

AP 19012

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# Mundaring Multi-purpose Community Facility

## Property Strategy and Land Assembly Plan

PREPARED FOR SHIRE OF MUNDARING



ACROSS PLANNING



Luke Willcock  
Property & Asset Management  
Consultant



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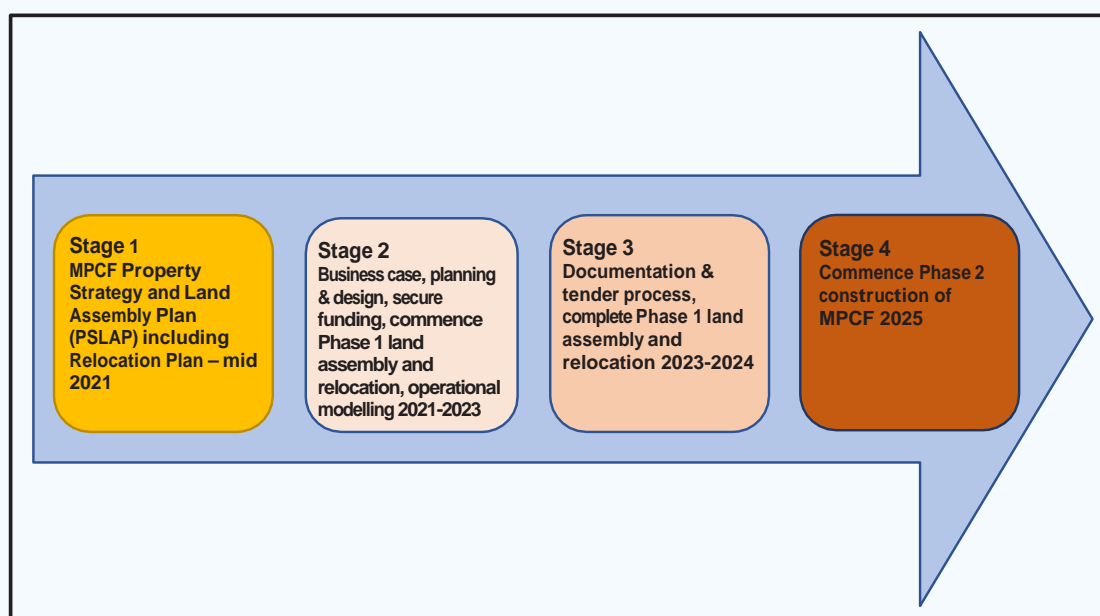
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## EXECUTIVE SUMMARY

The *Mundaring Town Initiative Masterplan* (March 2017) and *Mundaring Activity Centre Plan* (October 2018) highlighted the need to rationalize a range of civic and community facilities into a proposed new Multi-purpose Community Facility (MPCF) in the Mundaring Town Centre.

The district-level facility will primarily contain a new public library / learning centre, civic hall, toy library, child health centre, senior citizens' centre, visitor centre, display space, meeting rooms and spaces for community uses and the potential for an arts and cultural centre. It is proposed to also include provision for service delivery by not-for-profit groups and government agencies.

The project involves a four-stage process with indicative timelines, as shown below.



In 2019, the consultant team was engaged to carry out Stage 1 of the four-stage process. The consultant team has undertaken extensive investigations while engaging with stakeholders and the community and working closely with the Shire of Mundaring. Three reports comprising Stage 1 have been completed, as follows:

1. *Stage 1 Consultation Report* (March 2020)
2. *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020)
3. *Property Strategy and Land Assembly Plan* (PSLAP, this report).

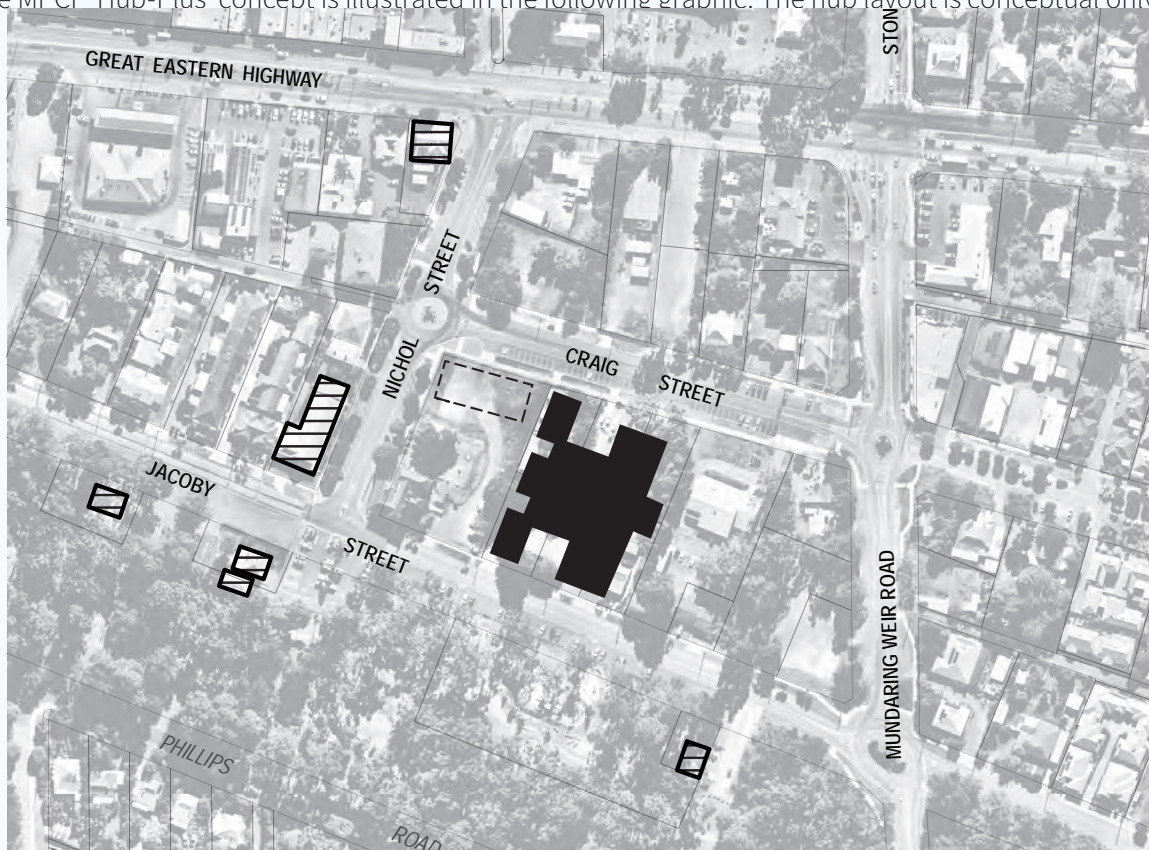
The latter report also includes a high-level Relocation Management Plan framed around four sequential phases.

As demonstrated in the needs analysis, these principal uses should provide the platform for an integrated approach to social infrastructure within a community hub. Where possible, the facilities should:

- be flexible and multi-use to encourage cost-sharing and efficient administration
- provide members of the community with convenient access to a wide range of services and facilities
- create an active and inviting public domain that contributes to the sense of place and encourages people to interact
- have a civic quality, 'hills style' architecture and level of amenity that identifies them as part of an important precinct in the Mundaring town centre.

Having considered several spatial options put forward by the consultants, in October 2020 the Mundaring Shire Council endorsed 'Hub-Plus' option for the MPCF. This relies on a core, or 'hub' where the majority of MPCF uses occupy a large central building(s), together with linkages or 'spokes' to nearby 'fringe' sites that accommodate the 'Plus' uses (on existing, re-purposed or vacant sites).

The MPCF 'Hub-Plus' concept is illustrated in the following graphic. The hub layout is conceptual only





pending the business case and design work in Stage 2.

Using previously adopted decision-making criteria and decision framework, the PSLAP report outlines a 'why', 'when' and 'how' prioritised approach to retaining, acquiring, re-purposing or disposing of land within the Mundaring Town Centre in order to facilitate the MPCF project.

Early consultation for the MPCF included existing Town Centre businesses, community groups, non-for-profit organisations, youth representatives, private landowners, State and Commonwealth Government agencies and Councillors and staff of the Shire. Whilst this broad-based initial consultation contributed to the community needs assessment and consideration of opportunities and constraints, it was identified that it would be informative and beneficial if limited additional consultation occurred with a small number of landowners and user groups who would be potentially directly impacted by the report recommendations.

Accordingly, in May 2021 members of the consultant team and Shire staff undertook further targeted consultation (in separate meetings) with a number of stakeholders. A summary of the outcomes can be found at **Appendix B: Targeted consultation outcomes (May 2021)**. Overall, in the targeted consultation there was commonality in the views of stakeholders in that all were supportive of the development of the MPCF, the general proposed location and the 'Hub-Plus' model.

The report identifies potential opportunities and constraints which indicate that the opportunities afforded by the MPCF considerably outweigh the constraints. Similarly, the results of a preliminary risk assessment suggest that all identified risks are either regarded as not requiring mitigation, or are capable of being suitably mitigated. No 'fatal flaws' were identified that would indicate the project should not proceed to the next stage.

A qualitative assessment of a high-level cost benefit in terms of a completed MPCF Hub-Plus model has been undertaken, as there is limited ability to apply specific monetary value associated with many of these costs and benefits pending the detailed design stage. The high-level assessment is that the benefits significantly outweigh the costs. Further financial analysis is recommended via a business case to be undertaken in Stage 2.

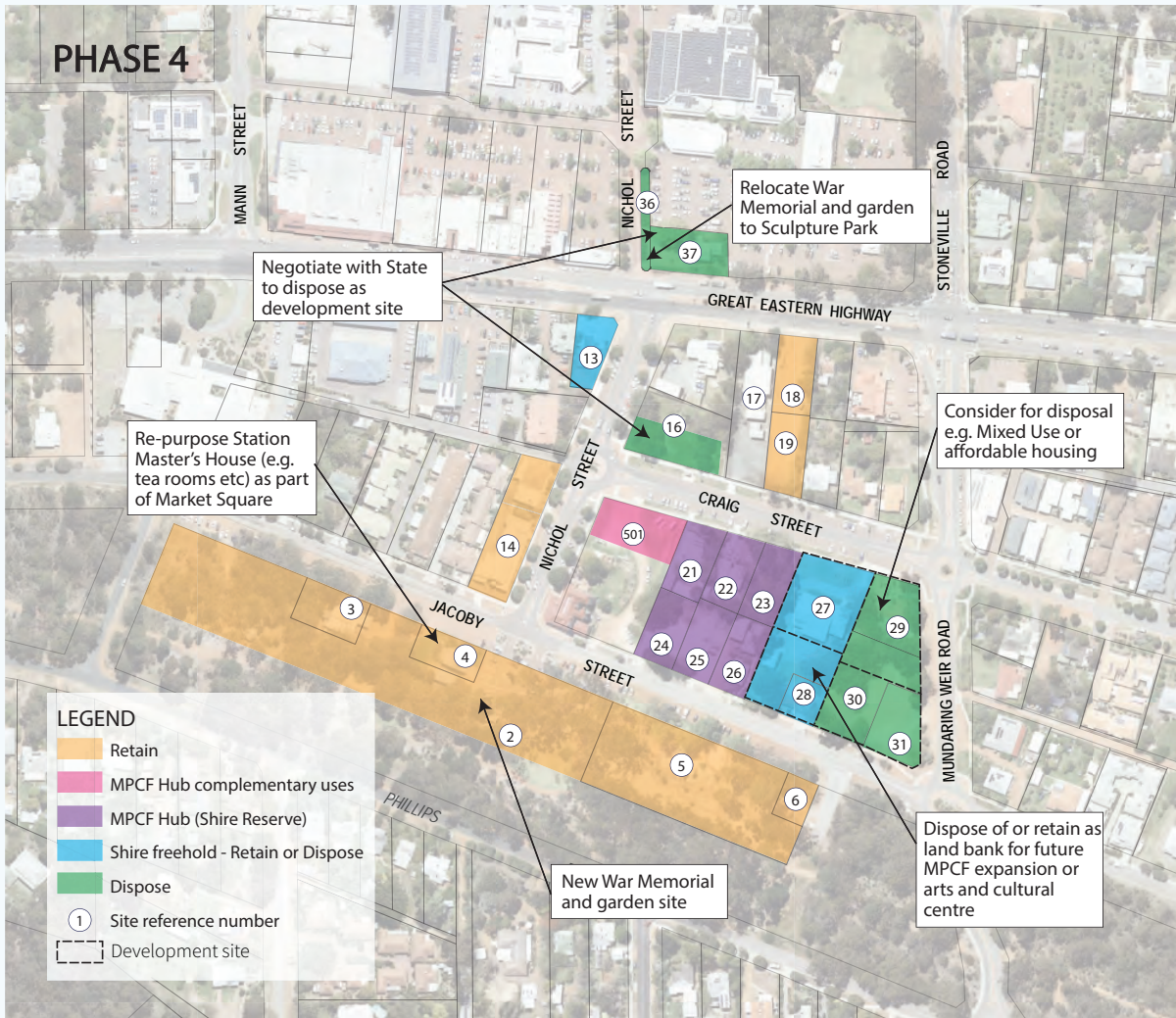
In order to facilitate the preferred Hub-Plus model, changes to existing land tenure and use will need to be actioned for a number of key primary and secondary sites. For each site considered important to delivery of the Hub-Plus model, this report identifies the clear need ('why') to retain, re-develop/re-purpose, swap/acquire or dispose of the site, the 'how' and 'when'.

The report also provides a high-level Relocation Management Plan to assist the Shire with the progressive and staged relocation of existing Shire land and facility users, where deemed necessary.

Land assembly and rationalisation of uses to implement the MPCF requires careful planning that provides for sequencing of inter-related property transactions, actual construction works, and relocation of various uses. The magnitude of the changes and the potential for periods of significant upheaval will also need timely and appropriate engagement with key stakeholders and the community

to keep them informed and remain focused on the overall benefits.

The principal elements of the Relocation Management Plan are contained in plans showing four phases (**Phases 1 - 4**) that describe the proposed sequencing of the project (**Figures 7 - 10**). The ‘ultimate’ plan is shown in the Phase 4 graphic below, but it should be noted that there are many variables that



may necessitate some adjustments of the phases and actions during the life of the project.

Subject to endorsement of the PSLAP report, it is recommended that Council proceed with Stage 2 of the Mundaring MPCF project as part of the ‘road map ahead’.

There are some actions which may be required prior to commencement, or completion, of the business case, including:

- Commence land assembly and relocation actions as shown in the Phase 1 diagram.
- Begin negotiations and seek agreement from Department of Land, Planning and Heritage for

the land swap arrangements

- Undertake preliminary site investigations of sites proposed for acquisition, redevelopment or disposal to identify any significant constraints (such as geotechnical conditions or contamination)
- Ensure the Shire has sufficient resources, in funds and personnel, to deliver this next stage of the process
- Agree a timeframe for the delivery and development of the business case
- Ensure appropriate skills are available.

In Stage 2, it is also recommended that the Shire begin the search and make applications for suitable funding. Whilst some applications may need to wait for completion of the business case, the identification of funding options should begin immediately.

