering similar experiences amongst Jarrah forest. Such a venture would also have an impact on the environment and quiet enjoyment by other users. One potential area for this attraction is indicated in the strategies plan that can be accessed from a primary trailhead, segregated from other uses, and make interesting use of valley topography. However potential operators would need to be consulted through a separate feasibility process to understand the specific requirements including siting, spatial layout, access, impact on parking demands, services, emergency plans, etc.

### Visitor accommodation

There is an established need for visitor accommodation within Jarrahdale including camping or caravans. The Site has been raised as a potential site, however it is recommended that accommodation within the Site is limited to an exclusive heritage stay experience at Mill Manager's House (if implemented under separate lease). Camping and caravans require significant open space, access infrastructure, and a number of potential services, and while bringing visitors into the Site may compromise other experiences within the space. Visitor accommodation has been proposed as part of the Lot 814/815 development which allows ample space in a less sensitive environment. Adaptation of the Single Men's Quarters outside of the site for heritage accommodation is also encouraged.

### Amphitheatre

The concept of an amphitheatre has been investigated, designed, and costed as part of previous studies and it is unclear why the project hasn't eventuated. While an amphitheatre remains amongst community ideas, it is not specifically recommended as a standalone element. Previously estimated at \$1.2M (Business and Marketing Plan 2007-2017), such a facility may require significant capital resources, require various support infrastructure, and yet run the risk of being underused or inflexible to other uses. The suggested approach to the Site involves 'lighter touch' strategies that are more sustainable and usable by a range of visitors. Gatherings and performance are encouraged but should be integrated as part of other strategies e.g. central destination space or smaller areas within the forest, or interim use of No1 Mill as a pavilion.



## Site Identity + Naming

Key to developing a successful place is having a recognisable and nameable identity. While the place is well-known within the community as 'Jarrahdale Heritage Park', the Shire could consider an alternative name that better reflects its broader ambitions and spirit. Similar projects have at times avoided the term 'heritage' which may not excite or appeal to a broad audience. The existing name is also associated with European heritage and is less inclusive of Noongar values or the natural environment.

Some words for discussion that may start to suggest alternative names for the place, inspired more holistically by the Jarrah tree, pathways, or milling history include:

- Jarrahdale Labyrinth – appeals to recreation, exploration, and discovery
- Jarrahdale Timber Station – a former name used for the place noted in the Conservation Plan, but needs further research into its location/extent
- Jarrahdale Forest – 'forest' alludes to something deep that can be explored, but may not distinguish from other forest areas or capture heritage
- Heartwood Park – heartwood of the tree provides shelter to animals as it decays, Djarraly is understood to be important as part of connection to Boodjar (Country) which comes from the heart, this name evokes a place to be active/exercise and 're-centre', a heart for Jarrahdale's trail network, although doesn't capture heritage
- Sawtooth Park – suggests zig-zagging through the forest
- Roots – evokes both history and pathways
- A Noongar place name (or dual name) could be considered through consultation
- Other words – if not the site identity could inform other features or events: knot, log turn, stump, splinter, felling, stacks, haul, tramway

The Shire would need to consider consultation with key stakeholders and the community (if required) in determining a new place name.

Whether under the existing or a new name, a graphic logo should be created to clearly brand and promote the place.



## Business Feasibility

### Evaluation

Revisiting the brief, the aim of this project is:

*“to inform decision making regarding the feasibility of entering a lease of the site (from National Trust of WA), to support its aspiration to become an accredited trail and horse riding town.”*

*“Should the Shire secure a lease over the site, it is expected that some commercial uses emerge, alongside community uses. Such uses could be managed through sub-leases. The Shire has recognised that contributing to the development of the site, and meeting future operational and maintenance costs, will be partially offset by commercially generated income.”*

The following examines the considered benefits of developing the Site and the opportunities and limitations for commercial income:

- The Business and Marketing Plan 2007-2017 notes:

*“It is clear that the Jarrahdale Heritage Park as a stand-alone entity is not likely to become financially self-sustaining, though recognised as providing significant benefit in preservation of heritage, providing a multiplier effect to the attraction and new business activity, and fill gaps in community amenity, particularly culture and arts, youth and young families.”*

Through review of the previous studies undertaken, the site context, and opportunities for activation that respect its integrity and values, it is agreed that the Site is unlikely to support significant commercial activity or become self-sustaining. The primary benefits of developing the Site are not directly commercial, but are cultural, social, and economic to the town of Jarrahdale as a whole. There is strong opportunity to develop the site as a meaningful attraction for visitors and locals alike, that contributes to the identity of Jarrahdale and sense of place in the township.

- Development of the Site will benefit Jarrahdale's Trail Town vision, by providing a 'missing link' between the town centre and trail facilities to the north and east. It will offer short walk experiences close to the inner town and focus activity at the edges adjacent Lot 814/815 and Jarrahdale Oval.
- Development of the areas around the Mill Manager's House and No1 Mill will support and give confidence to the separate commercial leases and benefits will be shared.
- While an opportunity exists to incorporate a commercial adventure attraction that would offer sub-lease income, a number of limitations and impacts have been noted in the previous section. Further consultation will need to be undertaken to determine its viability.





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- The Site can be developed to accommodate group activities on a temporary/event basis, some free public access and others generating minor revenue streams/usage fees. These can be supported by creating appropriate spaces both in open areas and along trails, providing facilities (lighting, power bollards, etc), and the ability to close off areas if needed. Generally the types of events should align with the themes of the Site, but could be expanded to increase revenue. Opportunities include:
  - Larger events in the central destination/community space around the Mill Manager's House – community markets, food and beverage, equestrian, etc.
  - Pop-up café within community space / playspace
  - Performance
  - Cultural gathering
  - Lectures, talks
  - Arts/sculpture events
  - Expanded guided tours
  - Heritage/environmental interest groups
  - Recreational/wellness (e. g. training, yoga instructors, meditation)
  - Workshops for schools/universities/businesses
  - Weddings
- It is anticipated that the cost of capital works and ongoing maintenance will significantly exceed any direct commercial revenue within the site. Supplementary funding will need to be secured from other sources such as the Shire's capital works budget, grants (Heritage Council, Federal, LotteryWest etc), or the Trust, on the basis of the broader benefits to Jarrahdale town and how it supports other strategic aims.
- Through careful planning and staging of projects, it may be possible to approach development such that infrastructure upgrades are gradually introduced over time, starting with 'light touch' works that deliver immediate change and enable certain commercial uses, while planning and obtaining funding for more significant projects.



