

BUSINESS CASE · AUGUST 2026

Bremer Bay Cultural & Civic Precinct

A proposal to co-locate civic, community, cultural and visitor services in Bremer Bay

Shire of Jerramungup
Discover Diversity

BLUESALT CONSULTING

Version	Date	Prepared by	Approved by	Notes
0.1	08.09.26	Karen Hazlett	Anna Dixon	Draft for client review
1.0	13.10.26	Karen Hazlett; Justine Dolzadelli	Anna Dixon	Final version 1.0

Prepared by

BLUESALT CONSULTING

BlueSalt Consulting make no representation to any other person with regard to the completeness or accuracy of the data or information contained herein, and it accepts no responsibility and disclaims all liability (save for liability which cannot be lawfully disclaimed) for loss or damage whatsoever suffered or incurred by any other person resulting from the use of, or reliance upon, the data or information contained herein.

TABLE OF CONTENTS

EXECUTIVE SUMMARY 2
PROJECT PURPOSE 4
Introduction 4
Proposal Background 4
Project Context 6
Definition of Problem/Opportunity 8
Rationale for Intervention 11
Timing Considerations 13
INVESTMENT PROPOSAL 14
Proposed Investment 14
Business Case Objectives 17
Benefits to be Delivered 18
Stakeholders 23
Interdependencies 25
STRATEGIC OPTIONS IDENTIFICATION AND ANALYSIS 27
Long List of Options 27
Shortlisting of Options 27
SHORTLISTED OPTIONS EVALUATION 31
Shortlisted Options Summary 31
Social and Environmental Impact Analysis 35
Economic Analysis 35
Financial Analysis 40
Time Planning and Program Analysis 44
Risk Evaluation 45
Recommended Solution 46
IMPLEMENTATION ANALYSIS 47
Procurement Strategy 47
Risk Management 47
Governance Arrangements 47
Stakeholder Engagement 48
Project Timeline 49
Benefits Management 50
Next Steps 53
RECOMMENDATION 54
APPENDIX 1: RISK MATRIX 56
APPENDIX 2: STRATEGIC ALIGNMENT 57
APPENDIX 3: COST BENEFIT ANALYSIS 63
APPENDIX 4: CONCEPT DESIGN ESTIMATE - HW & ASSOCIATES 84
APPENDIX 5: PROJECT RISK REGISTER 106
APPENDIX 6: LONG LIST OF OPTIONS 109
APPENDIX 7: WIDER STAKEHOLDERS & BENEFICIARIES 111
APPENDIX 8: SOCIAL & ENVIRONMENTAL IMPACT ANALYSIS 113

EXECUTIVE SUMMARY

Bremer Bay is a coastal town in the Shire of Jerramungup, located on Western Australia's south coast between Albany and Esperance. It sits around 180 kilometres east of Albany, 280 kilometres west of Esperance and 500 kilometres south east of Perth. Bremer Bay has an ASGS Remoteness Area rating of Remote Australia (RA4) and under the Modified Monash Model (MMM) it is rated MM 6 (Remote Communities).

Bremer Bay provides an important local service point for residents, businesses, community organisations, visitors and government agencies operating in and around the Bremer Bay area. Given this location, civic and community infrastructure plays a practical role in supporting local access to services, community activity, visitor information and agency presence without relying on larger centres a significant distance away.

The existing Shire facility located on Mary Street accommodates the Community Resource Centre (CRC), library, Post Office, visitor information, community hall and a limited Shire presence, but the buildings do not provide the space, accessibility, privacy, storage, thermal comfort or flexibility required for the current mix of services. At the same time, additional local government, cultural and environmental functions identified for Bremer Bay have no suitable place within the existing civic asset base.

The proposed **Bremer Bay Cultural and Civic Precinct** is the Shire's considered response to that need. It is not simply a replacement for ageing buildings. It is an investment in the town's capacity to deliver civic and community services, support community life and provide an appropriate local base for the organisations and functions that increasingly contribute to Bremer Bay.



