



TEMPLATE – Lot 814 MILLARS ROAD JARRAHDALE FEASIBILITY / BUSINESS CASE

Issue: 01

Project Execution Strategy

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1. DOCUMENT CONTROL SHEET

1.1 Approvals

| Drafted By: | Position | Organisation |
|-------------|--|-----------------------------------|
| Wendy Muir | Principal Regional Development Officer | Peel Development Commission (PDC) |

1.2 Record of Issues

| Issue No | Issue Date | Nature of Amendment |
|----------|----------------|---------------------|
| 01 | 11 August 2021 | Initial draft. |
| | | |

1.3 Distribution List

| Name | Position and Organisation |
|--------------|---|
| Wendy Muir | Principal Regional Development Officer, PDC |
| Andrew Ward | CEO PDC |
| John O'Neill | Manager Economic Development, Tourism and Marketing, Shire of Serpentine Jarrahdale (SOSJ) |
| Paul Martin | CEO SOSJ |

2 PURPOSE AND PROJECT DESCRIPTION

2.1 General Information

| | |
|----------------------------------|--|
| Title: | Lot 814 Millars Road Jarrahdale Feasibility / Business Case |
| Brief Description: | Lot 814 Millars Road in Jarrahdale is a 22 ha tourism development site in central Jarrahdale, earmarked to be developed as a major regional mixed tourism destination. This project is to develop a needs analysis, opportunity study, feasibility and business case for development options for the site, targeted at private sector investment attraction. |
| PDC Role / Responsibility | Co-funder and key stakeholder. Member of Project Reference Group. |
| Team: | John O'Neill, Wendy Muir, Consultant |
| Commencement date: | November 2021 |
| Expected completion date: | April 2022 |
| PDC Funding | Up to a maximum of \$40,000 allocated. Up to 50% of total project cost. |
| Document last updated: | 11 August 2021. |

2.2 Background / Context

The Shire of Serpentine Jarrahdale is the fastest growing Local Government Area in Western Australia and one of the fastest growing in the Commonwealth. This hyper growth presents both opportunities and challenges for the Shire and its communities in the provision of services, infrastructure and employment through investment into strategic and worthwhile projects.

Lot 814 Millars Road Jarrahdale is a large 22ha site located in the centre of the historic Jarrahdale townsite. This land has been owned freehold by the Shire of Serpentine Jarrahdale since 2000. Since the time of purchase by the Shire, much has been promised but very little delivered on this site, and the Jarrahdale and Shire community want to see a significant project bring this unique parcel of land to life for the benefit of this community, the Shire and the region.

This site was historically used for timber milling, storage and distribution since the late 1880's and it played a key role in the expansion of Western Australia by exporting quality timber around the world and was a big local employer and economic contributor. The site contains several production buildings from an earlier era as well as some workers cottages. All buildings are in significant need of repair and restoration.

The western part of the site is currently used as a Recreation Vehicle (RV) stopover area and has a chemical toilet drop point and a freshwater standpipe which is connected to a potable water supply. Adjacent to this site on the western boundary is National Trust of WA land that contains the historic Jarrahdale Mill and Mill Managers House.

This project aligns with the Jarrahdale Trail Town Business Case and the development of a Jarrahdale Trails Town Strategy, and compliments this Strategy by the development of Lot 814 Millars Road into a significant multi use tourism destination in the Peel region and Perth Hills.

2.3 Purpose & Scope

The purpose of this initiative is to undertake project development for the proposed activation and development of Lot 814 Millars Road Jarrahdale. An experienced and qualified consultant will be appointed to conduct a needs analysis, opportunity study, feasibility and business case for development options for the site, targeted at private sector investment attraction.

Project development for each stage will progress through a multi stage development process with each step being reliant on the success of the previous stages. Seperable portions will allow the contract to be stopped or changed at any time based on the information in the stages.

Stage 1a – Needs Analysis

Conduct a needs analysis to identify the development opportunities, retail and commercial demand, population demographics and visitor number expectations, surrounding services, spatial analysis and fit with local, regional and state priorities.

Stage1b – Opportunity Study

- Why Lot 814 Millars Road Jarrahdale? Outline of the why the development of Lot 814 has potential for a unique large volume mixed tourism development site which when fully developed will be a significant Shire, Peel and Perth Hills tourism destination.
- In a competitive funding environment, how is Lot 814 attractive to the private sector? E.g. Outline the advantages of scale, location, unique heritage and history, natural environment and easy accessibility by over 2 million people.
- Initial infrastructure requirements, economic, tourism, trails, adventure tourism, investment, employment, commercial outcomes and social benefits modelling.
- Critical review of this proposal by PDC and the Shire of Serpentine Jarrahdale.

Stage 2 – Feasibility Study

- Review of similar large scale greenfields tourism and trails site developments.
- Options analysis
- Key stakeholder identification and engagement
- Project governance, including proponent and key joint venture partner identification
- Project risk analysis
- Operating models

- Project financial modelling
- Report of findings

Stage 3 – Business Case – Bringing all findings together and building on the Needs Analysis, Opportunity Study and Feasibility Study. Business case to include as a minimum:

- Demand outline
- Options analysis and assessment
- Preferred option scoping
- Cost benefit analysis.