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## Business Model

The following provides an overview of the Business Model for the Site:

### VALUE PROPOSITION

**Jarrahdale Heritage Park** is a highly significant site revealing unique stories of WA's timber milling history and other values within scenic forested landscape. It offers an iconic destination for both visitors and locals alike, forming a cultural heart for Jarrahdale's township and trails network.

The primary benefits of developing Heritage Park are:

1. **Supports the Shire's vision for Jarrahdale Trail Town** by providing a 'missing link' between the town centre and surrounding trail activities. It will offer a range of short walk options closely linked with the inner town and form connections with existing businesses and proposed developments.
2. **Cultural, social, and economic benefits** flowing on to the town of Jarrahdale as a whole.
3. Provides a **platform for temporary use by commercial operators** by providing appropriate spaces and facilities.
4. Supports and gives confidence to **separate leases** at the Mill Manager's House and No1 Mill, and potential for **commercial adventure attraction** e.g. tree climb or flying fox.

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## THE OFFER

The main components of Heritage Park include:

- A **walking 'labyrinth'** interpreting themes of Noongar culture, post-colonial heritage, and environment, supported by improved trailheads either end of the Park.
- A **central destination space** adjoining Jarrahdale's main street themed around timber milling heritage – including a 'village green'/gathering space, adventure/nature play, and other facilities, supporting everyday recreation and pop-up events.
- **Designated smaller spaces** to spend time, reflect, or meet in the forest.
- Development of a **Heritage Park Style Guide** and implementation of improved signage, furniture, interpretation, and public artworks.
- Integration with **Mill Manager's House and No1 Mill** (under separate leases from National Trust WA).
- Potential **commercial adventure attraction** e.g. tree climb or flying fox (requires investigation).

## TARGET MARKETS

Heritage Park targets the following markets:

- Local community – for recreation, everyday fitness, socialising, events
- Group recreation – Parkrun, orienteering
- Domestic day trippers and short stay visitors – individuals, couples, families
- International visitors
- Local trail users – walking, cycling/BMX, horse riding
- Long distance hikers
- Volunteers – contributing to the Park's maintenance and conservation
- Business travellers and corporate groups
- Schools
- Other special interest groups (e.g. nature, heritage)
- Small commercial operators – looking to deliver a service in unique natural/heritage settings (e.g. exercise, wellness, mobile food and beverage)



## Responsibilities

### *Shire of Serpentine Jarrahdale*

The Shire's primary responsibilities will be to facilitate and manage the Site's lease, its development through design and construction, its brand and marketing, its ongoing engagement with stakeholders, community, and commercial operators, and its maintenance. The Shire plays a critical role in keeping the Site's development and use aligned with the vision. The main areas of anticipated initial and ongoing work required by the Shire are outlined in the following Cost + Resources Table.

In defining the Shire's role and sustainable management of the Site, the Business and Marketing Plan 2007-2017 notes: "...wherever possible, the Shire should be the facilitator/enabler, not the 'doer' except with respect to services that it already provides or has an established support system to maintain – such as project management, road maintenance, rubbish collection and disposal, parks maintenance."

In line with this, it is assumed that the Shire will provide a project management role across the various projects, with delivery of most professional services and construction work by external consultants and contractors. The Shire will continue to provide core maintenance tasks and take responsibility for maintenance of the Site and repair of new infrastructure. Maintenance activities to undertake includes:

- Daily maintenance (rubbish, fallen trees, and branches)
- Fuel reduction for mulching and burning
- Fire break maintenance

The Shire will also be responsible for managing events held within the Site, including advertising available spaces, managing bookings and payments (if applicable), and following the public event approval process in accordance with legal requirements.

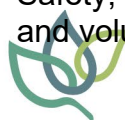
### *Landcare SJ + other groups*

The ongoing maintenance of the Site is considered a primary risk for leasing the Site and will be critical to its success. While certain tasks will fall within Shire's existing services (e. g. rubbish collection), the maintenance of the landscape and trails is specialised work that might need to be undertaken externally (e. g. Annual planting).

Historically the Site has been maintained by Landcare SJ, a not-for-profit community organisation, together with other volunteer groups. The Jarrahdale Heritage Society is one group who have provided the majority of volunteer input. The Shire should strengthen the work of these existing stakeholders and at the same time seek to engage with and mobilise new volunteer groups.

This could extend to other organisations with capacity and purpose to contribute to the maintenance of the Site. An example of past involvement by an external group is Karnet Prison Farm, a programme of re-entering prisoners into the community through meaningful work and skill-building, that could potentially be reinstated.

The governance model for the Site will need to be developed and structured with all groups in mind. Formal agreements will need to be established with Landcare SJ, Jarrahdale Historical Society, or other groups that clearly outline their responsibilities, relationships, and levels of support from the Shire. The agreements will also need to outline obligations relating to Occupational Work Health & Safety, including recent changes in the WHS Act 2020, that may affect workers both as employees and volunteers.



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One of the responsibilities of Landcare SJ and any other new groups that may contribute to planting and rehabilitation will be to ensure that the natural assets and unique characteristics of this place are conserved, protected, and valued. The plants that are selected, and how planting is planned out, must be specific to this existing environment and appropriate for its ecosystems.