Figure 1:Bremer Bay Cultural Precinct Building Elevations (Source H&H Architects, Concept Drawings, 2025)

The project has been progressively planned and tested over several years. The Shire has already delivered the roads, services, parking, civic square, playground, skate park and surrounding public realm that support the proposed civic site at 21 Seadragon Avenue. Subsequent feasibility, engagement, concept design and independent cost planning have established the service need, preferred site, functional requirements and shared-service model and tested the scale of the investment and reasonable alternatives.

The resulting proposal is an approximately **1,809m² shared civic and community facility** bringing together Shire administration, the CRC, library, Post Office and visitor information, with community, meeting, event and cultural interpretation spaces and proposed accommodation for Wagyl Kaip Southern Noongar Aboriginal Corporation and the Department of Biodiversity, Conservation and Attractions, subject to confirmed partner arrangements. The Full Precinct has an independent concept-stage estimate of **$19.25 million excluding GST**.

The value of the Precinct lies in what this shared model would enable. It would provide more accessible and fit-for-purpose everyday civic and community services, expand the capacity for Shire

and visiting services to be delivered locally and create flexible spaces for learning, digital access, meetings, training, community programs and events. The complete scope would support larger community and cultural activities and provide the strongest potential for community welfare and evacuation functions when required, subject to confirmation of the facility's formal role. Proposed co-location with Wagyl Kaip and DBCA would also establish a local platform for cultural and environmental management and engagement associated with the Mamang Maambakoort Marine Park and surrounding conservation estate.

For government, the investment provides a coordinated shared-service response rather than a series of separate infrastructure solutions. It would enable complementary local government, community, cultural and environmental functions to share infrastructure, strengthen local access to services and community resilience, and build on the substantial public investment already made in the Bremer Bay Town Centre. The flexible model also provides capacity to respond to changing service and organisational requirements over the life of the asset.

The Precinct is also an investment in Bremer Bay's long-term liveability. Whether a family moves to a small regional town, or a professional takes up a local role or a business decides to invest, depends heavily on the services and community infrastructure available there. In a remote town, distant from larger centres, that infrastructure carries more weight. The Precinct would give Bremer Bay a modern library with dedicated children's and family programming space and fit-for-purpose access to government and digital services. It would also provide bookable offices and technology enabled meeting rooms for remote workers, small businesses and visiting professionals, and a recognisable civic heart alongside the Town Centre playground, skate park and civic square. It would also provide, suitable workplaces for DBCA, Wagyl Kaip and a broader range of Shire functions, so more professional roles can be based in Bremer Bay rather than serviced from Albany, Esperance or Jerramungup. By relocating existing services, it would also open up the Mary Street site for possible future health or childcare uses.

An independent Cost–Benefit Analysis undertaken by Stantec provides further support for the investment. The Full Precinct records a Benefit–Cost Ratio of 1.64 and Net Present Value of $11.53 million relative to continuation of the existing arrangements under the reference assumptions. The analysis also identifies wider public benefits that are not fully monetised, including improved service access, community participation, cultural and environmental outcomes and Town Centre activation.

The Business Case identifies **Option 7 – Full Cultural and Civic Precinct as the preferred investment solution**. Alternative responses were tested, including continued use of existing facilities, a reduced Precinct and staged delivery. While these approaches reduce the immediate funding requirement, they either leave identified needs unresolved, permanently reduce the intended functionality or defer part of the outcome and its benefits to a future funding decision. The Full Precinct provides the strongest long-term response because it delivers the complete intended civic and community service model through one coordinated investment.

At **$19.25 million excluding GST**, the project represents a substantial investment and will require major external capital funding. It will also create ongoing operating, maintenance and renewal obligations that must remain affordable over the life of the asset. Key delivery considerations include securing the required funding, managing regional construction costs, formalising partner and operating arrangements and continuing design and technical development. These risks are recognised and can be progressively managed as the project advances.

The project is well progressed, with the need, site, functional requirements, concept design, independent cost estimate and preferred investment response established. The Business Case therefore supports progressing the **Full Bremer Bay Cultural and Civic Precinct** as the reference scope for the next stage of design, partner, funding and delivery planning, positioning the Shire to respond to suitable major funding opportunities with a mature and well-supported proposal.