Experience elsewhere, including several other local government multi-purpose community facilities visited during formulation of this report, indicates that it is an advantage to have a preliminary architectural design concept(s) available when seeking funding opportunities. This assists potential sources of funding (including Government and not-for-profit grants and commercial donors) understand the vision for the project.

Detailed actions for Stage 3 (documentation, tender process, ongoing land assembly and relocation) and Stage 4 (commence construction) can be identified following completion of Stage 2.

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## APPENDICES

Appendix A – Sites, uses and decision-making criteria

Appendix B - Targeted consultation outcomes (May 2021)



## 1. INTRODUCTION

### 1.1 About the MPCF Project

The *Mundaring Town Initiative Masterplan* (March 2017) and *Mundaring Activity Centre Plan* (October 2018) highlighted the need to rationalize a range of civic and community facilities into a proposed new Multi-purpose Community Facility (MPCF) in the Mundaring Town Centre. The district-level facility will primarily contain a new public library, civic hall, toy library, child health centre, senior citizens' centre, visitor centre, display space, meeting rooms and spaces for community uses and the potential for a possible arts and cultural centre. It is proposed to also include provision for service delivery by not-for-profit groups and government agencies.

#### **Mundaring Town Initiative Masterplan, March 2017 (Masterplan)**

The Masterplan advocates actions to help realise the potential of the Mundaring Town Centre. It identifies that not investing in renewal of the Town Centre could have significant and long-lasting economic and social implications for the community and the Shire itself.

Of direct relevance to the MPCF, the Masterplan details a list of actions to drive change within the Town Centre:

- investing in 'place making' and marketing - this includes improving streetscapes, creating vibrant and attractive public spaces and promoting a new and revitalised Town Centre identity;
- development of a new 'civic and cultural heart' of the Town Centre that provides a linkage between the southern and northern sides of Great Eastern Highway. This includes an emphasis on Nichol Street as the town spine, anchored by retail at one end and the Sculpture Park at the other;
- being 'investment-ready';
- leading the way to overcome historical difficulties and actively changing attitudes to promote new investment;
- rationalisation of Shire-owned land, services and facilities to build funds to reinvest into the Town Centre and encourage external investment; and
- making it easier and safer to cross Great Eastern Highway and increasing connectivity.

#### **Mundaring Activity Centre Plan, October 2018 (Activity Centre Plan)**

The adopted Masterplan formed the basis for the Activity Centre Plan which articulates the Shire's vision for the Town Centre and provides a more prescriptive level of detail, as required by the Western Australian Planning Commission (WAPC). The vision in the Activity Centre Plan is to work towards creation of a thriving village with a strong Town Centre.

The Activity Centre Plan identified a 'Mundaring Cultural Precinct' in the south-east sector of the Town Centre, which has helped guide the location of the proposed MPCF.

## Multi-purpose community facility planning

As identified in the Masterplan and Activity Centre Plan, the MPCF presents a real opportunity to revitalize and renew the Town Centre and create a new civic and cultural heart for Mundaring.

Accordingly, to help plan for the MPCF, the Shire engaged a team of consultants to undertake, examine and report on:

- land assembly opportunities and constraints for the new facility
- the optimum use of Shire land assets to catalyse and facilitate implementation of the Activity Centre Plan
- needs analysis of facilities required by potential users
- options (including a recommended option) for the facility configuration
- a framework for Council to determine uses, services and groups to be located in and delivered from the facility
- Town Centre property strategy and land assembly plan
- relocation management plan to assist in the progressive and staged relocation of existing Shire land and facility users
- preliminary land assembly actions.

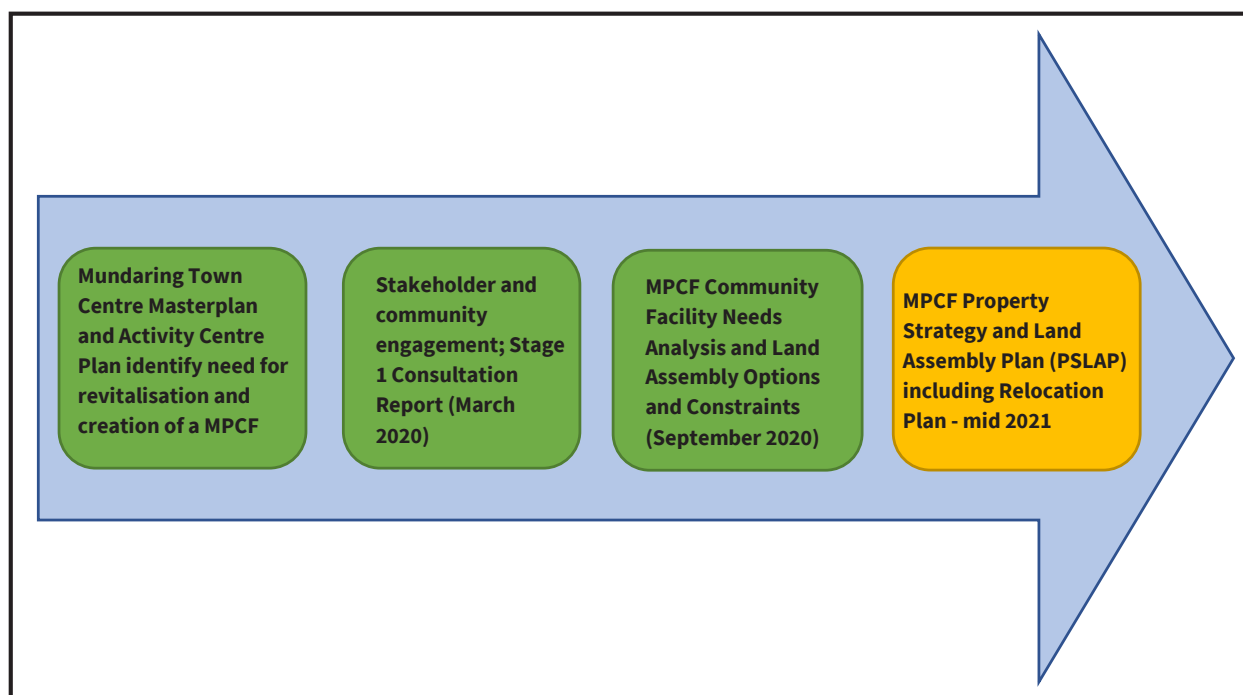
The consultants were responsible for preparing three key reports:

1. *Stage 1 Consultation Report* (March 2020)
2. *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020)
3. *Property Strategy and Land Assembly Plan* (this report)



The *Stage 1 Consultation Report* (March 2020) provided the results of stakeholder and community engagement undertaken early in the project. The engagement sought to support the planning and delivery of the MPCF by ensuring it is informed by, and consistent with, the needs of the community now and into the future.

**Figure 1: MPCF Stage 1 timeline** shows the timeframe for the initial stage of the MPCF.



*Figure 1: MPCF Stage 1 timeline*

At a Special Council Meeting held on 27 October 2020, Council considered the consultant report *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020), together with a report prepared by Council officers.

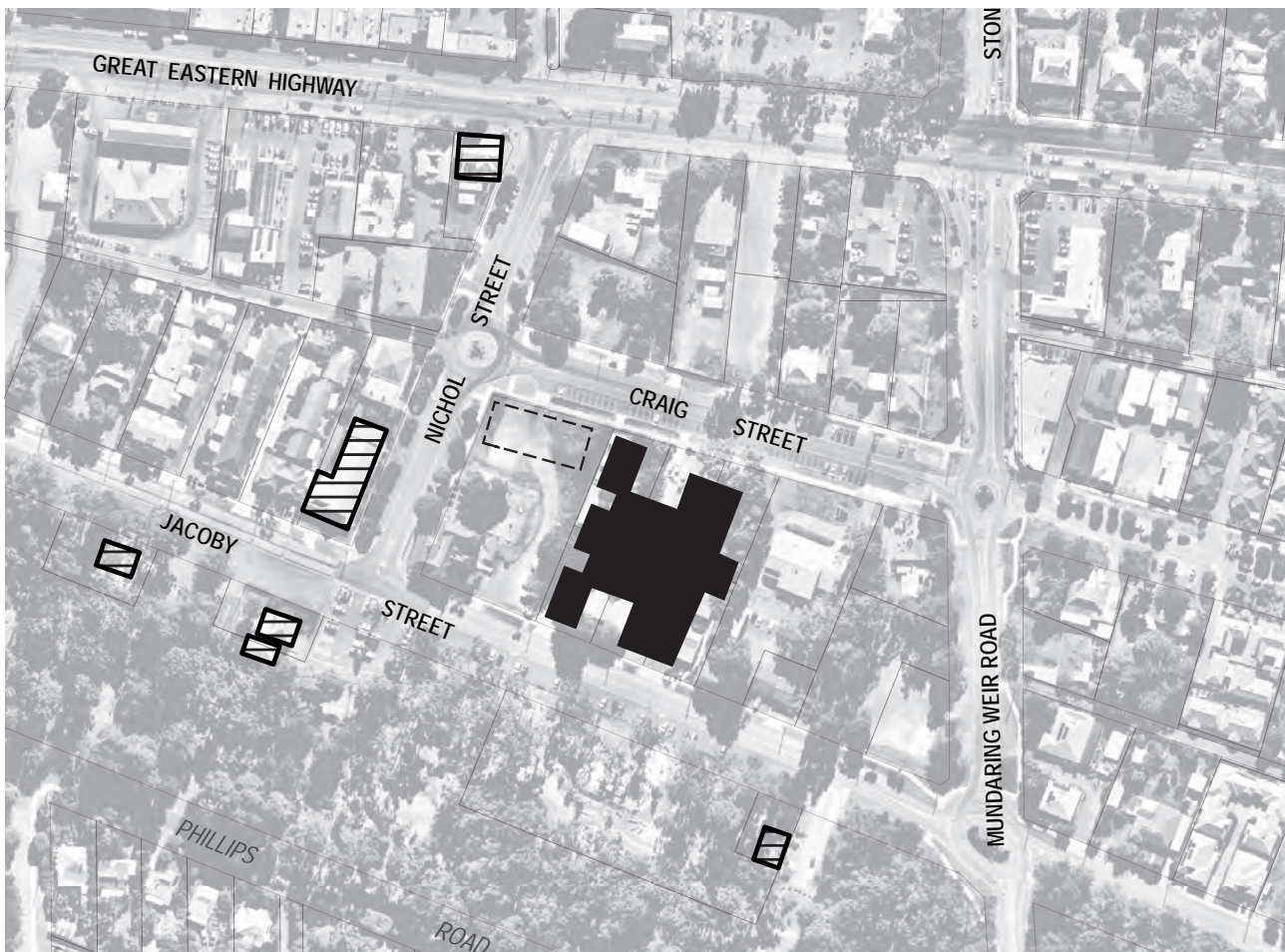
Council resolved that it:

1. *notes the MPCF Report provides a multi-criteria analysis of four options for the proposed MPCF, which is principally based on community and civic needs and requirements;*
2. *endorses conceptual Option 3 – ‘Hub-Plus’ as outlined in the report, which proposes co-locating the majority of community facilities and services while retaining productive use (or re-purposing) of nearby facilities as it provides for the most suitable outcome for implementation of the MPCF project; and*
3. *adopts the decision-making criteria as outlined in the report, for determining uses and services to be accommodated in and delivered from the proposed MPCF, enabling preparation of the next stage in the process, being the MPCF Property Strategy and Land Assembly Plan.*

## 1.2 'Hub-Plus' Multi-purpose Community Facility

The 'Hub-Plus' option endorsed by Council for the MPCF relies on a core, or 'hub' where the majority of MPCF uses occupy a large central building(s), together with linkages or 'spokes' to nearby 'fringe' sites that accommodate the 'Plus' uses (on existing, re-purposed or vacant sites).

**Figure 2** - 'Hub Plus' conceptual layout illustrates the 'Hub-Plus' model, which is in conceptual form only pending the design process in Stages 2 and 3. .



*Figure 2: 'Hub-Plus' conceptual layout*

The main advantages associated with the 'Hub-Plus' concept arise from the proposed co-location of the majority of community facilities and services, while retaining productive use or re-purposing of nearby existing facilities and freeing up surplus sites. This will provide the opportunity for generation of financial return from the rationalisation and sale of surplus assets which can potentially be used to contribute to the cost of construction of the MPCF. It will also assist with facilitating place-making in the Town Centre, and building social capital.



Proposed 'Plus' uses include retaining the existing Scouts and Guides Hall, re-purposing the Old Station Master's House as part of a market square and transforming the Mundaring Hall into a museum and base for the Mundaring and Hills Historical Society..



*Mundaring Hall*



*Old Butter Factory & Historical Museum, Busselton*

The principal uses recommended within the main hub of the MPCF are:

- library / learning centre
- community hall (multi-purpose, civic functions, meetings and performances)

- ‘Hub of the Hills’-style community centre, including seniors’ activities
- maternal and child health
- visitor centre (incorporating a café/lounge)
- toy library and play group
- co-located office space for potential use by Not-For-Profit organisations and government agencies.



In addition to the principal uses recommended for the MPCF, the *Community Facility Needs Analysis and Land Assembly Options and Constraints Report* (September 2020) also put forward the following options for further consideration:



- Mundaring Arts Centre to remain on its existing high-profile site in the short-term, recognizing their aspiration for an Arts and Cultural Centre that could be potentially located adjacent the MPCF hub, or as a component of the MPCF.
- creation of a youth space in the Sculpture Park, including a skate park and pump track
- investigate optimum locations for traffic calming measures for installation within the precinct
- creation of a market square precinct adjacent the Old Station Master's House
- replacement or enhancement of the existing Sculpture Park Amphitheatre that would be suitable for larger events.



## 2. ADOPTED DECISION FRAMEWORK

### 2.1 Adopted decision-making criteria

The *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020) recommended that Council adopt a decision framework for determining uses and services to be accommodated in, and delivered from, the proposed MPCF. The framework recommended adoption of decision-making criteria to be applied to prospective uses and services.

The report recommended utilising the existing seven (7) decision-making criteria identified in the *Shire of Mundaring Strategic Community Plan*; these being: compliance, capacity, risks, sustainability, community vision and priorities, fairness, standards. In addition, the report recommended an additional two (2) criteria, being practicality and timing - making nine (9) in total (**Table 1: Decision-making criteria**).