It is recommended the Shire allocates ongoing support to each of these groups to ensure their continuing activity and improvement, rather than encumbrance, as a result of the lease. This can take many forms including direct payment, subsidisation, training, equipment, and use of other facilities off-site.

It is understood that volunteer groups would continue a range of current activities if lease of the Site is undertaken including:

- Planting, rehabilitation, weeding (subject to grants)
- Minor daily maintenance (fallen branches)
- General community monitoring and reporting of vandalism

Establishing the agreements for the Site and a clear programme for maintenance are important upfront steps in undertaking the lease. These should be guided by the principles and terminologies outlined in the resource Trail Development Series – Part A: A Guide to the Trail Development Process published by DBCA which outlines an 8-stage process for developing trails. While many aspects of this document hold relevance including site assessment and design, Stage 8 includes specific recommendations for establishing responsibilities, a Maintenance Programme, and Trails Adoption Agreements.

The ongoing contribution of volunteers and community, and the opportunities for social interaction and skill-building through this process, are additional benefits flowing from activation of the Site.

An example of an organisation undertaking similar activities under a successful governance model is the Darling Down Residents Association. For more than 30 years, its volunteer members have been managing the Darling Downs Equestrian Estate near Byford, comprising various trails and facilities, for a range of horse-riding and other recreational uses. The DDRA's projects include construction and improvement of facilities and maintenance of trails, open space, and bushland. The organisation is supported in a number of ways by the Shire. Bruce Hilliard (President) has generously offered to provide advice, discuss their organisational systems, and share their experiences to assist those involved in the activation of the Site.

### *Jarrahdale Heritage Society + Old Post Office Museum*

The Jarrahdale Heritage Society currently plays a key role in maintenance of the Site, also operating the Old Post Office Museum, and hosting Jarrahdale Heritage Walks. It is recommended that this continues with the Heritage Society a key stakeholder and embedded knowledge-holder for the development of projects. As guides they provide a personal interface with visitors and 'narrator' for storylines within the Site. The formal agreement for their operation within the Site could outline certain aspects of work within the activation projects, where within the Heritage Society's skills and knowledge. There is potential to improve the Old Post Office Museum as an Accredited Visitor Centre serving both the Site and Jarrahdale generally from a meaningful cultural location. It should receive ongoing support and formality to how it is operated, in coordination with the experiences offered and maintenance roles within the Site.



## Expected effect on the local government financial

The following provides an overview of anticipated costs and resources required to implement the proposals, as itemised in the following Costs + Resources Table section.

### Capital Costs

Order of costs for the proposed capital works are provided in the following table. These are indicative, based on comparative square metre rates and professional consultant fees for similar trail, urban design, park furniture, and interpretation projects.

Each strategy is provided with a preferred higher cost followed by an indicative reduced cost.

The higher costs represent an intensive, high quality, and professionally delivered approach to each strategy. It is strongly recommended that the Shire adopt these figures to deliver the best possible result and activate the Site to its potential as a leading regional attraction.

Recognising that the higher figures may be considerable, the reduced figures are included as an alternative pathway to delivering projects if lesser resources are available. The reduced costs are indicative only and the method for meeting the costs are bespoke to each project. It may be that a lesser square meter area is developed, works involve less hard infrastructure or features, or some aspects may be contributed by volunteer effort.

The proposed works have a large degree of flexibility and can be scaled to meet certain budgets. Their costs will depend greatly on how works are procured, developed, and staged. Certain tasks will require professional service providers, landscape/construction contractors, or specialist creators that may be sourced from outside the Shire, while other trades may be sourced locally. Cost allowances will need to be sufficient to attract consultants/contractors to undertake the work in the current market and in this location. Timing works together, and grouping commissions, consultation, travel, and the like, may assist in reducing some expenses.

Each strategy will require a process of refining the key objectives and scope to firm up project budgets, liaise with Quantity Surveyors and/or test costs in the market. The specific infrastructure required under each may also continue to change alongside provisions in the main street, Lot 814/815, Jarrahdale Oval, and other developments.

A number of items have been excluded from the estimates as listed adjacent, that may require substantial cost but are difficult to determine at this early stage, may depend on the Shires internal process, or may be grouped across multiple projects.

Some strategies have not been costed as noted in the table, where it is anticipated these will be delivered through Shire internal resources, or significant further investigation is required to establish an order of costs (e.g., zipline or tree climb).





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## Exclusions from capital costs:

- Contamination / environmental testing and management – As a known former industrial site, some contamination can be expected. Costs may include professional fees for environmental assessments and remediation or other management for certain projects. With affordability in mind, projects should aim to minimise disturbance of existing soils wherever possible.
- Surveys and services location
- Structural soil testing – if required
- Other condition assessments – if required to remnant structures, trails, etc.
- Compliance and risk management advice
- Project management if not by the Shire • Development application fees
- Image licensing and reproduction fees
- Consultant travel expenses
- Project contingencies
- Costs are GST exclusive
- Inflation

## Tiered approach

The strategies have been assigned to Tiers in the table which broadly reflect their recommended priority level, taking into consideration a range of factors:

- A logical sequence to delivering the work.
- Ensuring thorough planning, coordination, and consultation at an early stage before implementation.
- Undertaking some less intensive infrastructure up front that improves the usability of the Site and aligns it with the vision, before committing to larger works.
- Building momentum in use and visitation from improving the Site for existing and local users, to attracting wider visitors over the long term.

The Tiers are defined as follows:

- A: Establishment — Initial work to formalise the Shire's lease, develop guiding frameworks for the Site and implement key projects that deliver immediate change and improvement.
- B: Attractions + Connections — Projects that deliver landmark attractions and strategic connections with the surrounding context, increasing visitation and integration with the township, but require the initial guiding work to be in place and need more significant time and resources to develop.
- C: Strengthening — Projects that provide additional experiences within the Site and strengthen its positioning but are not considered fundamental to its success.