2.4 Strategic Alignment

| | | |
|---|---|--|
| PDC Strategic Plan | <input type="checkbox"/> Grow non-renewable- resource and related industries <input checked="" type="checkbox"/> Grow new other alternative Industries | <input type="checkbox"/> Normalise regional living standards <input type="checkbox"/> Normalise Aboriginal economic development <input type="checkbox"/> Organisational excellence |
| Peel Regional Investment Framework | <input type="checkbox"/> Thriving Industry <input type="checkbox"/> Agriculture and Food <input checked="" type="checkbox"/> Tourism Excellence | <input type="checkbox"/> Capable People <input type="checkbox"/> Strong and resilient communities |
| Our Priorities (WA Govt) | <input checked="" type="checkbox"/> A Strong Economy <input type="checkbox"/> A Bright Future <input type="checkbox"/> A Liveable Environment | <input type="checkbox"/> A Safer Community <input type="checkbox"/> Aboriginal Wellbeing <input checked="" type="checkbox"/> Regional Prosperity |

The project aligns with the following Shire of Serpentine Jarrahdale's strategic intent of a vibrant tourism destination, diverse, well planned built environment, recognising local heritage and actively supporting new and existing local businesses.

2.5 Project Description & Timelines

The following outlines key milestones for the project:

| # | Deliverable: | Completed by: (approx) |
|----|---|---|
| 1. | Project Execution Strategy signed and executed | August 2011 |
| 2. | Consultant scope of works agreed with PDC and contract awarded to consultant. | November 2021 |
| 3. | Project initiation - Project team formed; intent, scope, actions and timeframes agreed. | One week after contract award |
| 4. | Completion of needs analysis and opportunity study | January 2022 |
| 5. | Feasibility study and stakeholder discussions / consultation. | February 2022 |
| 6. | Draft Business Case for review | March 2022 |
| 7. | Final Business Case | April 2022 |
| 8. | Project Acquittal report provided to PDC | Within 3 months of Final Business Case. |

Note: completion dates are approximate and will depend on consultant availability.

2.6 Stakeholder List

The key stakeholders for the project are:

SOSJ
 PDC
 DBCA
 Trails WA
 Private sector investors / tourism and trails businesses
 National Trust of WA
 DLGSC
 Perth Hills Tourism Alliance
 Tourism WA

Other stakeholder groups may include:

Visit Mandurah
 Community groups
 Conservation / heritage groups

Project Reference Group: John O'Neill, Wendy Muir, and Andrew Ward, Paul Martin as required.

2.7 Critical Success Factors

The successful outcome of this project will be determined by the following:

1. The appeal of this project and its opportunity potential to private sector investors
2. The ability of the Shire of Serpentine Jarrahdale to identify and attract potential investors
3. The capacity of the Shire of Serpentine Jarrahdale to be commercially flexible to attract joint venture investors
4. Regular consultation and project monitoring are undertaken with parties appointed to deliver the milestones as outlined in section 2.5 Project Description & Timelines.
5. Procurement processes are adhered to and commensurate with public sector / local government policies.
6. Stakeholders are engaged at all levels.
7. Local Content principles are applied, where applicable.
8. All project documentation kept as per public sector / local government policy and available to key/relevant stakeholders upon request.
9. Project deliverables delivered to time, cost and quality.

3 MANAGEMENT PLAN

3.1 Project Manager

Project management will be led by John O'Neill (SOSJ) and undertaken in consultation with the PDC. Roles and responsibilities include:

- Undertake tasks and activities as per this project execution strategy
- Preparing scope of works and managing procurement of the Consultant, adhering to State Government and / or Local Government processes.
- Managing the appointed consultants and contractual arrangements for the delivery of works (timeframes, budget, invoicing, milestones, quality of work etc)
- Organise meetings including agendas, minutes, venues etc. as required
- Determine the most effective communication engagement/strategy within resource and time limitations
- Ensure project tasks and deliverables are undertaken and completed on time
- Update project documentation as required and communicate major changes to the Project Sponsor and Team, and relevant stakeholders

- Management of consultants and/or contract staff involved in this project
- Keep the Project Team and Project Sponsor regularly informed **fortnightly** of project implementation
- Ensure records are maintained in accordance with organisational policy
- Ensure that any funds receipt and expenditure is managed in accordance with organisational policy and regulations
- Liaise with PDC regarding regular project progress, funds expenditure and payment.

3.2 Project Sponsor

Project sponsorship will be undertaken Paul Martin (CEO SOSJ). Roles and Responsibilities include:

- Resolve disputes beyond the project officer level
- Approve funds expenditure based on milestones in consultation with PDC
- Approve any required project variations in consultation with PDC
- Liaise with Senior Officials and the media if required
- Approve and sign required project management documents.