*Table 1: Decision-making criteria*

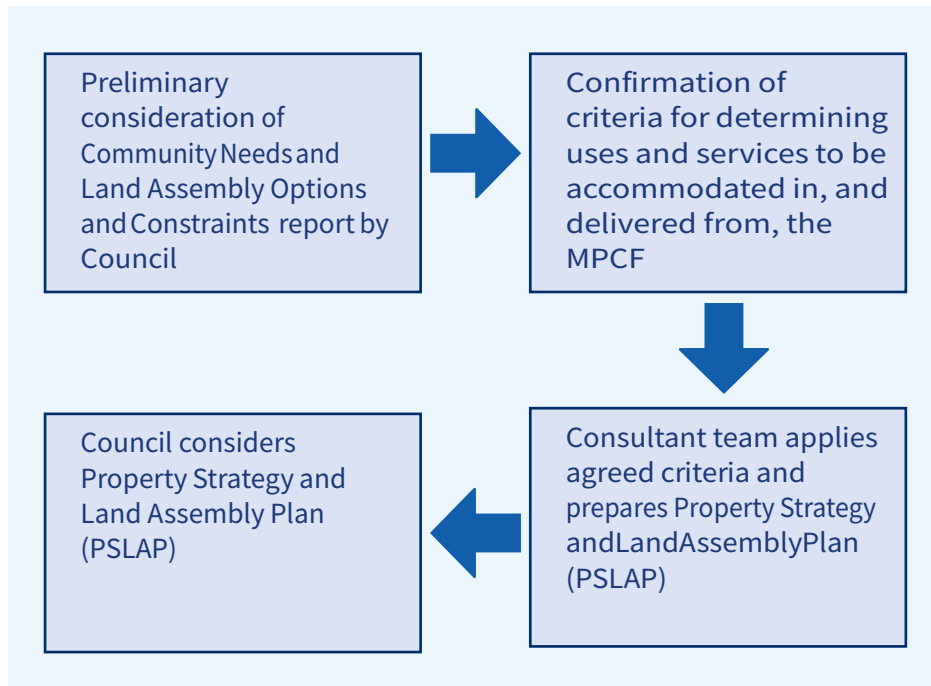
Criteria	Considerations
Compliance	Legislative requirements. Consistency with broader legislative and policy framework. Meeting financial and asset sustainability ratios.
Capacity	Cost and benefits/ Reallocation of resources/Non-rates revenue Return on Investment/Implications for Long Term Financial Plan /Renewal Life-cycle costs/Capital/Maintenance/Operations – including workforce implications Other delivery models/Partnerships Ability to attract external funding or increased income
Risks	Compliance/Financial Impact Reputation/Property People (Physical/Psychological) Interruption to service
Sustainability	Integrated and balanced consideration of social, environmental, economic and governance issues to deliver improved outcomes now and into the future
Community visions and priorities	Contribution to vision and priorities expressed in the Strategic Community Plan Community demand, views and feedback Demonstrably supported by the broader community Ability to inform and/or build capacity of community
Fairness	Balancing needs of majority with needs of specific interest groups Balancing current needs with future needs and capacity to pay Balancing across the whole Shire Geographical/demographical/ temporal Addressing disadvantage Intergenerational equity - balancing who carries cost and who benefits over time
Standards	Generally accepted standard (unless net benefit demonstrated and supported by community); i.e. not over-expending to deliver above expectations/needs
Practicality	Condition, capacity and functionality of existing facility Compatible with co-location and community hub model Opportunity to consolidate other Shire facilities into the MPCF and dispose of or re-purpose the other Shire facilities Adaptable to changing circumstances
Timing	Ability to achieve the optimal timeframe Suitable for staging if required



The above criteria adopted by Council are designed to inform preparation of the PSLAP and to provide further guidance on specific Shire, community and other services or groups that should be accommodated within the proposed MPCF.

## 2.2 Adopted decision framework

The decision framework agreed by Council is shown in **Figure 3: Decision framework**.



*Figure 3: Decision framework*

Accordingly, the PSLAP report utilises the agreed decision-making criteria and decision framework to outline a ‘why’, ‘when’ and ‘how’ prioritised approach to retaining, acquiring, re-purposing or disposing of land within the Mundaring Town Centre.

The report also provides a high-level Relocation Management Plan to assist the Shire with the progressive and staged relocation of existing Shire land and facility users, where deemed necessary.

### 3. PROPERTY STRATEGY AND LAND ASSEMBLY PLAN

#### 3.1 Need for land rationalisation and assembly

The report *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020) included an audit of the functionality, standard and capacity of existing community facilities and services in Mundaring undertaken by the consultants, including their suitability for co-location.

The audit revealed that, to some extent, the Mundaring Townsite has many of the facilities typically required of a district-level community hub. However, Mundaring has these facilities spread across various venues, sometimes with duplication, overlapping functions and inefficiencies that impact financial sustainability. Most of the facilities are ‘tired’ and lack the capacity, form, amenity and efficiencies required of a contemporary district-level facility.

In addition, the facilities are also becoming a burden on the Shire and community through increased maintenance costs, lacking functionality and becoming non-compliant in many building and accessibility codes.

The audit identified gaps in provision, particularly in facilities and services that cater for young people, and spaces and facilities that enable incidental and informal social interaction and townsite activation that would enhance cultural development and sense of place.

There is also a lack of office space for co-working, service providers and volunteer groups. With an expected post-COVID-19 pandemic trend for more people to work from home, and people seeking to ‘re-localise’, the report forecast an increased need for co-working spaces and social gathering opportunities.

**Figure 4: Existing public land and community facilities** shows the numbered sites that have been referred to throughout the project. At the conclusion of the *Community Facility Needs Analysis and Land Assembly Options and Constraints* phase, the focus for the MPCF Hub and linked sites came to concentrate on the Nichol Street, Craig Street, Jacoby Street and Mundaring Weir Road precinct.

These sites were then classified as to their suitability for the development of a MPCF. These were rated as ‘Exclude from further consideration’, ‘Some potential’ and ‘High potential’ for an MPCF. As can be seen in **Figure 5: Prospective sites for MPCF**, those sites which are classified as having ‘High potential’ or ‘Some potential’ are shown.



Figure 4: Existing public land and community facilities



Figure 5: Prospective sites for MPCF

There are many factors that impact on the ideal location, makeup and structure for a MPCF which have been explored in the *Community Facility Needs Analysis and Land Assembly Options and Constraints* report and are further examined by applying the adopted decision-making criteria in 3.2 (below).

In relation to a land rationalisation and assembly plan there are some key influences which relate to the nature of the available land within the Mundaring Town Centre and those sites identified above as having 'High' or 'Some' potential for a MPCF. Many of these are discussed below.

- The land ownership of the land identified as having 'High potential' or 'Some potential' is almost all either owned by the Shire of Mundaring or is Crown land vested in the Shire.
- The proposed location for the MPCF Hub is between Craig and Jacoby Street on what is currently Shire of Mundaring Freehold land (**Sites 21-26**). The ownership of these sites is a distinct advantage for the project. It would also be desirable for the Shire to explore partnerships and/or complementary developments with the owner of the northern-most portion of the Mundaring Hotel site (**Site 501**).
- The Mundaring Town Centre is well established and very few sites are undeveloped ('greenfield' sites). There are a number of users and building located on the identified sites ('brownfield' sites).
- The uses being proposed are consistent with the adopted Master Plan and Activity Centre Plan plans and other planning documents.
- Whilst the identified sites have some activity and uses, most are heavily under-utilised. The realignment of the Shire's property assets to reflect a new contemporary facility and service provision and amending land tenure to achieve this will allow the best use of Town Centre land into the future.
- Another key principle of the land rationalisation and assembly plan is the desire to locate the MPCF in the most ideal location as opposed to the most convenient location.
- This amount of land proposed (6,070 m<sup>2</sup> inclusive of approximately 1,400 m<sup>2</sup> on Site 501) will allow for the proposed development as identified in the *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020), particularly if the building(s) is two or more storeys. While considerable work needs to be done in the next stage in relation to the design of the MPCF Hub building(s), the required building size, landscaping and outdoor function space as previously identified allows for various options including:
  - single-storey structure - which would occupy the majority of the land with limited landscaping and outdoor function spaces
  - two to three-storey structure - which would allow for efficient use of land, possible additional commercial/not-for-profit space and provide for more generous setbacks, landscaping and outdoor function spaces.

Taking these influences into account, an overview of the land rationalisation and assembly is provided below. The phases of development and the 'How, Why and When' of the property strategy are discussed in more detail in Section 3.7 *Preferred delivery model*.

However, in summary, it is proposed to co-locate a number of key uses into a MPCF Hub, plus retain a limited number of sites as stand-alone facilities. In order to facilitate this, a number of sites will be subject to a land swap, some to relocation, some to re-purposing and redevelopment, and some sites should be disposed of.



- Whilst it is an advantage to have Freehold land in high-potential locations it is proposed to facilitate some of the Shire's Freehold land to be 'swapped' with the State Government to allow for the MPCF Hub to be constructed on Crown reserve (vested in the Shire). The approach with the State Government should include:
  - Facilitating a land swap with Sites 21-26 be to be converted from Shire Freehold into Crown Reserve in exchange for Sites 27 - 30 to be converted from Crown Reserve into Shire Freehold land. With the removal of the constraints imposed on the land under reservation, Sites 27 - 30 would then be available for retention or disposal by the Shire as Freehold. Site 31 (Shire Freehold) should also be considered. The further development of these key Town Centre sites is expected to deliver additional benefits in terms of Town Centre vibrancy and viability.
  - Preliminary contact has been made with the Department of Planning Lands and Heritage (DPLH) on behalf of the State Government in relation to such land swap.
  - Request the State Government dispose of Site 16 and Site 37 for development to support the viability of the Town Centre.
- Following a land swap, remaining Shire Freehold land would then be available for disposal to help fund the development, and, once redeveloped to highest and best use, provide additional density to support the viability and vibrancy of the Town Centre.
- Car parking within the site and reciprocal use of car parking in the area:
  - It is recommended that Sites 18-19 owned by the Shire in Freehold and presently identified for RV parking be formalized as a car park with approximately 50 car bays and several long-vehicle bays. This parking area, together with on-site parking in the MPCF Hub and on-street parking in the precinct is expected to meet increased parking demand.
  - Craig Street, Jacoby Street and the recent development of Nicol Street provide significant on-street parking bays.
  - It is important to note that the major user of the MPCF Hub will be the Library / Learning Centre. The existing Library is currently within the precinct but provides no dedicated onsite parking. The other major use of the MPCF Hub creating parking demand will likely be the community hall/ function space which will tend to operate outside of core business hours and, as such, allow for parking to be shared or reciprocal.
  - A Transport Impact Assessment (TIA) should be undertaken as part of detailed design work for the MPCF, including parking analysis.

### 3.2 Application of adopted decision-making criteria

The main candidate uses of the proposed MPCF Hub and associated 'fringe' sites have been assessed against the nine (9) decision-making criteria adopted by Council (**Table 1**). The resulting table can be found at **Appendix 1: Site uses and decision-making criteria**.

For convenience, a simplified version is shown in **Table 2: Site uses and decision-making criteria – Condensed Version** (below). The condensed version uses only three (3) criteria (compliance, practicality and timing) but provides a useful snapshot of the results of applying the criterion to the prospective site/use. To see how the full nine (9) criteria is applied, refer to **Appendix A**.

Table 2: Site uses and decision-making criteria – Condensed Version

CRITERIA		Compliance	Practicality	Timing
SITE / USE	Site			
Mundaring Arts Centre	13	Existing MAC building (1925) is in average condition and has a municipal heritage listing. Facility is cramped and struggling to meet needs for workshop space, gallery space, sales, storage and amenities. Upgrade and/ or alternate location for purpose-built gallery / exhibition space will need to meet financial and asset sustainability ratios.	Existing site has prime exposure on the corner of Great Eastern Hwy and Nichol Street. 810 sqm site has limited capacity for expansion. Proximity to existing Visitor Centre will be lost when the Visitor centre relocates to the new MPCF. Gallery / exhibition space adjacent new Visitor Centre is desirable.	Suitable for staging.
Large Art gallery / exhibition space	13	Existing town centre gallery space is limited to the cramped MAC facility. Purpose-built exhibition space will need to meet financial and asset sustainability ratios.	Existing MAC facility has limited exhibition space and is not fit-for-purpose. Gallery/exhibition space is compatible with co-location and MPCF hub.	Suitable for staging. Ideally, exhibition space would be a foundation use of the MPCF.
Amphitheatre / outdoor stage	2	Existing amphitheatre in the Sculpture Park is 'rustic' and has limited capacity. A new outdoor stage (music shell) would need to meet financial and asset sustainability ratios.	Existing amphitheatre is suited to 'boutique' performance only. An outdoor stage (music shell) could be developed adjacent the existing grassed area within the Sculpture Park enabling small-medium size concerts and performing arts.	Flexible timing but potential 'early win'.
Ambulance Centre	28	Existing private facility (St Johns) may require assistance to relocate. Any replacement facility will need to satisfy legislative requirements.	Existing site is prospective for Crown/Shire land swap. Not essential to be located in MPCF hub. Compatible with co-location with other emergency services facilities such as DFES.	Suitable for staging. No early imperative to relocate.
Caravan stopover (RV parking)	18, 19	Need to satisfy traffic management and safety requirements.	Upgrading existing underutilised facility will benefit MPCF in a cost-effective way.	Suitable for staging but likely required in early stage of the MPCF.

CRITERIA		Compliance	Practicality	Timing
Community Hall	14	Existing Mundaring Hall (1901) is a heritage building in average condition but unsuited to many contemporary community hall uses. Re-purposing the hall as a museum will need to meet financial and asset sustainability ratios.	Average condition of existing building is suitable for re-purposing. Building size is adequate for inclusion of specialist museum facilities (e.g. temperature-controlled storage). Location is proximate to MPCF. Inclusion of a multi-purpose community hall and civic function centre within the MPCF is practical for the medium-term.	Ideally a foundation use of the MPCF.
Country Women's Association	6	Existing hall (owned by CWA) is in poor condition and would need considerable work to meet compliance standards. It is suggested the CWA relocate into the new MPCF and re-purposing of the site as part of a youth space in the Sculpture Park should be investigated.	Poor condition of existing building suits re-purposing of the site, such as part of a youth space. Location is proximate to Sculpture Park, children's playground and MPCF.	Suitable for staging.
Creche or child care	N/A	Existing Little Possums Child Care (Shire facility) is located outside the CBD. There is substantial demand for child care in Mundaring however the main need at the MPCF is for a creche facility. Need to satisfy legislative requirements.	Provision of a creche is standard for contemporary MPCF and important to functionality and parent/carer access and would be required in addition to existing creche and child care facilities in the community.	Suitable for staging, ideally a foundation use of the MPCF.
Guides / Scouts	3	Existing Scout Hall (1958) owned by Scouts is recorded in 'poor' condition, although regularly maintained. Location and facility are generally fit-for-purpose.	Location and functionality of existing facility is generally fit-for-purpose	Stand-alone facility requiring ongoing maintenance and upgrades.

CRITERIA		Compliance	Practicality	Timing
Mundaring and Hills Historical Society	4	Currently occupies Station Master’s House (1898) which is in average condition. Location and facility are generally fit-for-purpose but logically historical function should be co-located with the museum (proposed for re-location into the re-purposed Mundaring Hall). Potential re-purposing of this facility as feature building should be investigated.	Co-location with the museum in the re-purposed Mundaring Hall will enhance the heritage precinct and encourage operational efficiencies. The existing house could then be re-purposed as a feature building for the Market Square.	Suitable for staging.
Library	14	Existing Albert Facey Library (1988) is in average condition. It lacks many of the features required of a modern library. Replacement facility (in MPCF) will need to meet financial and asset sustainability ratios.	Existing library is inadequate and impractical for stand-alone replacement on the current site. A modern library is a key component of most contemporary multi-purpose community facilities.	Ideally a foundation use of the MPCF.
Meeting rooms (community)	N/A	Currently only limited community meetings rooms are available e.g. The Hub of the Hills. New rooms within MPCF hub will need to meet financial and asset sustainability ratios.	Existing available community meeting rooms lack modern facilities and equipment, including technology. Highly compatible with co-location in MPCF.	Ideally a foundation use of the MPCF.
Market square	2	Portion Nichol Street is regularly closed for a community market. This may continue, however a ‘market square’ facility will enable a core of permanent facilities that can expand during designated events.	Builds on popularity of Nichol Street market by using an existing heritage building as part of a ‘Market Square’. Extension of power and water services for stallholders would be relatively straightforward.	Suitable for staging.
Maternal & child or community health	29	Existing building is small and lacks modern amenities. Candidate for relocation to new MPCF.	Highly compatible with co-location in MPCF. Existing site is prospective for Crown/Shire/private land swap.	Suitable for staging, ideally a foundation use of the MPCF.