The Tiers are provided as a suggested strategic approach to developing the site, however are flexible and do not represent a fixed sequence. For example, a C project can be undertaken before a B if relevant funding becomes available. As new strategies come to light these may also be assigned into the most relevant Tier.



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The following provides a rounded overview of the total capital works costs associated with each Tier. It provides a broad indication of how investment in the Site could be structured over time. It is important to note that these totals represent order of costs that have been identified only and does not include the exclusions previously listed and some strategies not costed that require further investigation.

Tier	Preferred capital cost total	Reduced capital cost total
<b>A: Establishment</b>	<b>\$770K + GST</b>	<b>\$575K + GST</b>
<b>B: Attractions + Connections</b>	<b>\$7.7M + GST</b>	<b>\$5.8M + GST</b>
<b>C: Strengthening</b>	<b>\$420K + GST</b>	<b>\$315K + GST</b>

## Staging within each strategy

An indicative staging to the design process is provided to certain strategies under the Capital cost/resources column. This is intended as a guide to the likely staging only, however the Shire will need to consider the most appropriate way to procure the design and construction of work. Some strategies may be traditionally designed and then tendered out to contractors, whereas others may be delivered through a singular design and construct contract, or the Shire may be able to manage individual trades to deliver smaller works.

The staging of trail projects is informed by the definitions of the 8-stage process recommended by DBCA as relevant to this site beginning with initial Concept Planning and Corridor Evaluation for the overall site, followed by more specific Detailed Design projects. Larger landscape upgrades and specific structures may follow a more traditional Concept Design, Detailed Design, and Documentation process.

## Ongoing costs + resources

The nature of costs and resources needed to develop the Site are outlined in the Costs + Resources Table to indicate the likely impacts on the Shire. Some of these impacts will already be known to the Shire (e. g. vegetation clearing, rubbish collection) but may change due to increased demand of visitation.

The estimated total costs for ongoing maintenance once the Site is operational are outlined in the Ongoing Maintenance Costs Per Year Table below.

### Ongoing Maintenance Costs Per Year Table

Labor Cost	\$50,000
Material	\$50,000
Lease to NWA	Cost Neutral
<b>TOTAL</b>	<b>\$100,000</b>



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## Costs + Resources Table

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
<b>OVERARCHING + ONGOING PROJECTS</b>					
<b>Formalise lease of site from NTLWA</b>	<ul style="list-style-type: none"> <li>Shire resources to review Business Case and impacts, facilitate formal lease agreement, terms etc.</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>Lease costs</li> <li>Shire resources for ongoing liaison with NTLWA</li> </ul>	<b>A</b>
<b>Develop governance structures, formalised agreements + maintenance programmes</b>	<ul style="list-style-type: none"> <li>Shire resources to consult with stakeholders, prepare agreements and programmes</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>Ongoing evaluation and consultation with stakeholders</li> </ul>	<b>A</b>
<b>Develop project briefs + management</b>	<ul style="list-style-type: none"> <li>Shire resources to undertake further scoping, write briefs, invite submissions, appoint consultants</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>Manage projects throughout delivery</li> </ul>	<b>A</b>
<b>Noongar consultation + collaboration</b>	<ul style="list-style-type: none"> <li>Engagement fees: <ul style="list-style-type: none"> <li>Noongar representatives</li> <li>Other consultants if required</li> </ul> </li> </ul>	<b>\$30K</b>	\$23K	<ul style="list-style-type: none"> <li>Ongoing consultation + collaboration</li> </ul>	<b>A</b>
<b>Continue to support and improve access to Post Office Museum as a 'visitor centre' for Park</b>	<ul style="list-style-type: none"> <li>Initial consultation with Jarrahdale Heritage Society to discuss the Heritage Park Business Plan and opportunities to integrate with Post Office Museum – both spatially and programmes offered</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>Ongoing consultation</li> <li>Ongoing support to JHS which may include financial, equipment, etc.</li> </ul>	<b>A</b>
<b>Consider re-naming the site</b>	<ul style="list-style-type: none"> <li>Shire resources to consider options and manage consultation</li> <li>Stakeholder and community consultation</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>Ongoing work to promote name and update in various publications/media</li> </ul>	<b>A</b>
<b>Develop Heritage Park Style Guide</b>	<ul style="list-style-type: none"> <li>Design: <ul style="list-style-type: none"> <li>3D design/selection of furniture and shelters</li> <li>2D design of graphic styling and signage templates</li> <li>Design of interpretive elements to be implemented in Park – if not part of other projects</li> </ul> </li> </ul>	<b>\$70K</b>	\$50K	–	<b>A</b>
<b>Update Interpretation Plan and/or undertake detailed research</b>	<ul style="list-style-type: none"> <li>Design + research <ul style="list-style-type: none"> <li>Interpretation planning consultant and/or historian</li> </ul> </li> </ul>	<b>\$30K</b>	\$23K	–	<b>A</b>



# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
<b>Site trail Concept Planning + Corridor Evaluation</b>	<ul style="list-style-type: none"> <li>• Concept Planning + Corridor Evaluation: <ul style="list-style-type: none"> <li>- Identify opportunities and develop conceptual trail plans, including broad trail corridors and infrastructure requirements</li> <li>- Undertake detailed assessment of trail corridors for use in determining the final trail alignment</li> <li>- Review condition of existing trails and identify improvement works required</li> <li>- Plan expanded trail routes with consideration of existing informal tracks, points of interest, gathering spaces, access, difficulty grading, etc.</li> </ul> </li> <li>• Coordinate development of interpretation and artwork opportunities with trail routes</li> </ul>	<b>\$50K</b>	\$38K	–	<b>A</b>
<b>Develop site branding + marketing</b>	<ul style="list-style-type: none"> <li>• Design + development: <ul style="list-style-type: none"> <li>- Logo design</li> <li>- Develop website</li> <li>- Develop social media presence</li> </ul> </li> <li>• Domain costs</li> </ul>	<b>\$50K</b>	\$38K	<ul style="list-style-type: none"> <li>• Shire resources to manage online presence and curate content</li> <li>• Domain renewal</li> </ul>	<b>A</b>
<b>Integration with broader trail network</b>	<ul style="list-style-type: none"> <li>• Incorporate expanded Heritage Park trails into other resources/maps, add to Trails WA etc</li> <li>• Professional fees if designers required to update resources/maps</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>• Shire resources to keep up to date</li> </ul>	<b>B</b>
<b>Opportunities for event activation</b>	<ul style="list-style-type: none"> <li>• Consult with potential commercial operators, users during planning/design of event spaces</li> </ul>	Not costed, assume Shire resources		<ul style="list-style-type: none"> <li>• Shire resources to manage advertising, bookings, fee payments, track usage</li> <li>• Shire resources for public event approval process in accordance with legal requirements</li> </ul>	<b>B</b>

# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
<b>INFRASTRUCTURE DELIVERY</b>					
<b>Develop northern trail route as nature walk through hilly forest terrain, with lookout at top of hill</b>	<ul style="list-style-type: none"> <li>Detailed Design: <ul style="list-style-type: none"> <li>Design of built features – bridges, platforms, clearing areas for small group events, lookout</li> <li>Engineering</li> <li>Interpretation design</li> <li>Artist fees</li> </ul> </li> <li>Construction: <ul style="list-style-type: none"> <li>Clearing of selected trees/vegetation – minimal</li> <li>Trail construction / improvements</li> <li>Bridges</li> <li>Platforms and/or small clearings for group events</li> <li>Seating</li> <li>Signage</li> <li>Interpretation and/or artworks</li> <li>Lookout (raised above treeline if required) including signage and interpretation</li> </ul> </li> </ul>	<b>\$537K</b>	<b>\$403K</b>	<ul style="list-style-type: none"> <li>General maintenance and repairs</li> <li>Regular clearing of pathways, maintaining ground surfaces</li> </ul>	<b>A</b>

# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
<b>Develop primary trailheads either end of Park with improved facilities</b>	<ul style="list-style-type: none"> <li>• Concept Design, Detailed Design + Documentation: <ul style="list-style-type: none"> <li>- Planning considerations</li> <li>- Landscape design</li> <li>- Civil + traffic engineering</li> <li>- Signage/graphic design</li> </ul> </li> <li>• Construction: <ul style="list-style-type: none"> <li>- Clearing of selected trees/vegetation – minimal</li> <li>- Carpark upgrades</li> <li>- Landscaping</li> <li>- New/modified services connections</li> <li>- Lighting</li> <li>- Signage</li> <li>- Interpretation and/or artworks</li> <li>- Water fountains</li> <li>- Furniture – seating, bike racks, bins</li> <li>- Charging stations</li> <li>- Wifi</li> </ul> </li> <li>• Review existing toilet capacity alongside other Park upgrades – possible design and construction costs if additional required</li> </ul>	<b>\$3.4M for both trailheads, includes 1No. small upgraded toilet facility per trailhead</b>	\$2.5M, see notes adjacent	<ul style="list-style-type: none"> <li>• General maintenance and repairs</li> </ul>	<b>B</b>



# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
Central timber heritage destination / community space	<ul style="list-style-type: none"> <li>• Concept Design, Detailed Design + Documentation: <ul style="list-style-type: none"> <li>- Planning considerations</li> <li>- Architecture</li> <li>- Landscape design</li> <li>- Civil engineering</li> <li>- Interpretive playspace design</li> <li>- Signage/graphic design</li> <li>- Artist fees</li> </ul> </li> <li>• Construction: <ul style="list-style-type: none"> <li>- Clearing of selected trees/vegetation – minimal</li> <li>- Some cutting/filling to provide flat areas for events</li> <li>- Landscaping</li> <li>- Shelter/s</li> <li>- Potential new public toilets if capacity required</li> <li>- Custom playground design and installations</li> <li>- Accessible ramping and/or stairs up to road level</li> <li>- Irrigation</li> <li>- New/modified services connections</li> <li>- Lighting</li> <li>- Signage</li> <li>- Interpretation and/or artworks</li> <li>- Water fountains</li> <li>- Furniture – seating, bike racks, bins</li> <li>- Charging stations</li> <li>- Horse tie-up and drinking facilities</li> <li>- Event power bollards</li> <li>- Wifi</li> </ul> </li> </ul>	\$3.5M	\$2.7M	<ul style="list-style-type: none"> <li>• General maintenance and repairs</li> </ul>	B

# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
Improve existing Town Walk segment as Rail Trail	<ul style="list-style-type: none"> <li>Detailed Design: <ul style="list-style-type: none"> <li>Confirm former rail alignments</li> <li>Review existing accessibility</li> <li>Electrical engineering – if required for lighting</li> <li>Artist fees</li> </ul> </li> <li>Construction: <ul style="list-style-type: none"> <li>Improvements to trail surface, e.g. compaction, edging</li> <li>Potential low level lighting e.g. bollards to make usable as night walk, associated services connections</li> <li>Seating + signage (see costed as separate site-wide project)</li> <li>Interpretation and/or artworks</li> </ul> </li> </ul>	\$164K	\$123K	<ul style="list-style-type: none"> <li>General maintenance and repairs</li> </ul>	B
Open Forster Way as a shared bike/horse riding path connecting Millars Rd to the central destination space, with side route to General Store	<ul style="list-style-type: none"> <li>Detailed Design: <ul style="list-style-type: none"> <li>Civil engineering if required</li> </ul> </li> <li>Construction: <ul style="list-style-type: none"> <li>Remove gates and signage</li> <li>Clearing of selected trees/vegetation – minimal</li> <li>Road improvements if required</li> <li>Modifications to kerbing, asphalt etc to connect with adjacent areas</li> <li>Signage</li> </ul> </li> </ul>	Not costed, detailed on-site review required to assess surface condition and scope of works to make appropriate for bikes/horse riding		<ul style="list-style-type: none"> <li>General maintenance and repairs</li> </ul>	B
Refresh signage, shelters, furniture in line with a new Heritage Park Style Guide	<ul style="list-style-type: none"> <li>Detailed Design, Content, Graphic Design: <ul style="list-style-type: none"> <li>Confirm siting and layouts</li> <li>Content production</li> <li>Graphic design layouts</li> <li>Fabrication and installation management</li> <li>Engineering if required</li> </ul> </li> <li>Construction: <ul style="list-style-type: none"> <li>Removal of existing signage</li> <li>Fabrication and installation</li> </ul> </li> </ul>	\$640K, assumes 3D designs + 2D graphic templates already developed as part of Style Guide	\$480K, see notes adjacent	<ul style="list-style-type: none"> <li>General maintenance and repairs</li> </ul>	B