3.3 Key Project Stakeholder

The PDC is a key project stakeholder as funder of up to 50 per cent of the project. The PDC point of contact will be Wendy Muir and roles and responsibilities include:

- Member of and contribution to the Project Reference Group
- Keep the PDC CEO regularly informed of project progress and financial management
- Acquittal of the PDC's financial contribution to the project, following supply of Acquittal Report from SOSJ.

3.4 Risk Assessment

The below table lists the minimum risk considerations. Additional risks that may arise are to be managed by the project team.

| RISK | LIKELIHOOD | MITIGATION STRATEGY |
|--|------------|---|
| Timeline: Inability to execute and deliver the project activities within deadlines | Moderate | Appropriate SOSJ staff resources are committed to the project, any variations will be discussed with the project sponsor, PDC and team. |

| | | |
|--|----------|---|
| | | Regular monitoring of project outputs to ensure on schedule. |
| Engagement: Insufficient commitment / response from stakeholders | Low | Early communication with key stakeholders to confirm commitment to project intent and their involvement. |
| Reputational risk: Project fails to deliver expected outcomes | Low | The project is well planned and relationships with key stakeholders established. |
| Personnel: Changes in team membership | Low | Each organisation within the team will ensure that at least one other staff member in their respective organisation will be familiar with the project. Where a project team member permanently leaves they will ensure a hand over with their organisations incoming representative. |
| Budget: Consultant quote is over budget | Moderate | Indicate budget through EOI/RFQ process. Consider reduction of scope if required. |
| Project scope: Amendments needed to the original project scope | Moderate | Project Manager will define and explain scope comprehensively in the EOI/RFQ and in project initiation meeting. Project Manager will consider any amendments if needed during project delivery if needed and refer to Project Sponsor for direction and budget impact. |

3.5 Ownership

The SOSJ, as the Project Manager will own the research, data collected, reports and planning documents for this project, and provide free access to PDC. Deliverables will be provided to the project team.

3.6 Communications

All public communications regarding the project require correct reference to and acknowledgement of the funding bodies as follows:

This <Project Name> has been made possible with funding from the State Government, supported by Royalties for Regions.

Examples of where acknowledgement of funding should be used:

- Media releases

- Corporate publications
- Signage
- Openings
- Speeches and presentations
- Online and email communication
- Advertising material relating to the funded project.

Draft media statements prepared by the Project Manager are to be forwarded to the PDC for approval and inclusion of quotations. The funding agencies must be acknowledged as provided in the preceding paragraphs

All proofs will need to be approved via the PDC project contact officer.

The PDC regularly shares information with the region on our project partners through our e-newsletter, website and social media and including visuals is a great way to promote your project and organisation. You are invited to send us photographs, articles, news, milestones, achievements etc as they come up so that we can include them in our e-news, social media and possibly upcoming editions of the Peel magazine.

For communications support, approval of media releases, plaques and other collateral, as well as providing material for Peel Development Commission publications, please contact our Corporate Communications Coordinator, Andrea Kelly at andrea.kelly@peel.wa.gov.au or call 9535 4140.

4 FINANCIAL MANAGEMENT & PROJECT BUDGET

The PDC will commit up to \$40,000 cash contribution conditional on an additional matched co-contribution of at least \$40,000 cash from the SOSJ, to make a total of at least \$80,000 for the project. PDC will transfer up to \$40,000 to the SOSJ upon execution of this document, conditional on the commitments of all parties outlined in this document.

Funding for the project will be provided by the Key Stakeholders as follows:

| Agency | Funding secured | Budget (ex GST) |
|-------------------------------------|-----------------|-----------------|
| Peel Development Commission cash | Yes | Up to \$40,000 |
| Shire of Serpentine Jarrahdale cash | Yes | \$40,000 |
| Total | | \$80,000 |

Expenditure of funds is to be commensurate with public sector procurement processes. The Project Manager will authorise expenditure based on milestones in this Project Execution Strategy and related contracts with external parties appointed to deliver the project.

The funds are required to be spent on the outputs outlined in section 2.5 Project Description & Timelines. If SOSJ spend the funds on items outside of the scope without authorisation, SOSJ will be required to repay the funds to the Peel Development Commission.

Should savings be identified after the deliverables outlined in this agreement are completed to the satisfaction of the Project Sponsor, the savings can be spent on additional works that relate to the intent of the project with all funding body approvals.

An Acquittal Report (template provided) must be provided to PDC within twelve weeks of the end of the project detailing project outcomes achieved and expenditure of funds. The report will be considered by the PDC project contact and an acquittal acceptance letter provided to the partner organisation.

Any variations to scope require written approval by the CEO of the Peel Development Commission and the SOSJ Sponsor.

5 MILESTONES

The Project Sponsor and Project Team will have the opportunity to review the project at each milestone and confirm commitment to progress.

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6 SIGNATURES

| Approved by | |
|---|-----------------------------|
| Partner organisation details Paul Martin CEO Shire of Serpentine Jarrahdale | _____ Signature and date |
| Andrew Ward Chief Executive Officer Peel Development Commission | _____ Signature and date |