CRITERIA		Compliance	Practicality	Timing
Museum	37	Existing museum is located in the Old School Building (1908) which is average condition and has a municipal heritage listing.	Existing site has good exposure on Great Eastern Hwy, but is somewhat 'lost' amidst the shopping precinct. The old school building is cramped and not conducive to contemporary museum functions.	Suitable for staging.
Visitor centre	37	Existing Visitor Centre is located in the Old School Building (1908) which is in average condition and has a municipal heritage listing. Relocation of this important building to a suitably high-profile site for repurposing should be investigated.	Existing site has good exposure on Great Eastern Hwy, but is somewhat 'lost' within the shopping precinct and lacks ease of access. RV parking is on the opposite side of Greater Eastern Hwy. The old school building is cramped and not conducive to contemporary visitor centre operations.	Ideally a foundation use of the MPCF.
Not-for-profit community services	N/A	A number of not-for-profit (NFP) organisations have expressed interest in being part of the MPCF. Most NFP organisations and Government social services require secure and private offices due to client confidentiality.	Can be designed and built as a separate or semi-separate component of the MPCF.	Suitable for staging.
Outdoor function / event space	N/A	All buildings, including public buildings like the MPCF, require a minimum amount of outdoor space. Community engagement for the MPCF favours significant landscaped areas suited to outdoor functions and events.	Outdoor event space in the MPCF hub should complement, not compete with, event space in the Sculpture Park. In practical terms, outdoor event space in the MPCF hub should be an extension of the internal spaces.	Suitable for staging, ideally a foundation use of the MPCF.
Performing arts	N/A	Performing arts facilities have a variety of technical and artistic standards to comply with. A dedicated, purpose-built performing arts centre is unlikely to meet financial and asset sustainability ratios based on short to medium-term population growth forecasts.	The recommended alternative is integrating some performing arts capability into a multi-purpose community hall/function centre.	Ideally a foundation use of the MPCF.

CRITERIA		Compliance	Practicality	Timing
RISE Community Support	21, 22	Existing operations include use of a former dwelling on Site 21 and transportable offices on Site 22. Relocation to the MPCF would be dependent on the status of RISE's contract with the Commonwealth Government and will need to meet financial and asset sustainability ratios.	Existing site is prospective for Crown/Shire land swap. Re-negotiation of the existing lease may be required, or identification of suitable alternate premises. This presumes RISE wishes to continue as their operation may be dependent on a Commonwealth Government contract renewal.	Location at the site of the proposed MPCF means an early imperative to relocate.
Seminar / training rooms	N/A	Limited availability of rooms suitable for seminars and training. New rooms within MPCF hub will need to meet financial and asset sustainability ratios.	Seminar/training rooms require modern facilities and equipment, including technology. Highly compatible with co-location in MPCF.	Ideally a foundation use of the MPCF.
Seniors centre (Hub of The Hills)	27	Existing centre (1981) is in average condition and lacks suitable standards and amenities of a contemporary seniors' centre. Upgrade or relocation into MPCF will need to meet financial and asset sustainability ratios.	Existing site is prospective for Crown/Shire land swap. Ability for existing premises to remain in place pending construction of the MPCF hub.	Suitable for staging, ideally a foundation use of the MPCF.
Skate park	40	Existing skate park located in Riseborough Recreation Park is out-dated and remote from most other recreation activities.	Potential to develop a new skate park and pump track as part of a youth space within the Sculpture Park (e.g. skate park near the existing CWA building and pump track under the trees between the Railway Reserves Historic Trail and Phillips Road).	Flexible timing but potential 'early win'.
State and Commonwealth Government social services	N/A	Existing child and adolescent health service delivered from Site 29. Provision within the MPCF for this and other services will need to meet financial and asset sustainability ratios. Most Government social services require secure and private offices due to client confidentiality.	Existing site is prospective for Crown/Shire/private land swap. Potential new facility within the MPCF can be designed and built as a separate or semi-separate component.	Suitable for staging,

CRITERIA		Compliance	Practicality	Timing
Toy library / playgroup	29	Shares existing building on Site 29 with the existing child and adolescent health service. Building lacks the amenities expected of a contemporary toy library and play group.	Existing site is prospective for Crown/Shire/private land swap. Proposed relocation to MPCF is also close to the Sculpture Park playground.	Suitable for staging, ideally in early stage.
War memorial and garden	36	Existing location is only metres from Great Eastern Hwy and subject to significant traffic and noise that is incompatible with quiet remembrance and reflection. Memorial has limited space for ceremonies and other public gatherings.	A new war memorial site south-east of the Station Masters House and south of the car park off Jacoby Street would provide a landmark site near the heritage precinct, with the car park readily transformed to accommodate crowds during large ceremonies.	Suitable for staging. No early imperative to relocate.
Youth space	2, 6	Potential location within the Sculpture Park. Compliance with Australian Standards for skate parks and pump tracks would be required.	Although youth will use many of the other facilities in the new MPCF, they value having places to 'hang out' with peers. The re-purposed CWA site, re-located skate park and creation of a pump track would help create a youth space.	Suitable for staging.

### 3.3 Opportunities and constraints

In devising the Property Strategy and Land Assembly Plan for the MPCF, the principal opportunities and constraints are shown in **Table 3: Opportunities and constraints**.

*Table 3: Opportunities and constraints*

Opportunities	Constraints
<ul style="list-style-type: none"> <li>● Reinvigorate and improve viability of the Town Centre</li> <li>● Maximise use and investment in existing infrastructure such as:                             <ul style="list-style-type: none"> <li>○ Sculpture Park</li> <li>○ Playground</li> <li>○ Mundaring Art Centre</li> <li>○ Museum and Historical Society</li> </ul> </li> <li>● Encourage investment in the surrounding area</li> <li>● Utilise land assets to best meet needs of residents and ratepayers into the future</li> <li>● Developing the human capital of Mundaring</li> <li>● Building social capital and social community assets in Mundaring</li> <li>● Meeting un-met demand for services</li> <li>● Increased capacity and utilisation of library and other services</li> <li>● Partnerships with various groups such as NFP's</li> <li>● Support of community groups</li> <li>● Providing leadership in Town Centre in terms of:                             <ul style="list-style-type: none"> <li>○ architecture</li> <li>○ sustainability</li> <li>○ innovation</li> </ul> </li> <li>● Re-investing in Shire assets to avoid additional costs of upgrades to assets that are reaching the end of their useful life</li> <li>● Needing to bring existing community assets up to a compliance level</li> <li>● Ability to draw on passing traffic of GEH</li> </ul>	<ul style="list-style-type: none"> <li>● Land availability                             <ul style="list-style-type: none"> <li>○ negotiating a land swap with the State Government</li> <li>○ establishing land value – valuation including latest transactions, latest developments and development applications</li> </ul> </li> <li>● Large capital expenditure and availability of funding</li> <li>● Potential geotechnical issues/demolition/remediation of all land sites in relation to acquisition, redevelopment and disposal</li> <li>● Disruption of existing users to relocate or undergo redevelopment</li> <li>● Timeframe for development</li> <li>● Needing to confirm capacity of utility services, including sewerage</li> </ul>



### 3.4 Risk assessment

A risk assessment has been undertaken by the consultants in conjunction with Shire officers using the standard table adopted by the Shire and shown in **Table 4: Risk matrix**.

The results are included in **Table 5: MPCF risk assessment** and suggest that all identified risks are either regarded as not requiring mitigation, or are capable of being suitably mitigated. No 'fatal flaws' were identified that would indicate the project should not proceed to the next stage.

*Table 4: Risk matrix*

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
<b>Almost Certain</b>	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
<b>Likely</b>	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
<b>Possible</b>	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
<b>Unlikely</b>	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
<b>Rare</b>	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

*Table 5: MPCF risk assessment*

Risk	Likelihood	Consequence	Risk Rating	Risk Assess.	Mitigation
Council not supportive	2	5	10	High	Provide briefing to Council forum and maintain engagement through the next stages
Community, users or stakeholders do not support concept	2	3	6	Moderate	Continue to actively manage stakeholder and community engagement as part of MPCF project
Funding is insufficient to complete development (Business Case)	3	4	12	High	- Develop a Business Case during next stage (include Quantity Surveyor numbers) - Begin grant applications as soon as possible
State Government is not supportive of primary land swap	1	3	3	Low	Submit proposal to State Government (DPLH) as soon as possible and continue negotiations
State Government is not supportive of secondary land swaps	3	2	6	Moderate	Submit proposal to State Government (DPLH) as soon as possible and continue negotiations

Risk	Likelihood	Consequence	Risk Rating	Risk Assess.	Mitigation
Private Land owners not willing to sell or swap land	2	2	4	Low	Initiate preliminary discussions with private landowners and consider alternatives such as partnering to achieve complementary land uses
Geotechnical or environmental contamination on selected site	2	2	4	Low	Conduct a Preliminary Site Investigation
Development is not consistent with approved Planning framework, including: - Bushfire hazard assessment - Local Planning Scheme - Development Approval - Building Licence	1	2	2	Low	Shire planners to confirm that the project is consistent with the approved Planning framework
Site clearing (trees) not being supported	2	2	4	Low	Landscape planning for the project to assess existing trees and integrate into site landscaping, where suitable
Insufficient sewerage infrastructure to support development (i.e. capacity of existing Waste Water Treatment Plant)	3	4	12	High	Engage with infrastructure agencies in design phase and formulation of business case. Engage Water Corporation early to confirm capacity and establish if the MPCF in place of other facilities will cause an issue
Other infrastructure insufficient to support development: - Power upgrades may be required - Communications	2	2	4	Low	Engage with other Infrastructure agencies (Western Power/NBN) early to establish if the MPCF in place of other facilities will cause an issue

Risk	Likelihood	Consequence	Risk Rating	Risk Assess.	Mitigation
Alternative locations cannot be found for existing uses on identified preferred sites: - St John Ambulance - RISE - Child and Adolescent Health - Toy library	2	2	4	Low	Existing uses well understood and scoped adequately. Undertake further engagement with stakeholders to ensure support
Concept is operationally unsustainable	2	3	6	Moderate	Develop business case and establish suitable working and advisory groups

### 3.5 Cost benefit

Cost Benefit Analysis compares costs and benefits by using a common measure of monetary value to quantify the value. Costs and benefits can cover economic and social (including environmental) benefits and impacts. The benefits and costs should cover the life of the project or asset.

Examples of common benefits include:

- Savings or avoided costs
- Revenues, e.g. increased tourism spend, leasehold income, partnerships, grants, sponsorships
- Additional jobs created
- Benefits to the broader community, e.g. improvements in public health and worker safety, reduction in injuries/fatalities, reduction in travel time, improved equity of access
- Improvements in environmental amenity and town centre activation.

Examples of common costs include:

- Capital costs on new assets
- Operating and maintenance costs
- Negative externalities - Examples of third party (externality) costs include noise, congestion, pollution, and reduction in visual amenity.

In some cases, it may be too early to apply monetary value and quantification may not be practical, particularly for social benefits. In these cases, it is important that the cost-benefit analysis is clear about what can and cannot be reliably quantified and valued.

As can be seen from **Table 6: Qualitative cost Benefit for a new MPCF**, very few of the costs and benefits relate directly to the MPCF Hub Plus Property Strategy and Land Assembly Plan. In addition, there is limited ability to apply specific monetary value associated with many of these costs and benefits pending the detailed design stage. We can however use the information to make a qualitative assessment of a high-level cost benefit in terms of a completed Hub Plus model.

**Table 6: Qualitative cost benefit for a new MPCF**

Community	
Benefits	Costs
<ul style="list-style-type: none"> <li>Increased access to services</li> <li>Convenient access to services in one hub</li> <li>Reduced long term impact on existing facilities</li> <li>Contemporary facilities that meet needs of key service providers into the future</li> <li>Increase in activity in the town centre leading to increased expenditure and increased employment</li> <li>Attract and retain quality not for profit and community service providers – direct benefits to local services available, direct benefits to local employment, indirect benefit through increased economic activity in town centre from workers</li> </ul>	<ul style="list-style-type: none"> <li>Potential loss of some trees on vacant land</li> <li>Relocation costs and short-term inconvenience for community Groups</li> <li>Some disruption to services during transition</li> </ul>
Community Groups	
Benefits	Costs
<ul style="list-style-type: none"> <li>Access to new facilities and a greater ability to offer increased activities to a greater number of people</li> <li>Supports resource sharing and synergistic partnerships</li> <li>Shared spaces potentially reduces the operational costs</li> <li>Increased exposure to a broader community builds awareness and participation</li> <li>Improves ease of use with a range of services and facilities in one place</li> <li>Supports intergenerational activity</li> <li>Caters for families with children across a diverse age range</li> <li>The increased range of facilities will support greater youth inclusion in the Town Centre</li> </ul>	<ul style="list-style-type: none"> <li>Short term disruption of operations if required to relocate.</li> <li>Change management of clients</li> <li>Shared spaces limits access times</li> <li>May require set up and take down of equipment in shared spaces between sessions</li> </ul>



Service Providers	
Benefits	Costs
<ul style="list-style-type: none"> <li>• Co-location of existing services into one building – reduction of duplication of services, enhanced collaboration, improved service to clients with complex or multiple needs</li> <li>• Attract and retain quality staff through provision of contemporary work environment</li> <li>• Improved service delivery through well located premises</li> </ul>	<ul style="list-style-type: none"> <li>• Short term disruption of operations if required to relocate.</li> <li>• Change management of clients</li> <li>• Possible increased operational costs (rent?)</li> </ul>
Local Government	
Benefits	Costs
<ul style="list-style-type: none"> <li>• Multi-use facility can meet future needs, adaptable to changing needs of community</li> <li>• Improved delivery of core services (Library) through provision of contemporary facility</li> <li>• Supports existing service providers</li> <li>• Ensures building assets meet compliance standards – universal access to services for people with disabilities as an example</li> <li>• Increased town centre viability through increased population density with key redeveloped town centre sites (subject to the land swap)</li> <li>• Increased indirect economic activity</li> <li>• Reduced number of building assets will result in operating cost savings</li> <li>• Fewer aging building assets will result in savings to capital upgrades and building maintenance</li> <li>• Lease revenue from a new facility can contribute to ongoing running costs of new hub</li> <li>• Supports broader economic and tourism objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Initial capital investment of significant funds</li> <li>• Land assembly and transaction costs</li> <li>• Potential land remediation costs</li> <li>• Operational costs will likely increase during transition until older facilities are decommissioned</li> </ul>

As can be seen in **Table 6**, the benefits significantly outweigh the costs. Should costs identified be considered acceptable, then a conclusion would be reached that the MPCF Hub Plus model will be of great benefit to the community, community groups, service providers and the Shire.