PROJECT PURPOSE

Introduction

This Business Case assesses investment in the proposed Bremer Bay Cultural and Civic Precinct at 21 Seadragon Avenue, Bremer Bay. Led by the Shire of Jerramungup, the proposal would bring together Shire administration, the Bremer Bay Community Resource Centre (CRC), library and Post Office, with proposed accommodation for the Wagyl Kaip Southern Noongar Aboriginal Corporation (Wagyl Kaip) and the Department of Biodiversity, Conservation and Attractions (DBCA). It would also provide shared community and meeting spaces, visitor information and cultural interpretation facilities, a flexible hall and commercial kitchen, and amenities designed to support evacuation and welfare functions when required.

The Business Case has been prepared to determine whether investment in the proposal is justified, identify the option that best responds to Bremer Bay's documented service and infrastructure needs, and establish a credible pathway for funding and delivery. It builds on the situation analysis, community and stakeholder engagement, concept design, independent cost estimate and Feasibility Study completed during 2025 and early 2026. In doing so, it tests the findings of the Feasibility Study against the costs, benefits, affordability, risks and deliverability of the available options.

Proposal Background

The proposed Precinct forms part of the Shire's long-term development of the Bremer Bay Town Centre. The Shire has progressively delivered Seadragon Avenue, Yandil Street and the entry roundabout; created and serviced commercial, civic and mixed-use lots; and subsequently developed drainage, street lighting, parking, the civic square, trails, playground and skate park. The proposed building would occupy 21 Seadragon Avenue, adjacent to this completed civic square and public open space.[1] [2]



Figure 2: Proposed Precinct site at 21 Seadragon Avenue & current site condition and location within the Bremer Bay Town Centre

Initial planning for a community building on the site commenced in 2017, when H+H Architects worked with the Shire to identify requirements for Shire office accommodation, the CRC and shared community spaces, including a function hall and commercial kitchen. Early planning also considered the building's relationship with the surrounding civic space, ocean views, solar access and Bremer Bay's coastal conditions.

[1] BlueSalt Consulting (2026), *Bremer Bay Cultural and Civic Precinct Feasibility Study*, prepared for the Shire of Jerramungup.
[2] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Situation Analysis*, 2025.

Initial planning for a community building on the site commenced in 2017, when H+H Architects worked with the Shire to identify requirements for Shire office accommodation, the CRC and shared community spaces, including function hall and commercial kitchen. Early planning also considered the building's relationship with the surrounding civic space, ocean views, solar access and Bremer Bay's coastal conditions.

The scope has since evolved as local service and accommodation requirements have changed. Civic and community functions have continued to expand within the existing Mary Street facilities, while the establishment of the Mamang Maambakoort Marine Park in November 2024 created ad additional requirement for local accommodation associated with its joint management by Wagyl Kaip and DBCA. Both organisations contributed to subsequent project planning, although their future participation, accommodation requirements and associated lease, operating and financial arrangements remain to be formally confirmed.

During 2025, the Shire engaged BlueSalt Consulting to prepare a comprehensive Feasibility Study for the proposed Precinct. This work reassessed the original proposal against contemporary community, service and partner requirements and provided an independent evidence base for the next stage of project planning. It included a situation analysis and review of existing facilities, an online survey involving 31 respondents, a community workshop attended by 24 people, site visits and interviews with service providers and prospective project partners. The findings informed the functional brief, scale, accessibility requirements and design approach subsequently developed by H+H Architects.

The resulting concept is based on co-locating complementary civic, community and government functions within a single shared facility. It provides for Shire administration, the CRC, library, Post Office and visitor services, proposed accommodation for Wagyl Kaip and DBCA, and shared meeting, community, event and amenity spaces connected to the adjoining civic square and public realm.[3]

An independent concept-stage estimate prepared by HW & Associates in November 2025 assessed the project cost at **$19.25 million excluding GST**.[4] The estimate includes a 30% Bremer Bay locality allowance, design and construction contingencies, professional fees, fit-out allowances and 12 months of escalation. It remains subject to design development, updated cost planning and confirmation of technical assumptions and exclusions.