# JHP BP 2023

Strategy	Capital costs/resources	Preferred capital cost	Reduced capital cost	Ongoing costs/resources	Tier
<b>Consider No1 Mill as adaptable pavilion in interim until separate lease by NTWA, contextualise and support commercial use</b>	<ul style="list-style-type: none"> <li>Risk assessments of interim public access to mill if required</li> <li>Refer primary trailhead strategy for capital works</li> </ul>	Refer costs for developing area as primary trailhead		<ul style="list-style-type: none"> <li>Coordinate with NTWA on support and integration of separate lease, encourage/ collaborate on event activation in interim</li> </ul>	<b>B</b>
<b>Contextualise and support commercial use of Mill Manager's House</b>	<ul style="list-style-type: none"> <li>Refer central destination space strategy for capital works</li> </ul>	Refer costs for developing area as primary trailhead		<ul style="list-style-type: none"> <li>Coordinate with NTWA on support and integration of separate lease</li> </ul>	<b>B</b>
<b>Feature signage to roads – directional, place name signage</b>	<ul style="list-style-type: none"> <li>Concept Design, Detailed Design + Documentation: <ul style="list-style-type: none"> <li>Siting</li> <li>3D + graphic design</li> <li>Engineering</li> </ul> </li> <li>Construction and installation</li> <li>Potential lighting and associated services connections</li> </ul>	<b>\$73K</b>	\$55K	<ul style="list-style-type: none"> <li>General maintenance and repairs</li> <li>Potential upgrades over time if incorporating commercial business logos e.g. for No1 Mill</li> </ul>	<b>C</b>
<b>Formalised road crossings and/or slow zones</b>	<ul style="list-style-type: none"> <li>Liaise with relevant authorities to confirm locations/method</li> <li>Concept Design, Detailed Design + Documentation: <ul style="list-style-type: none"> <li>Civil + traffic engineering</li> <li>Road surface marking design – interpretive</li> </ul> </li> <li>Construction: <ul style="list-style-type: none"> <li>Modifications to kerbing and pathways</li> <li>Potential clearing of vegetation, re-levelling of areas at crossing points</li> <li>Crossing / slow zone markings to road surface – ideally interpretive pattern</li> <li>Signage</li> </ul> </li> </ul>	<b>\$347K</b>	\$260K	<ul style="list-style-type: none"> <li>General maintenance and repairs</li> <li>Upkeep of road treatments, may need periodic re-marking</li> </ul>	<b>C</b>
<b>Opportunity for commercial adventure attraction e.g. zip line or tree climb</b>	<ul style="list-style-type: none"> <li>Shire to consult with potential commercial operators, stakeholders, community</li> <li>Review planning, siting, design, environmental impact</li> <li>Construction</li> </ul>	Not costed, consultation with potential operators required		<ul style="list-style-type: none"> <li>Shire to manage sublease</li> </ul>	<b>C</b>

## Potential revenue streams

The JTT includes a financial analysis relating to the impacts as a result of implementing its broader Trail Town recommendations. The proposals for the Site aim to align with and build upon those recommendations.

The following provides an overview of potential revenue streams as a result of leasing and developing the Site. The benefits are many but are not all financial or easily quantified. As a renewed concept, the Plan offers a catalyst for further investment in the development of projects and a basis for more detailed economic modelling if required:

- Increased visitor expenditure flowing on from dedicated visits to the Site and its contribution to the Trail Town. As noted in the JTT: The Tourism Research Australia's Tourism Profiles (weighted averages) for the Shire of Serpentine Jarrahdale (2019) show that:
  - Average domestic day visitor to the region spends \$56 per day
  - Average domestic overnight visitor spends \$99 per day and \$263 per trip
  - Average international traveller spends \$36 per night and \$838 per trip
- More confidence and increased revenue for commercial operators at Mill Managers House and No1 Mill under separate leases.
- Sub-lease or license fees from temporary commercial uses in certain areas (e. g. food/beverage vans, yoga/meditation instructors, corporate retreat operators, universities).
- Sub-lease income from potential permanent adventure attraction.
- Income from ticketed events.
- Income from increased guided tour offerings.
- Fees for hiring areas of the Site or permits (e. g. birthdays, weddings, commercial filming/photography).
- Potential to offer hire of special equipment for certain recreational activities if embedded in proposals (e. g. large game playing pieces for use at playspace which could be made available from the Post Office Museum or an adjacent business).
- Opportunity to access grant funding to progress recommendations identified in the JTT.