Whilst a value cannot be placed on these costs and benefits at this time it would be expected this may be complete at the detailed Business Case stage in line with the following.

### 3.5.1 Business case

The detailed Business Case to be undertaken in the next stage should test and further quantify the assumptions of the high-level cost benefit analysis including:

- detailed funding model - this will identify any critical dependencies (i.e. reliance on grant funding, sale or acquisition of a key property)
- project cash flows across the phases of the project including the expected initial capital investment, operational costs and life cycle maintenance
- savings from anticipated capital (including full replacement at useful life end) and operational costs (including maintenance) of building assets no longer required into the future
- expected revenue and expenses for facility once operational
- optimal size of the building footprint and net lettable space required to meet needs and accommodate proposed uses
- compare the economic benefits to the Town Centre of the current model and the MPCF Hub- Plus model in terms of local employment and indirect economic activity.

The business case should demonstrate an increased level of service delivery/or lower costs under the new development as compared to a business-as-usual approach.

## 3.6 Consultation with stakeholders

As described in *Stage 1 Consultation Report* (March 2020), early consultation over the MPCF included existing Town Centre businesses, community groups, non-for-profit organisations, youth representatives, private landowners, State and Commonwealth Government agencies and Councilors and staff of the Shire.

Whilst this broad-based initial consultation contributed to the community needs assessment and consideration of opportunities and constraints, it was identified that it would be informative and beneficial if limited additional consultation occurred with a small number of landowners and user groups who would be potentially directly impacted by the report recommendations. Following a preliminary briefing of Council, members of the consultant team and Shire staff undertook further targeted consultation with a number of stakeholders.

The targeted consultation took place (in separate meetings) with the Mundaring Arts Centre, Mundaring RSL, Mundaring Toy Library, St John Ambulance, Mundaring and Hills Historical Society, Mundaring Seniors (Hub of The Hills user), Rise Network, Mundaring CWA and the owner of the Mundaring Hotel site. A summary of the outcomes can be found at **Appendix B: Targeted consultation outcomes (May 2021)**.

Overall, in the targeted consultation there was commonality in the views of stakeholders in that all were supportive of the development of the MPCF, the general proposed location and the 'Hub-Plus' model. There was some mention of options for seeking further activation of the precinct such as closing or calming part of Jacoby Street to improve connectivity with the Sculpture Park, playground and reserve, with entry statements at key locations such as Mundaring Weir Road to improve visibility to passing traffic.

Other common themes were:

- need for affordability of rental of space for users of the new facility
- need to maintain and build identity for groups within the precinct and the MPCF Hub-Plus
- need for continuity of design and integration within the precinct, between the MPCF, the new Art and Cultural Centre and other buildings that form the MPCF Hub-Plus precinct
- the usefulness of including a covered outdoor space that could potentially link the Arts and Cultural Centre and the MPCF Hub, which could include a screen for art house movies and to promote local activities and arts.

The owner of Site 501 (Mundaring Hotel site) indicated that while they do not have a desire to dispose of portion Lot 501 in the short-term, they are willing to work with the Shire to explore potential partnerships and land uses complementary to the MPCF.

Early discussions have also been had with the Land Management Division of DPLH. Advice received was that in order to facilitate a land swap the project would be required to “*demonstrate that it both achieves the highest and best use for the land in the interests of the State, and delivers public benefit that aligns with current State objectives and land use priorities*”. It is considered this project would be able to fulfil this requirement.

### 3.7 Preferred delivery model

In order to facilitate the preferred Hub-Plus model, changes to existing land tenure and use will need to be actioned for a number of key primary and secondary sites. For each site considered important to delivery of the Hub-Plus model, the following is identified:

- a clear need to retain, re-develop/re-purpose, swap/acquire or dispose of the site;
- the rationale or reason why this approach is key to successful project delivery (**‘why’**);
- mechanism – how this will be achieved (**‘how’**); and
- timing of the proposed action (**‘when’**).

These are described in **Table 7: Potential property to be retained**, **Table 8: Potential property to be swapped or acquired**; and **Table 9: Potential property to be disposed of**.

For ease of reference, a map showing the existing sites and land uses is shown in **Figure 6**.

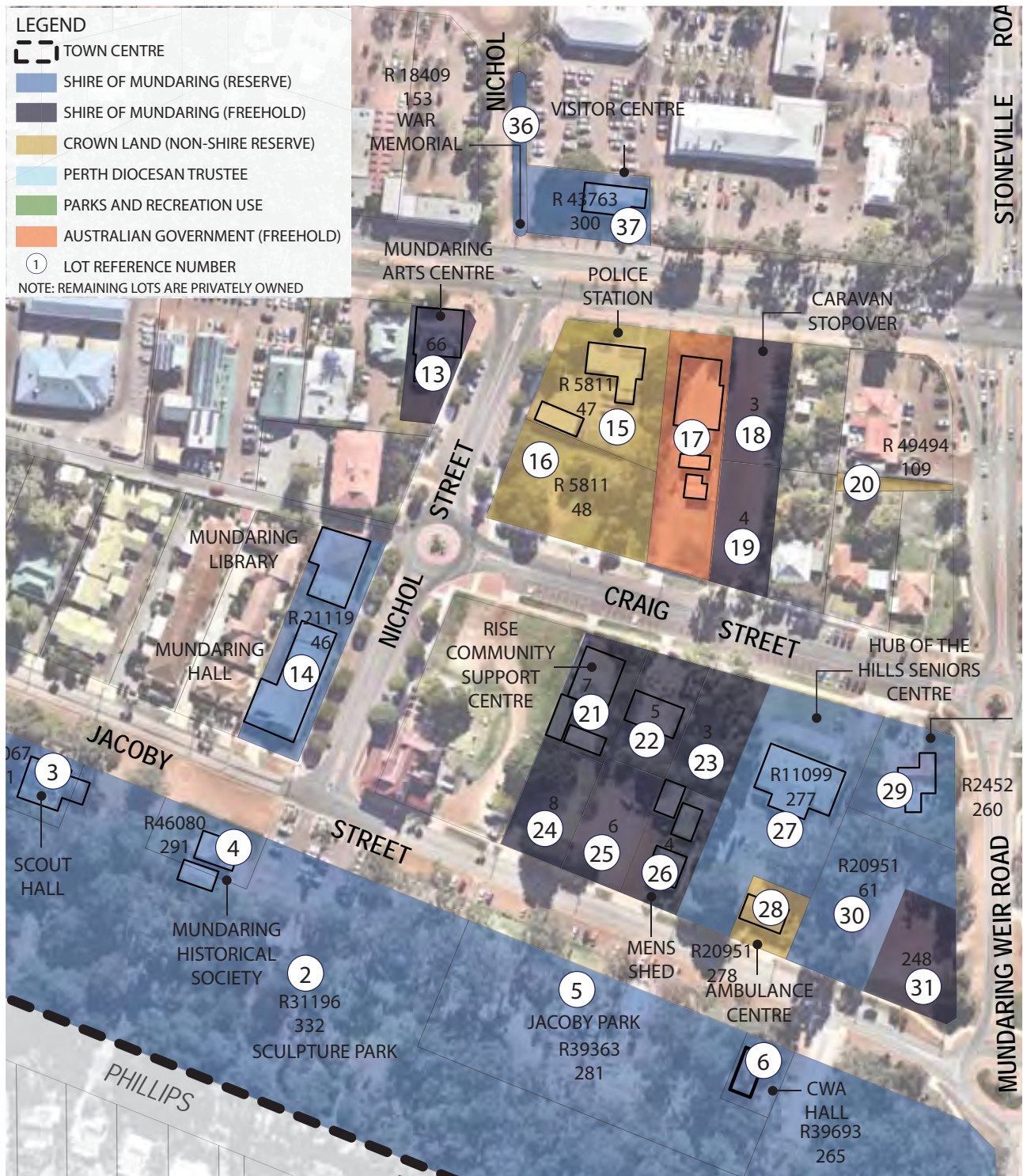


Figure 6: Existing public land and community facilities



Table 7: Potential property to be retained

Site No.	Why	How		When
		Recommended land tenure	Recommended use(s)	
2	Highly valued and well-used sculpture park and heritage trail reserve	Retain as Reserve (Shire)	Sculpture Park, new music shell, skate park, pump track, War Memorial and garden site	Phase 1: music shell, skate park, pump track Phase 4: War Memorial and garden
3	Fit-for-purpose facility well-used by youth. Manageable maintenance costs.	Retain as Reserve (Shire)	Scouts and Guides	Ongoing
4	Highly valued Heritage Listed building in average condition. Focus of heritage precinct.	Retain as Reserve (Shire)	Station Masters House, market square, heritage precinct	Phase 1: commence market square development Phase 3: Historical Society to co-locate with Museum in re-purposed Hall
5	Well-used and highly valued playground	Retain as Reserve (Shire)	Sculpture Park children's playground and picnic grounds	Ongoing
6	Opportunity to re-locate CWA to MPCF and re-purpose existing site as part of a youth precinct	Retain as Reserve (Shire)	Youth space	Phase 3
14	New hall to be part of MPCF Hub. Existing Museum (Site 37) in Old School Building is too small and not fit-for-purpose.	Retain as Reserve (Shire)	Old hall re-purposed for Museum. Investigate relocation of Old School Building from Site 37 to between Sites 3 and 4 (Market Square and Heritage Precinct)	Phase 3
14	Existing Library on northern portion of site is not fit-for-purpose and will be surplus when relocated into MPCF Hub	Retain or convert to Freehold (Shire)	Shire future use or private sector development site. Note: Prominent corner site and careful control of development should occur.	Phase 1: retain pending relocation of Library Phase 3: Retain site for complementary town centre community use.
17	Australian Government owned site (Telstra)	Freehold (no change)	Telecommunications centre	Ongoing

Site No.	Why	How		When
		Recommended land tenure	Recommended use(s)	
18 19	MPCF will require new parking. Existing RV parking area is under-utilized.	Retain as Shire Freehold	Formalised car park for cars and RVs.	Phase 2
27	Assumes State Government approval is first obtained to swap the land for Shire Freehold land.	Convert to Freehold (Shire)	Land bank	Phase 1: negotiate land swap Phase 2: retain Hub of The Hills while MPCF is built Phase 4: retain as land bank for future MPCF expansion or dispose of.
28	Assumes State Government approval is first obtained to swap the land for Shire Freehold land.	Convert to Freehold (Shire)	Land bank	Phase 1: negotiate land swap and relocation of St John Ambulance Phase 2: retain land bank for future MPCF expansion / arts and cultural centre.

*Table 8: Potential property to be swapped or acquired*

Site No.	Why	How		When
		Recommended land tenure	Recommended use(s)	
21-26	Sites 21-26 comprise the ideal location for the MPCF Hub and it is standard practice for community facilities to be located on Reserve land.	Convert to Reserve (Shire)	MPCF Hub	Phase 1: negotiate land swap with State Government Phase 2: develop MPCF Hub
501	Location at the corner of Nichol Street and Craig Street would be a prominent addition, or have complementary uses, to the proposed MPCF.	Enter into a partnership or acquire as Freehold Reserve (Shire) as part of land	Complementary uses to MPCF Hub (such as not-for-profit office space)	Phase 1: negotiate land partnership / land swap with private land owner Phase 2: develop 'Plus' site complementary to MPCF Hub

*Table 9: Potential property to be disposed of*

Site No.	Why	How		When
		Recommended land tenure	Recommended use(s)	
13	High-profile site on Great Eastern Highway	Retain as Shire Freehold	Mundaring Arts Centre (MAC) workshop and sales	Phase 1: retain Phase 2: create display space in MPCF Hub Phase 4: consider whether to relocate MAC to MPCF Hub or adjoining independent but complementary facility and retain and upgrade or dispose of site
16	Vacant site in prime main street location. WA Police require only the northern half of the 2000m <sup>2</sup> site for future expansion.	Northern half: retain as Reserve (WA Police) Southern half: convert to Freehold (Crown)	Request State Government to dispose of for private sector development site	Phase 4: negotiate with State Government to dispose of southern half as a development site
29	Site will become surplus upon the Child and Adolescent Health and Toy Library uses relocating into the MPCF Hub	Freehold	Private sector development site (e.g. Mixed Use or affordable housing)	Phase 1: negotiate land swap with State Government Phase 3: relocate Child and Adolescent Health and Toy Library uses into MPCF Hub and dispose of as a development site
30	Site is reserved for Kindergarten Purposes, vacant and not required for this purpose	Freehold	Private sector development site (e.g. Mixed Use or affordable housing) potentially in conjunction with Site 31	Phase 1: negotiate land swap with State Government Phase 3: dispose of as a development site
31	Site is vacant and surplus to Shire requirements	Freehold	Private sector development site (e.g. Mixed Use or affordable housing) potentially in conjunction with Site 30	Phase 3-4: dispose of as a development site

Site No.	Why	How		When
		Recommended land tenure	Recommended use(s)	
36	Site is only metres from Great Eastern Hwy and subject to significant traffic and noise that is incompatible with quiet remembrance and reflection. Site has limited space for ceremonies and other public gatherings.	Freehold	Private sector development site	Phase 1: negotiate land swap with State Government Phase 3: Relocate War Memorial and garden to Sculpture Park Phase 4: dispose of as a development site
37	Site is separated from other community uses by Great Eastern Hwy. Existing building is cramped and not ideal for a contemporary Visitor Centre or Museum.	Freehold	Private sector development site	Phase 1: negotiate land swap with State Government Phase 3: relocate Visitor Centre to MPCF Hub; relocate Museum to re-purposed Mundaring Hall; investigate relocating Old School Building to heritage precinct Phase 4: dispose of as a development site

### 3.8 Other suggestions

#### Integration with Activity Centre Plan

The *Mundaring Activity Centre Plan* (October 2018) vision for the Mundaring Town Centre is “A thriving village lifestyle with a strong town centre”. The MPCF is vital to ensuring the success of the activity centre plan, hence the PSLAP should be carefully integrated with it. Elements of the activity centre plan relevant to the MPCF include:

- Nichol Street as an enhanced new Main Street
- Convenient and well-designed parking for long and short-term need
- Activated street frontages and more vibrant and inviting public spaces
- Creativity and contemporary, artistic design in new buildings
- Mixed use buildings with flexible floor spaces at ground and first floor levels
- New cultural and civic heart of Mundaring, for the community and visitors



## **Movement networks**

The *Community Facility Needs Analysis and Land Assembly Options and Constraints* (September 2020) identified opportunities to improve pedestrian linkages including the following:

- formalized pedestrian access through the existing 'RV parking area (Sites 18-19) – preferably separated from vehicle parking and with suitable shade trees
- mid-block access between Craig Street and Jacoby Street (e.g. Sites 23, 26)
- increased crossing points on Nichol, Craig and Jacoby Streets
- formalized pathways between Phillips Street and Jacoby Street.

Taking advantage of these opportunities does not require specific action in the PSLAP, however traffic calming of Jacoby Street between Site 6 (existing CWA Hall) in the east and Site 3 (Scouts/Guides Hall) in the west would facilitate integration between the MPCF Hub and the 'Plus' uses situated in the Mundaring Sculpture Park. Traffic calming mechanisms could include narrowing the road pavement, alternate pavement materials, pedestrian islands, and signage.