Figure 3: Project planning and development timeline

[3] H+H Architects, *Bremer Bay Cultural & Civic Precinct: Concept Drawings*, 2025.
[4] HW & Associates, *Bremer Bay Cultural & Civic Precinct Concept Design Estimate*, 2025.

The Feasibility Study was completed in January 2026 and considered three broad responses: full development of the concept, staged or reduced development, and abandonment or deferral.[5] It identified full development as the preferred strategic response because it provided the most complete service and partnership model, while recognising that the project could not be funded from Shire resources alone and would depend on substantial external funding, formal partner commitments and further work to confirm affordability and delivery arrangements.

The project has therefore progressed to Business Case stage with a defined site, concept design, supporting evidence and independent cost estimate. It is not yet construction-ready, but the Shire is progressing tender-ready drawings alongside the Business Case to maintain momentum and ensure the project can move promptly into the next stage when funding is secured. This Business Case and the associated Cost–Benefit Analysis test the Feasibility Study conclusion through more detailed economic, financial, risk and implementation analysis and establish the conditions under which the project could progress.

Project Context

The Bremer Bay Cultural and Civic Precinct is not a standalone building proposal. Its remote setting is central to the service-delivery context in which the investment is being considered. Bremer Bay is classified as Remote Australia under the Australian Bureau of Statistics Remoteness Structure, which classifies locations according to their relative geographic access to services.[6] Located approximately 180km from Albany and 100km from Jerramungup, Bremer Bay operates within a service context where access to larger service centres is constrained by distance. The project gives effect to a long-established local vision for the Bremer Bay Town Centre and contributes to wider priorities for regional service access, community infrastructure, cultural participation, visitor servicing and place-based development.

At the local level, the Shire's Strategic Community Plan establishes a vision of a **"Progressive, Prosperous and a Premium Place to Live and Visit"**.[7] The Local Planning Strategy seeks to maintain Bremer Bay as a safe, attractive, healthy and distinctive place to live, work, retire and visit, while improving access to a town centre, services, facilities and employment opportunities.[8] The Bremer Bay Town Centre Structure Plan gives this direction a physical form, envisaging an **"active, attractive and integrated centre with an identifiable 'coastal village' character and distinct sense of place"**, with the Civic Precinct forming a community focus for governance, cultural activity, recreation and social connection. Local Planning Policy 19 reinforces this direction through principles relating to local character and climate, integration with nature, accessibility, connectivity and sustainability.[9]

The proposal directly advances these intentions. It locates civic, community, cultural and visitor functions within the planned Town Centre and builds on the roads, services and public spaces already delivered by the Shire rather than creating an isolated new facility.

At the regional level, the Great Southern Development Commission identifies distance from major centres, service accessibility, an ageing population, youth outmigration and infrastructure limitations among the challenges affecting the region. Relevant priorities include enhancing community assets and social infrastructure, strengthening heritage and cultural assets, investing in tourism infrastructure and expanding recreational, cultural and educational opportunities.[10]

---

[5] BlueSalt Consulting, *Bremer Bay Cultural and Civic Precinct Feasibility Study*, 2026

[6] Australian Bureau of Statistics, *Australian Statistical Geography Standard (ASGS), Edition 3 – Remoteness Areas, 2021-2026*

[7] Shire of Jerramungup, *Strategic Community Plan 2021–2031.*

[8] Shire of Jerramungup and Western Australian Planning Commission, *Local Planning Strategy and Bremer Bay Town Centre Structure Plan.*

[9] Shire of Jerramungup, *Local Planning Policy 19 – Bremer Bay Town Centre Design Guidelines.*

[10] Great Southern Development Commission, *Strategic Plan 2024–2025.*

These regional challenges are evident in Bremer Bay. The town has a median age of 53 years, compared with 38 across Western Australia, and over a third of households are single-person households. Keeping younger people, families and working-age professionals in the town, and attracting new ones, matters to the town's long-term sustainability. It helps maintain the local workforce, keep businesses viable and sustain volunteer-based community and emergency services. The Shire's Local Planning Strategy wants Bremer Bay to remain an attractive place to live, work, retire and visit. The Strategic Community Plan describes a "Progressive, Prosperous and a Premium Place to Live and Visit." Quality civic and social infrastructure is one of the practical means of delivering that intent.