# JHP BP 2023

## Examples

The following urban and regional attractions provide exemplars of developed sites considered as having relevance to Heritage Park. While not all aspects are directly comparable, these sites demonstrate successful destination and community spaces that balance similar values, recreational and cultural activities, commercial activation and events, and provide wide benefits to communities:

### *Barossa Adventure Station, Angaston, SA*

*“The Barossa Adventure Station offers a multi-level terrain designed to dissolve the separation of play elements from the natural and curated landscape, presenting ideas around the intersection of the natural and industrial. It embeds actual artworks within the space in unexpected ways that allow people to engage with the environment. The core narrative explores the railway as a provider for settlement and local industries. The project has resulted in a positive addition to the Barossa Valley providing a destination for all.”*

- Regional attraction at similar distance from a capital city
- Re-imagining of a heritage site as a recreation/adventure destination
- Blending of industrial heritage and natural themes
- Activation of remnant structures
- Acts as a trailhead to adjacent BMX and other trails
- Free access, contributes to identity of the Angaston township and visitation to nearby town centre, cellar doors etc
- Provides a village green for events/markets
- Approximately \$2.6K construction cost
- Area: 4.3 hectares for broader site, approx half redeveloped
- Visitation data not available however strong positive community reviews on Google, Facebook, inclusion in leading playground/recreation websites



# JHP BP 2023

## *Westonbirt, The National Arboretum, UK*

*“A magical tree garden, where you can explore trees from all over the globe”*

- Park conceptualised around trees, showcasing species from around the world
- Offers a similar blend of uses and activities offered – walking trails, guided walks, orienteering, play, adventure, events
- Variety of themed and graded trails – sensory, seasonal, wellbeing, wildflower, nature play, sculpture
- Treetop walkway (approx £1.9M, 2016)
- Host to music, festival, Christmas events themed around trees
- Downloadable augmented reality apps and activity packs
- Children under 5yrs free, 5yrs and above paid entry
- 600,000 visits per year in 2021
- Area: 240 hectares



# JHP BP 2023

## *Manjimup Heritage Park, Manjimup, WA*

*“Discover the many stories of Manjimup and the Southern Forests as you explore the 12 hectare Manjimup Heritage Park featuring museums, natural bushlands, heritage displays and walk trails.” (website)*

*“The Park plays an essential role in the local and regional community offering high quality public open space, and is a gateway location for visitors to the region.” (Management & Development Plan 2022-2027)*

- 3hr drive south of Perth
- Free entry to adventure playground and rail relics accessible walk
- Paid entry to museums
- Clear identity/brand
- Managed by the Shire of Manjimup in partnership with community groups and volunteers
- Established with similar aims as a central community space
- Funds raised and donated are cycled back into Park’s operations
- Increase from 30,000 to 100,000 visitors per annum in past 15 years
- Area: 12 hectares





# JHP BP 2023

## *Giants of Mandurah, Mandurah, WA*

*“The ‘Giants of Mandurah’ a free outdoor exhibition celebrating the extraordinary beauty and importance of protecting our natural world, including Mandurah’s globally significant Ramsar-listed wetlands, unique waterways, bushland and wildlife. Begin at Mandurah’s Visitor Centre and choose your own adventure on your journey to discovering each of Thomas’ hidden Giants. Collect clues along the way to reveal the location of the final Giant, but shhhhh... don’t tell anybody else.”*

- Regional attraction at same distance from Perth
- Iconic visitor attractor to Peel region
- Free access for self-exploration
- Paid guided tours
- Tells stories of wetlands, waterways, bushland, wildlife, and Bindjareb creation story
- Outdoor timber sculpture museum / discovery trail
- Corresponding interactive website
- Orientation and clues provided at visitor centre
- Supported by various funding sources
- Approximately \$1.3M construction cost + \$100K annual maintenance (from media source)
- Unprecedented visitor number increase to Visitor Centre – 40,000 in 8 weeks, a 400% increase



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# JHP BP 2023

## *Cockatoo Island, Sydney, NSW*

*“Cockatoo Island is a source of intrigue and inspiration for visitors owing to its heritage buildings, distinctive terrain and panoramic views.”*

- Recognisable tourism destination
- Iconic post-industrial site offering various activities
- Free admission to explore site with paid experiences including guided tours
- Various forms of interpretation and adaptive re-use of remnant heritage fabric
- Hosts arts/sculpture events against industrial backdrop
- Clear identity/brand
- Area: 18 hectares



## Conclusion

The Jarrahdale Heritage Park Business Plan outlines an argument for the lease of Heritage Park based around its opportunities and wide-ranging benefits. There is strong potential to develop the site as a meaningful attraction for visitors and locals alike, that greatly contributes to the Jarrahdale's identity and vitality.

The Shire of Serpentine Jarrahdale will need to consider the various costs and resources required and that the Site will return a lesser revenue. This may be more palatable with the view that its investment supports the Shire's broader strategic aspirations and offers many benefits to the township.