The *Community Facility Needs Analysis and Land Assembly Options and Constraints* report also identified principal townscape elements influencing the proposed MPCF, including a diagram illustrating landmarks, key vistas, entry statements/public art and opportunities for street-front activation. It is recommended that the Shire take account of those townscape elements when considering a concept design brief for the MPCF Hub in Stage 2.

## **Showcasing sustainable development**

The importance of sustainable development in Mundaring has been a common theme during community engagement for the MPCF project. As a major and high-profile project for Mundaring, the MPCF presents an important opportunity for Shire to showcase sustainable development and to demonstrate leadership in environmental responsibility and quality design.

## 4. RELOCATION MANAGEMENT PLAN

The purpose of a Relocation Management Plan is to assist the Shire with the progressive and staged relocation of existing Shire land and facility users, consistent with the Property Strategy and Land Assembly Plan (PSLAP). This includes rationalizing some Shire assets to facilitate their re-purposing or disposal, where appropriate, thereby freeing up capital to invest in construction of the MPCF and enabling reallocation of recurrent expenditure to operational costs.

Implementation will take a number of years, hence identifying priorities and project phases is necessary to enable an orderly transition and as a basis for ongoing engagement with stakeholders.

### 4.1 Priorities and phasing

Land assembly and rationalization of uses to implement the MPCF requires careful planning that provides for sequencing of inter-related property transactions, actual construction works, and relocation of various uses. The magnitude of the changes and the potential for periods of significant upheaval will also need timely and appropriate engagement with key stakeholders and the community to keep them informed and remain focused on the overall benefits.

**Figures 7 - 10: Land Assembly and Relocation Management Plan (Phases 1 - 4)** describe the principal elements of the proposed sequencing of the project. It should be noted that there are many variables that will necessitate some adjustment of the phases and actions during the life of the project.

In considering these four figures, it is important to note that a site that is, for example, 'Retained' in Phase 1 is not necessarily retained in subsequent phases, as it may be dependent on other actions. **The ultimate intent of whether a particular site is to be retained, re-developed/re-purposed, swapped/acquired or dispose of may only become apparent in Phase 4.**

The project brief required the consultants to consider the need for some Shire facilities and users to be relocated from the Town Centre to alternative sites. The consultant investigations have shown that the vast majority of existing community facilities and user groups can, and should, remain in the Town Centre – albeit with many being co-located within the MPCF.