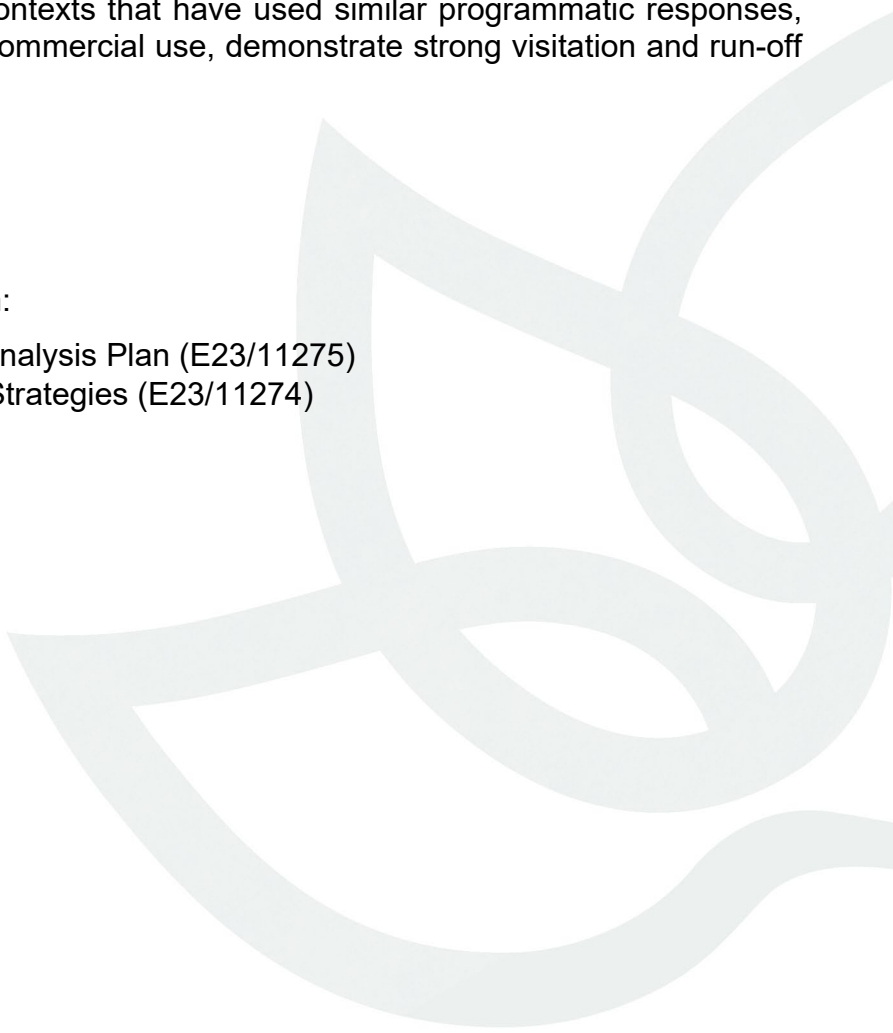
Several successful exemplars in similar contexts that have used similar programmatic responses, including some public spaces with minor commercial use, demonstrate strong visitation and run-off effects in the community.

## Appendices

Provided as attachments at print resolution:

- **Attachment 5** – Site + Surrounds Analysis Plan (E23/11275)
- **Attachment 6** – Spatial Activation Strategies (E23/11274)

Or embedded below for convenience:



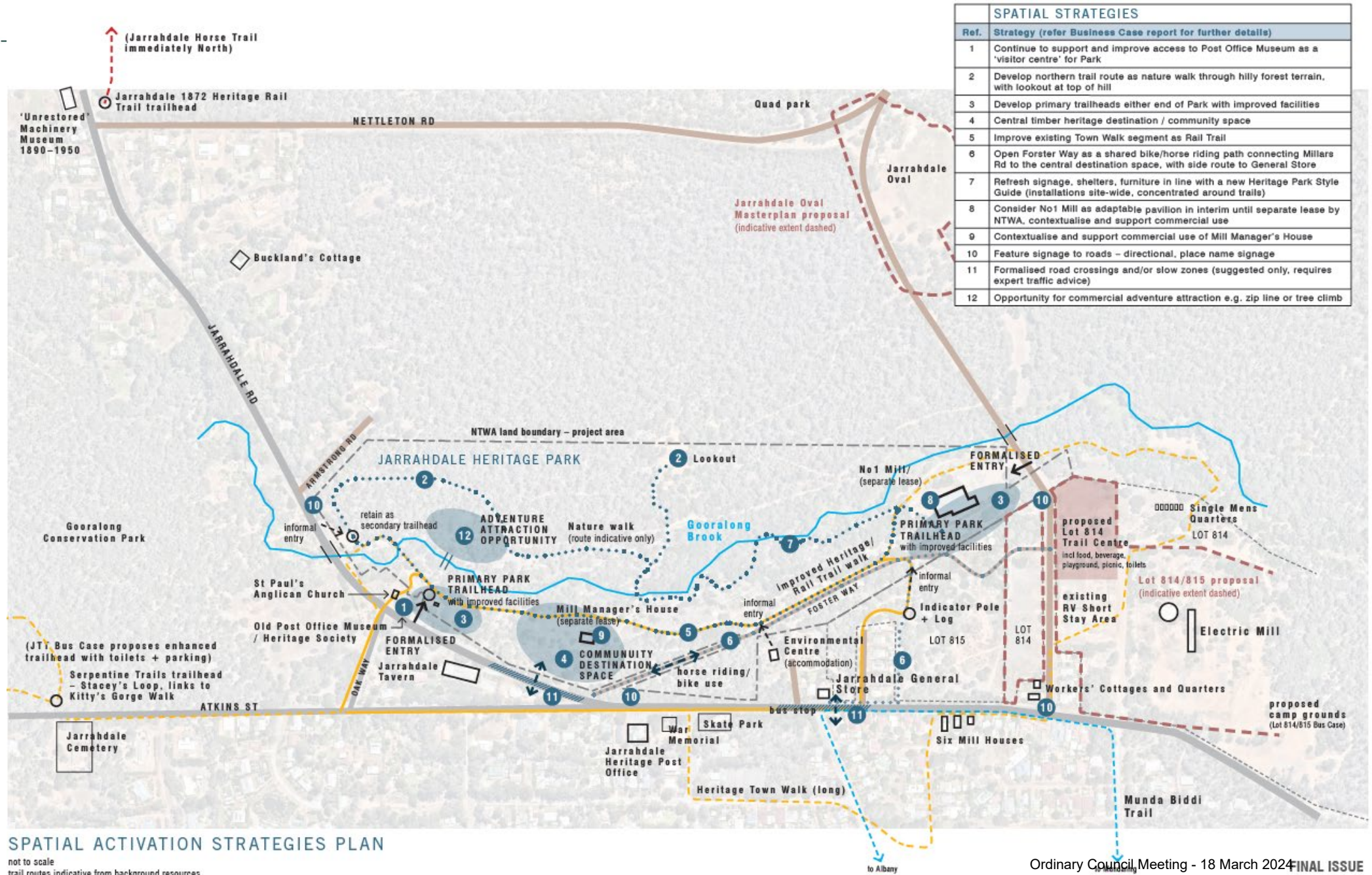


## Site + Surrounds Analysis Plan





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