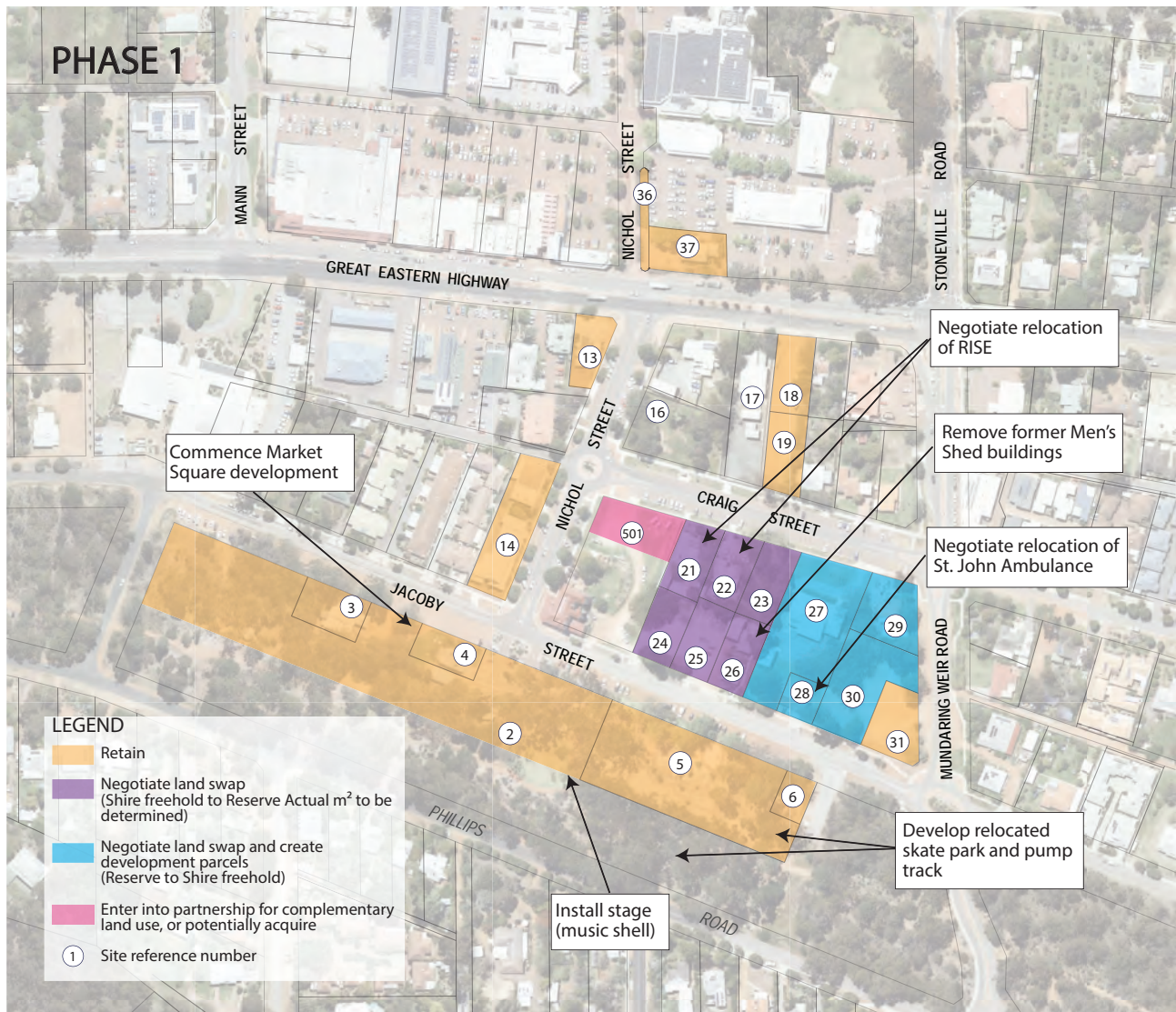


Figure 7: Land Assembly and Relocation Management Plan – Phase 1



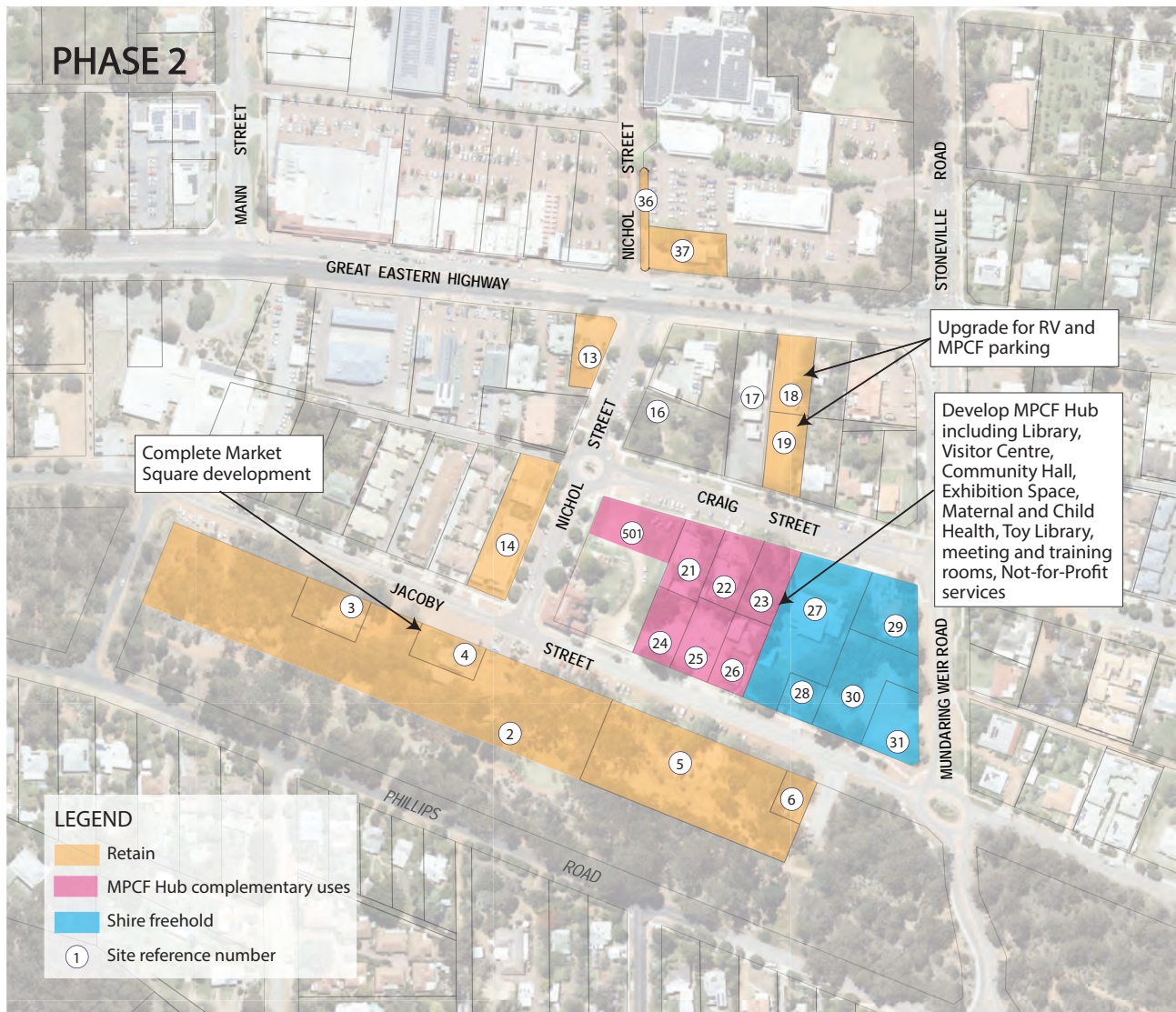


Figure 8: Land Assembly and Relocation Management Plan – Phase 2

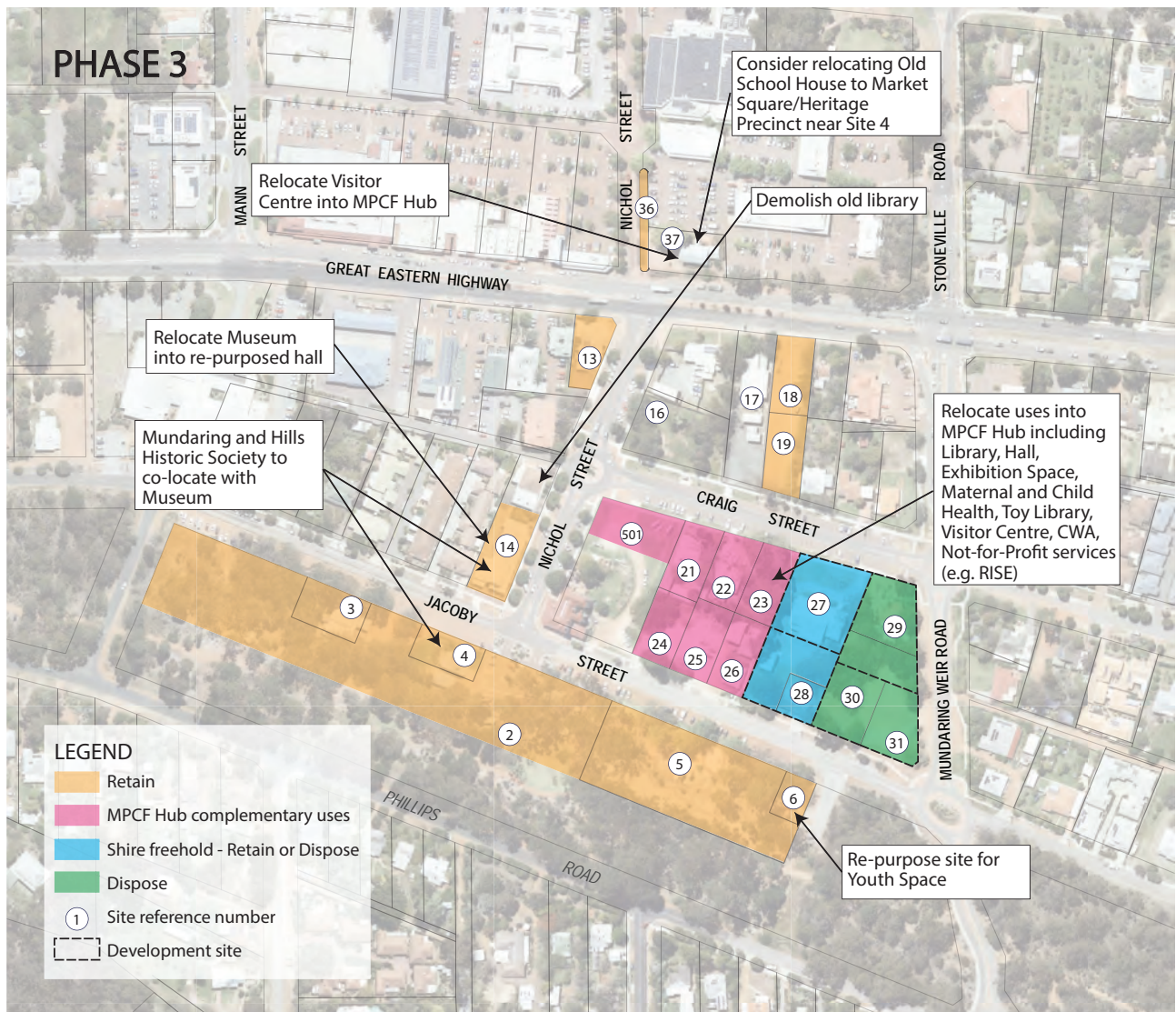


Figure 9: Land Assembly and Relocation Management Plan – Phase 3



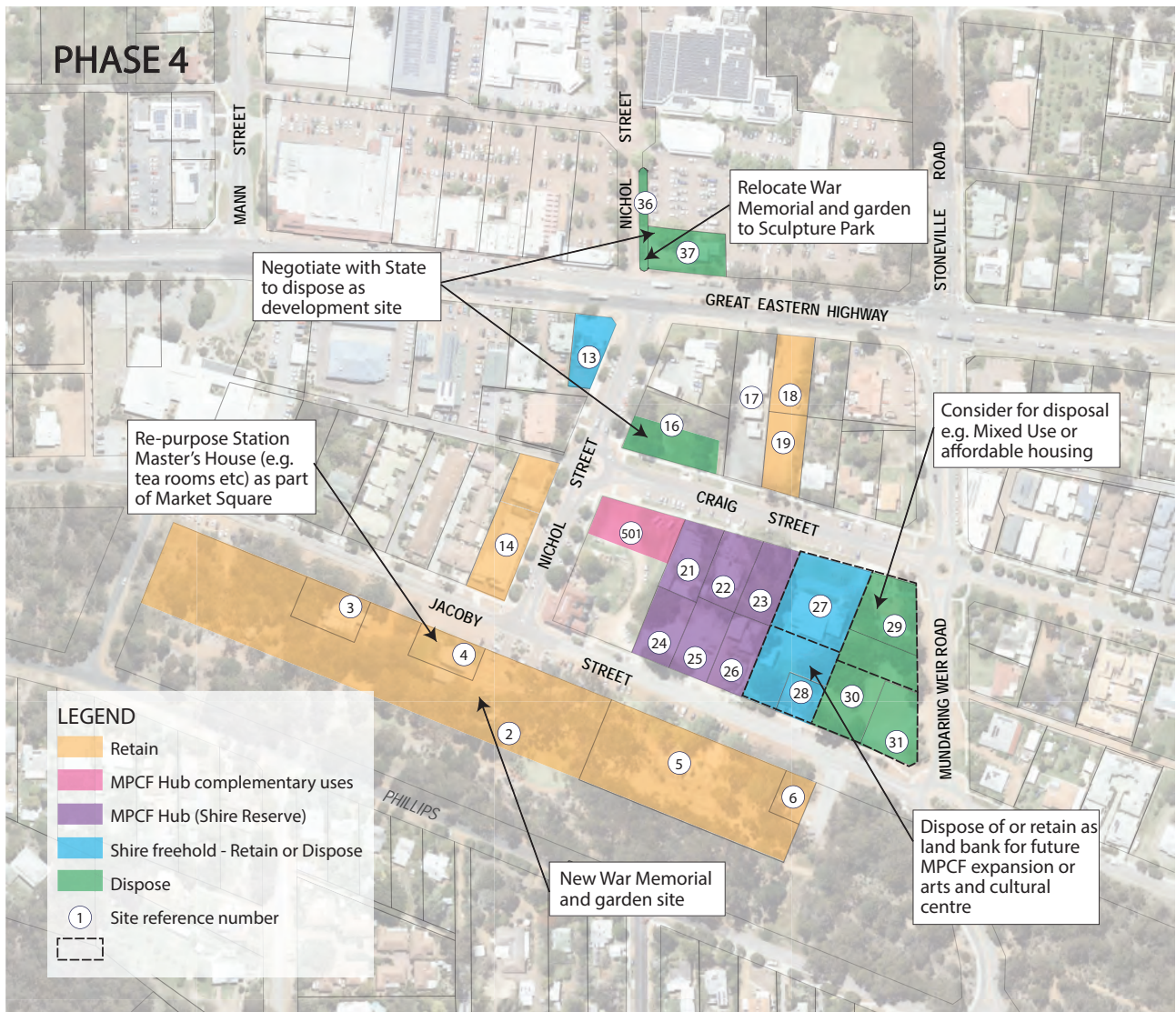
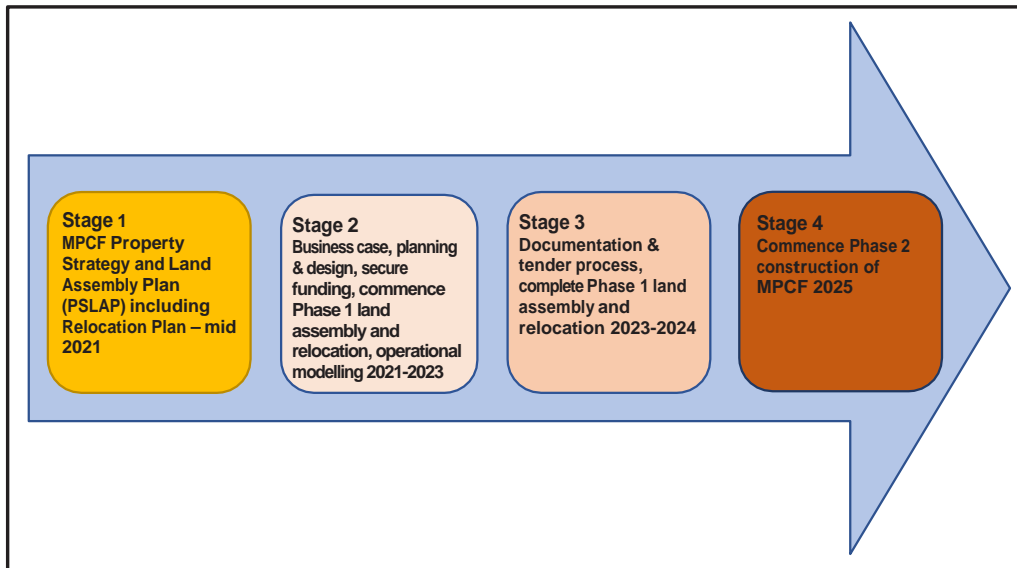


Figure 10: Land Assembly and Relocation Management Plan – Phase 4

## 5. ROAD MAP – THE WAY AHEAD

*The Property Strategy and Land Assembly Plan (PSLAP) marks the conclusion of Stage 1 of the MPCF project. Subsequent stages up to construction of the MPCF Hub are shown in **Figure 11: Recommended timeline for implementation of the MPCF project.***



*Figure 11: Recommended timeline for implementation of the MPCF project*

### 5.1 Stage 2

Subject to endorsement of the PSLAP report, it is recommended that Council proceed with Stage 2 of the Mundaring MPCF project.

There are some actions which may be required prior to commencement, or completion, of the business case. These actions should not commit the Shire or prejudice any outcomes of the business case.

It is important to clarify that, in endorsing the Stage 1 report, Council is agreed on all recommended actions. Should Council wish to adopt actions differing to those in the Stage 1 report, these should be closely considered for their potential impacts on the overall plan, including implementation and timing, due to the inter-related nature of the recommended actions.

- Commence land assembly and relocation actions as shown in the Phase 1 diagram.
- Begin negotiations and seek agreement from Department of Land, Planning and Heritage for the land swap arrangements
- Undertake preliminary site investigations of sites proposed for acquisition, redevelopment or disposal to identify any significant constraints (such as geotechnical conditions or contamination)
- Ensure the Shire has sufficient resources, in funds and personnel, to deliver this next stage of the process
- Agree a timeframe for the delivery and development of the business case
- Ensure appropriate skills are available.

As part of the initial phase for development of the business case, it is essential to agree the assumptions to be used within the business case (note – cost benefit analysis discussed in Section 3.5). The suggested assumptions are:

- Secure a level of commitment for users
- Preliminary design work
- Develop a scope for the business case, for example it will need to include:
  - Operational model (based on Council use and user pays)
  - Capital costs (Quantity Surveyor estimates) including all preliminaries, consulting costs (architectural, project management etc)
  - Non-financial aspects
  - What further consultation will be required.

Once the assumptions for the business case are agreed, then preparation of the business case can be undertaken using in-house personnel and/or external consultants.

In Stage 2, it is also recommended that the Shire begin the search and make applications for suitable funding. Whilst some applications may need to wait for completion of the business case, the identification of funding options should begin immediately.

Experience elsewhere, including several other local government multi-purpose community facilities visited during formulation of this report, indicates that it is advantage to have a preliminary architectural design concept(s) available when seeking funding opportunities. This assists potential sources of funding (including Government and not-for-profit grants and commercial donors) understand the vision for the project.

During Stage 2, Council may also wish to consider the following:

- Establishing a MPCF project management structure including the Executive Leadership Team and a Project Control Group as ‘Project Sponsor’
- Establishing a Stakeholder Reference Group to represent community interests in the project
- Establishing working groups (primarily Shire staff and invited others as required) to provide input on key components, such as: End Users, Information Technology, Library and Learning Centre, Arts and Culture, Museum and Heritage, Construction, Transport and Parking, Public Art and Signage, and Stakeholder and Community Engagement
- Appointing a Project Manager (in-house or external) responsible for the day-to-day running of the project
- Seeking ideas from the community for naming of the MPCF for use during the business case and funding applications and to help build project identity and branding.

Detailed actions for Stage 3 (documentation, tender process, ongoing land assembly and relocation) and Stage 4 (commence construction) can be identified following completion of Stage 2.

## ***APPENDIX A – SITES, USES AND DECISION- MAKING CRITERIA***

CRITERIA		Compliance	Capacity	Risks	Sustainability	Community visions and priorities	Fairness	Standards	Practicality	Timing
SITE / USE	Site									
Mundaring Arts Centre	13	Existing MAC building (1925) is in average condition and has a municipal heritage listing. Facility is cramped and struggling to meet needs for workshop space, gallery space, sales, storage and amenities. Upgrade and/or alternate location for purpose-built gallery / exhibition space will need to meet financial and asset sustainability ratios.	Return on investment likely through increased visitation and events and ability to attract external funding.	Moderate risk (financial impact, reputational risk, public liability). Occupies Shire freehold land. Existing lease ends 31/12/2025.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. MAC has a vision for an Arts and Culture Centre within or adjacent the MPCF and is seeking support of the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Potential upgrade of existing premises to generally accepted standard. As the MAC favours relocation to the MPCF hub, hence it would be prudent to limit expenditure at the existing site to compliance standards. Need to balance the attraction value of an iconic gallery and exhibition space in new premises with not over-expending to deliver above expectations/needs.	Existing site has prime exposure on the corner of Great Eastern Hwy and Nichol Street. 810 sqm site has limited capacity for expansion. Proximity to existing Visitor Centre will be lost when the Visitor centre relocates to the new MPCF. Gallery / exhibition space close to new Visitor Centre in MPCF is desirable.	Suitable for staging.
Amphitheatre / outdoor stage	2	Existing amphitheatre in Sculpture Park is 'rustic' and has limited capacity. A new outdoor stage (music shell) would need to meet financial and asset sustainability ratios.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Moderate risk (financial impact, reputational risk, public liability). Occupies portion of Crown Reserve (Sculpture Park).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan. Ability to build capacity of community, including young people. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Existing facility has limited disability access.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Existing amphitheatre is suited to 'boutique' performance only. An outdoor stage (music shell) could be developed adjacent the existing grassed area within the Sculpture Park enabling small-medium sized concerts and performing arts.	Flexible timing but potential 'early win' .
Ambulance Centre	28	Existing private facility (St Johns) may require assistance to relocate. Any replacement facility will need to satisfy legislative requirements.	Need to balance costs and benefits of relocation against opportunity cost for re-developing the surrounding precinct.	Low risk (financial impact, reputational risk, public liability). Occupies a Crown Reserve (non-Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan. Relocation not yet demonstrably supported by the broader community.	Balancing current needs with future needs and capacity to pay. Balancing needs across the whole Shire.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Existing site is prospective for Crown/Shire land swap. Not essential to be located in MPCF hub. Compatible with co-location with other emergency services facilities such as DFES.	Suitable for staging. No early imperative to relocate.
Caravan stopover (RV parking)	18, 19	Need to satisfy traffic management and safety requirements.	Existing facility under-utilises Shire freehold land. Upgrade opportunity to contribute to MPCF parking requirement.	Up-grade and increased utilisation has low risk (financial impact, reputational risk, public liability). Occupies Shire freehold land.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan.	Balancing current needs with future needs and capacity to pay. Balancing needs across the whole Shire.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Upgrading existing underutilised facility will benefit MPCF in a cost-effective way.	Suitable for staging but likely required in early stage of the MPCF.
Community Hall	14	Existing Mundaring Hall (1901) is a heritage building in average condition but unsuited to many contemporary community hall uses. Re-purposing the hall as a museum will need to meet financial and asset sustainability ratios.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Low to Moderate risk (financial impact, reputational risk). Occupies Crown reserve (Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community, including seniors and young people. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Average condition of existing building is suitable for re-purposing. Building size is adequate for specialist museum facilities (e.g. temperature-controlled storage). Location is proximate to MPCF. Inclusion of a multi-purpose community hall and civic function centre within the MPCF is practical for the medium-term.	Suitable for staging.
Country Women's Association	6	Existing hall (owned by CWA) is in poor condition and would need considerable work to meet compliance standards. It is suggested the CWA relocate into the new MPCF and re-purposing of the site as part of a youth space in the Sculpture Park should be investigated.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Low risk (financial impact, reputational risk, public liability). Occupies Crown Reserve (Shire). Existing lease has no end date.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to build capacity of community, including seniors and young people. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs). Youth (The Youth Crew) aspirations include a warehouse-like space with a 'cool' loungeroom-like space for 'hanging out' as part of a broader youth space with an 'artsy vibe'.	Poor condition of existing building suit re-purposing of the site, such as part of a youth space. Location is proximate to Sculpture Park, children's playground and MPCF.	Suitable for staging



Creche or child care	N/A	Existing Little Possums Child Care (Shire facility) is located outside the CBD. A creche or child care facility is needed within the MPCF. Need to satisfy legislative requirements.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	New facility within MPCF hub has low risk (financial impact, reputational risk, public liability)	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Provision of a creche or child care is standard for contemporary MPCF and important to functionality and parent/carer access.	Suitable for staging, ideally in early stage.
Guides / Scouts	3	Existing Scout Hall (1958) is in 'poor' condition, although regularly maintained. Location and facility is generally fit-for-purpose.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Low risk (financial impact, reputational risk, public liability). Occupies Crown Reserve (Shire). Existing lease ends 31/12/2034	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Recommend limited upgrade to generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Location and functionality of existing facility is generally fit-for-purpose	Stand-alone facility requiring ongoing maintenance and upgrades.
Historical Society	4	Currently occupies Station Master's House (1898) which is in average condition. Location and facility is generally fit-for-purpose but logically should be co-located with the museum (proposed for re-location into the re-purposed Mundaring Hall).	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Low risk (financial impact, reputational risk, public liability). Occupies Crown Reserve (Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community, including seniors and young people. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Co-location with the museum in the re-purposed Mundaring Hall will enhance the heritage precinct and encourage operational efficiencies.	Suitable for staging.
Library	14	Existing Albert Facey Library (1988) is in average condition. It lacks many of the features required of a modern library. Replacement facility (in MPCF) will need to meet financial and asset sustainability ratios.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Moderate risk (financial impact, reputational risk, public liability). Currently occupies portion of Crown Reserve (Shire) but proposed MPCF hub is currently Shire freehold land.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs across the whole Shire. Balancing current needs with future needs.	Generally accepted standard for a district-level library (i.e. not over-expending to deliver above expectations/needs)	Existing library is inadequate and impractical for stand-alone replacement on the current site. A modern library is a key component of most contemporary multi-purpose community facilities.	Suitable for staging, ideally in early stage.
Meeting rooms (community)	N/A	Currently only limited community meetings rooms are available e.g. The Hub of the Hills. New rooms within MPCF hub will need to meet financial and asset sustainability ratios.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	New facility within MPCF has a low risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing current needs with future needs.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Existing available community meeting rooms lack modern facilities and equipment, including technology. Highly compatible with co-location in MPCF.	Suitable for staging, ideally in early stage.
Market square	2	Portion Nichol Street is regularly closed for a community market. This may continue, however a 'market square' facility will enable a core of permanent facilities that can expand during designated events.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding (e.g. lease of Station Masters House and market stalls).	Occupies a Crown Reserve (Shire). Low risk (financial impact, reputational risk, public liability)	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to build capacity of community. Not yet demonstrably supported by the broader community.	Balancing current needs with future needs.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Builds on popularity of Nichol Street market by using an existing heritage building as part of a 'market square'. Supply of power and water availability for stallholders would be relatively inexpensive.	Suitable for staging.
Maternal & child or community health	29	Existing building is small and lacks modern amenities. Candidate for relocation to new MPCF.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Low risk (financial impact, reputational risk, public liability). Occupies a Crown Reserve (Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Highly compatible with co-location in MPCF. Existing site is prospective for Crown/Shire land swap.	Suitable for staging.
Museum	37	Existing museum is located in the Old School Building (1908) which is average condition and has a municipal heritage listing.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Occupies a Crown Reserve (Shire), together with Visitor Centre. Relocation has Low to Moderate risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs.	Need to balance the attraction value of a heritage museum building with not over-expending to deliver above expectations/needs	Existing site has good exposure on Great Eastern Hwy, but is somewhat 'lost' amidst the shopping precinct. The old school building is cramped and not conducive to contemporary museum functions.	Suitable for staging.

Not-for-profit community services	N/A	A number of not-for-profit (NFP) organisations have expressed interest in being part of the MPCF. Most NFP organisations and Government social services require secure and private offices due to client confidentiality.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding (e.g. Lottery West capital works, ongoing funding and leases with NFP groups and government agencies).	New facility within MPCF hub has low risk (financial impact, reputational risk, public liability). In MPCF in other LGAs, there is often excess demand for office space.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs) while respecting client confidentiality.	Can be designed and built as a separate or semi-separate component of the MPCF.	Suitable for staging.
Outdoor function / event space	N/A	All buildings, including public buildings like the MPCF, require a minimum amount of outdoor space. Community engagement for the MPCF favours significant landscaped areas suited to outdoor functions and events.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	New facility within MPCF hub has low risk (financial impact, reputational risk, public liability)	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs.	Need to balance the attraction value of quality landscape design and outdoor event space with not over-expending to deliver above expectations/needs	Outdoor event space in the MPCF hub should complement, not compete with, event space in the Sculpture Park. In practical terms, outdoor event space in the MPCF hub should be an extension of the internal spaces.	Suitable for staging but likely required in early stage of the MPCF.
Performing arts	N/A	Performing arts facilities have a variety of technical and artistic standards to comply with. A dedicated, purpose-built performing arts centre is unlikely to meet financial and asset sustainability ratios based on short to medium-term population growth forecasts.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	New purpose-built facility within MPCF hub has High risk (financial impact, reputational risk). Short to Medium-term proposal for limited performing arts capability as part of a community hall/function centre within the MPCF is Low risk.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Need to balance the attraction value of an iconic performing arts facility with not over-expending to deliver above expectations/needs	The recommended alternative is integrating some performing arts capability into a multi-purpose community hall/function centre.	Recommended for staging.
RISE Community Support	21, 22	Existing operations include use of a former dwelling on Site 21 and transportable offices on Site 22. Relocation to the MPCF will need to meet financial and asset sustainability ratios.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Occupies Shire freehold land. New facility within MPCF hub has Low risk (financial impact, reputational risk, public liability). Existing facility has a lease ending 15/07/2033. Negotiation may be required for early termination of the lease.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to build capacity of community. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	RISE is an example of a candidate NFP organisation for inclusion in the MPCF.	Existing site is prospective for Crown/Shire land swap. Early termination of the existing lease may be required, or identification of suitable alternate premises. This presumes RISE wishes to continue as their operation may be dependent on a Commonwealth Government contract renewal.	Location at the site of the proposed MPCF means an early imperative to relocate.
Seminar / training rooms	N/A	Limited availability of rooms suitable for seminars and training. New rooms within MPCF hub will need to meet financial and asset sustainability ratios.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	New facility within MPCF has a low risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Seminar/training rooms require modern facilities and equipment, including technology. Highly compatible with co-location in MPCF.	Suitable for staging but likely required in early stage of the MPCF.
Seniors centre (Hub of The Hills)	27	Existing centre (1981) is in average condition and lacks suitable standards and amenities of a contemporary seniors centre. Upgrade or relocation into MPCF will need to meet financial and asset sustainability ratios.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Occupies Crown reserve (Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Existing site is prospective for Crown/Shire land swap. Ability for existing premises to remain in place pending construction of the MPCF hub.	Suitable for staging.
Skate park	40	Existing skate park located in Riseborough Recreation Park is out-dated and remote from most other recreation activities.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Existing and proposed sites occupy Crown Reserve (Shire).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Potential to develop a new skate park and pump track as part of a youth space within the Sculpture Park (e.g. skate park near the CWA building and pump track under the trees between the Railway Reserves Historic Trail and Phillips Road).	Flexible timing but potential 'early win' .

State and Commonwealth Government social services	N/A	Existing child and adolescent health service delivered from Site 29. Provision within the MPCF for this and other services will need to meet financial and asset sustainability ratios. Most Government social services require secure and private offices due to client confidentiality.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding (e.g. Government leases).	New facility within MPCF has a medium to low risk (financial impact, reputational risk). Low risk if external funding and tenant commitments are secured.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs) while respecting client confidentiality.	Existing site is prospective for Crown/Shire land swap. Potential new facility within the MPCFG can be designed and built as a separate or semi-separate component.	Suitable for staging,
Toy library / playgroup	29	Shares existing building on Site 29 with the existing child and adolescent health service. Building lacks the amenities expected of a contemporary toy library and play group.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Occupies a Crown Reserve (Shire) with a lease ending 30/11/2031. New facility within MPCF has a low risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs and capacity to pay.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	Existing site is prospective for Crown/Shire land swap. Proposed relocation to MPCF is also close to the Sculpture Park playground.	Suitable for staging, ideally in early stage.
Visitor centre	37	Existing Visitor Centre is located in the Old School Building (1908) which is in average condition and has a municipal heritage listing.	Return on investment can be increased and life-cycle costs can be reduced through partnerships and ability to attract external funding.	Existing facility occupies a Crown Reserve (Shire). Relocation to new facility within MPCF has a Low to Moderate risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs.	Need to balance the attraction value of an iconic Visitor Centre building with not over-expending to deliver above expectations/needs.	Existing site has good exposure on Great Eastern Hwy, but is somewhat 'lost' within the shopping precinct and lacks ease of access. RV parking is on the opposite side of Greater Eastern Hwy. The old school building is cramped and not conducive to contemporary visitor centre operations.	Suitable for staging.
War memorial and garden	36	Existing location is only metres from Great Eastern Hwy and subject to significant traffic and noise. Memorial has limited space for ceremonies and other public gatherings.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Occupies a Crown Reserve (Shire). Relocation to a new site in the Sculpture Park (e.g. line of sight south of Nichol Street) has a Low financial risk but Moderate to High reputational risk unless undertaken with appropriate consultation with the RSL and Mundaring Historical Society.	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs.	Generally accepted standard (i.e. not over-expending to deliver above expectations/needs)	A new war memorial site south-east of the Station Masters House and south of the car park opposite Jacoby Street would provide a prominent site near the heritage precinct, with the car park readily transformed to accommodate crowds during large ceremonies.	
Youth space	2, 6	Potential location within the Sculpture Park. Compliance with Australian Standards for skate parks and pump tracks would be required.	Community facility with limited ability to attract on-going external funding to contribute to life-cycle costs.	Would occupy a Crown Reserve (Shire). Creation of a youth space in the Sculpture Park has a Low to Moderate risk (financial impact, reputational risk, public liability).	Likely to satisfy an integrated and balanced consideration of social, environmental, economic and governance issues	Generally consistent with Strategic Community Plan, Town Initiative Masterplan and Activity Centre Plan. Ability to inform and build capacity of community, especially youth. Not yet demonstrably supported by the broader community.	Balancing needs of specific interest groups with needs of the majority and intergenerational equity. Balancing needs across the whole shire. Balancing current needs with future needs.	Need to balance the attraction value of an iconic youth space with not over-expending to deliver above expectations/needs.	Although youth will use many of the facilities in the new MPCF, they value having places to 'hang out' with peers. The re-purposed CWA Hall, re-located skate park and creation of a pump track would help create a youth space.	Suitable for staging.

## ***APPENDIX B - TARGETED CONSULTATION OUTCOMES (MAY 2021)***

## **Mundaring Multi-purpose Community Facility**

### **Property Strategy and Land Assembly Plan (PSLAP)**

#### **TARGETED CONSULTATION OUTCOMES (MAY 2021)**

At the Council briefing of 30 April 2021 on the preliminary PSLAP findings, it was acknowledged that targeted further consultation was required with those stakeholders who would be potentially directly impacted by the report recommendations. The purpose of this further consultation would assist to inform the PSLAP report finalisation and maintain the integrity of the stakeholder and community engagement program.

##### **Purpose of the Targeted Consultation**

Targeted consultation was undertaken to ensure that those who could be potentially impacted by the proposed development actions have prior knowledge of the report recommendations and given an opportunity to provide input reflecting their views. The key objective was to ensure stakeholders were comfortable that going forward their organisations would not be adversely impacted and that they would be consulted and involved in the future planning of the Multi-purpose Community Facility (MPCF).

Stakeholders were also asked to consider their needs going forward and to prepare for the next stages of the process. Also sought was their interest in participating in a stakeholder reference group (or similar) that would assist the Shire to guide the project through the business case, design, funding and implementation stages.

##### **Stakeholder Feedback 2019-20**

The previous stakeholder and community engagement undertaken in 2019-2020 was focussed on community needs assessment and sought to understand what was currently being provided and where facilities and services may need to be improved or expanded<sup>1</sup>. The 2021 targeted consultation builds on the earlier engagement by effectively 'testing' aspects of the land assembly plan as it pertained to the stakeholders who could be potentially directly impacted by the recommendations.

##### **Targeted Consultation 2021**

Following the Council briefing on the draft PSLAP report, a program of targeted consultation involving individual meetings with specific organisations and community groups was undertaken. All meetings were hosted jointly by Mike Pengelly (Shire of Mundaring) and Marie Verschuer (Bodhi Alliance), with Luke Willcock (Property and Asset Management Consultant) attending the Mundaring Hotel landowner meeting and Megan Griffiths (Shire of Mundaring) attending the Mundaring and Hills Historical Society meeting.

##### **Key messages for the targeted consultation participants**

- The report is still in draft and provides guiding principles for the development of the new multi-purpose community facility (MPCF) and the proposed land and existing facility rationalisation that would be required

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<sup>1</sup> Mundaring Multi-purpose Community Facility – Stage 1 Consultation Report (March, 2020)



- Concepts discussed are possibilities being recommended by the consultants to the Shire/Council and they are not proposals at this time, and no decision has been made by Council on the draft PSLAP.
- Council has endorsed the MPCF as a concept (Hub-plus) however no funding has been secured yet to build the facility, this will take some years to fully realise.
- Next steps will include a concept design of the MPCF, costing and preparation of detailed business cases and funding proposals.
- Changes will likely occur during detailed design phases.
- Further stakeholder and community involvement will be important during the design and transition project phases and it is anticipated that community representation on advisory groups will be welcomed and invited.

### Summary of Targeted Consultation

The targeted consultation with nine stakeholders and community groups was undertaken in May 2021. A summary of the consultation and key outcomes is shown in the following table.

Stakeholder	Meeting type and date	Key Outcomes
Mundaring Arts Centre	Committee representatives and Management meeting at Shire and online 6/5/21	Supportive of the MPCF project. MAC want to stay where they are whilst the new MPCF (incorporating an Arts and Culture Centre) is built. Current facility needs some upgrading for building's useability (such as toilets) - these works would enhance the asset. See synergies in being collocated or adjoining spaces with the MPCF. It was recognised at the meeting that the land use planning as recommended in the report would support their vision and transition planning. Need to have own identity and would like to work with the Shire to ensure facilities are complementary and well-integrated. The MAC are holding a design forum in June for the Arts and Culture Centre project.  MAC suggested activation of the MPCF precinct through having a linear approach linking to the corner of Mundaring Weir Road and potential closing or pedestrianizing of part of Jacoby Street.
Mundaring RSL	Attended the Committee meeting at CWA Hall 20/5/21	Supportive of moving War Memorial and rose garden to suggested site near the Old Station Master's House. Needing a place for meetings and fellowship. A display space would be useful in raising awareness of the military history and RSL. Will consider future needs and want to be involved in the MPCF project moving forward.
St Johns Ambulance (SJA)	Meeting SJA Property Manager at Shire 19/5/21	Supportive and open to moving Ambulance Station to collocate with other emergency services or suitable space, this will need SJA Board sign off. SJA now offer a wider range of services and will consider needs in Mundaring. Will put this as a potential project into their strategic planning. Pleased to be involved moving forward.
Mundaring & Hills Historical Society	Committee Meeting at Museum 5/5/21	Supportive of the move to the Mundaring Hall as this could have benefits of space and collection in one place. For this move to be possible the space would need to be modified to appropriately house the collection.
Mundaring Seniors (Hub of the Hills User)	Representative meeting 3/5/21	Supportive of collocation in MPCF. Seniors would benefit from great exposure being collocated in an active space such as the MPCF. They could continue to benefit from the use of shared space and also require own space for the book collection and items specific to their activities.

Rise Network	Properties Director and staff at Rise 11/5/21	Supportive of moving into the MPCF. Have shared multi-purpose spaces elsewhere that work well. Would like to maintain the 'homely feel' of the Waroongah House. Can park fleet elsewhere and will work with Shire to work through the transition plan during construction stages. Rise does cater for other age groups including youth and are keen to be involved with the MPCF project moving forward.
Mundaring Toy Library	Committee members at Toy Library 4/5/21	Supportive of moving into the MPCF. See strong synergies and advantages of being with the Library and other groups including child health. Have provided information of needs.
Mundaring CWA	President meeting at Shire 4/5/21 and Committee meeting 26/5/21 at CWA Hall	Supportive of the project. Want to remain in the current building and use space within the MPCF hub when a larger space is required for special events. Can see advantages for the CWA being in the MPCF. Aware that if they move out, the CWA Hall would likely be demolished. More room, a dedicated space and being near a kitchen or café would be of benefit.
Mundaring Hotel site Landowner meeting	Landowner meeting at Hotel 3/5/21	Supportive of the MPCF project. Can see development potential for mixed use on surplus land including their site that would enhance the precinct. Has indicated while they do not have a desire to dispose of in the short term, they are willing to work with the Shire to explore potential partnerships and complimentary land uses, such as options to build infrastructure and potential lease-back to Shire or third parties.

In summary, there was commonality in the views of stakeholders in that all were supportive of the development of the MPCF, the general location and 'Hub plus' model. There was some mention of options for seeking further activation of the precinct such as closing or calming part of Jacoby Street to improve connectivity with the Sculpture Park, playground and reserve, with entry statements at key locations such as Mundaring Weir Road to improve visibility to passing traffic.

Other common themes were:

- need for affordability of rental of space for users of the new facility
- need to maintain and build identity for groups within the precinct and hub
- need for continuity of design and integration within the precinct, between the MPCF, the new Art and Cultural Centre and other buildings that form the MPCF hub plus precinct.
- the usefulness of including a covered outdoor space that could potentially link the Arts and Cultural Centre and the MPCF Hub, which could include a screen for art house movies and to promote local activities and arts.