The proposal also aligns with State directions for stronger regional communities and coordinated infrastructure. The Western Australian Visitor Economy Strategy 2033[11] supports Aboriginal tourism, regional events and improved visitor servicing. The State Planning Strategy 2050[12] prioritises strong and resilient regions, sustainable communities, coordinated infrastructure and protection of natural environments. *Foundations for a Stronger Tomorrow: State Infrastructure Strategy*[13] specifically identifies the need for more responsive regional social services and infrastructure, including place-based approaches, service co-location and hub-and-spoke delivery. This direction is particularly relevant to Bremer Bay, where a placed-based, co-located model provides a practical means of supporting a broad mix of services locally while limiting unnecessary duplication of infrastructure.

The Mamang Maambakoort Marine Park adds a further strategic dimension. Its joint management by Wagyl Kaip and DBCA creates a need for local office and collaborative functions and provides opportunities for culturally informed environmental management, interpretation and visitor education. The proposed Precinct provides a potential shared base for these activities, subject to confirmation of the organisations' participation and accommodation arrangements.

Nationally, the proposal reflects the Australian Government Regional Investment Framework's[14] focus on locally informed and place-based investment, stronger regional services, investment in people and places, and sustainable local economies. The project has been shaped through local engagement and brings together local government, community, Traditional Owner and State Government interests within a coordinated regional service model.

Taken together, this alignment establishes a clear strategic basis for considering investment. Locally, the project advances a Town Centre vision that has been developed and progressively implemented over more than a decade. Regionally and at State level, it responds to recognised service and social-infrastructure needs while supporting cultural participation, visitor servicing and regional liveability. Nationally, it reflects the locally informed, partnership-led and place-based approach expected of contemporary regional investment.

A more detailed strategic alignment assessment is provided in Appendix 2.

[11] Government of Western Australia, *Western Australian Visitor Economy Strategy 2033.*
[12] Western Australian Planning Commission, *State Planning Strategy 2050.*
[13] Infrastructure WA, *Foundations for a Stronger Tomorrow: State Infrastructure Strategy*, 2022.
[14] Australian Government, *Regional Investment Framework*



Figure 4: Value the precinct delivers at each level of government

Definition of Problem/Opportunity

The problem is not simply that Bremer Bay's community buildings are ageing. It is that the current Mary Street facilities lack the space, accessibility, privacy, thermal comfort and functional flexibility required to deliver contemporary library, Community Resource Centre, Post Office, visitor, local government and community services, while several identified functions cannot be accommodated at all.

Staff and service providers continue to deliver valued and well-used services from the existing facilities. Their ability to expand or improve those services is, however, constrained by the accommodation available. The underlying problem is therefore a widening mismatch between Bremer Bay's service role and the capacity of its civic asset base. Bremer Bay's remote service context increases the significance of this mismatch. Because geographic access to larger service centres is already constrained by distance, the adequacy of the town's own civic and community infrastructure has a greater bearing on practical service access than it would in a better-connected location.

FUNCTION	CURRENT POSITION	CONSTRAINTS & SERVICE IMPACT
Library	Approximately 40.5m² within the CRC building; 2,096 loans in 2024-25	Restricted circulation and accessibility, with no suitable space for children's activities, events or broader library programming

FUNCTION	CURRENT POSITION	CONSTRAINTS & SERVICE IMPACT
Community Resource Centre / Post Office	Shared reception, storage and staff space within the Mary Street building	Insufficient parcel and general storage; accessibility constraints; no appropriate public internet or desk-hire area; limited space for examinations and training; inadequate privacy for Services Australia clients; and no suitable external location for PO boxes.
Shire office	One room used by approximately five to six Shire staff on a rotating basis.	No private offices, dedicated staff amenities or sufficient capacity for Ranger, planning, community development and other local functions.
Visitor information	Delivered from the enclosed walkway between the hall and adjoining services.	Limited storage, display capacity, weather protection and thermal comfort. The space does not provide an appropriate setting for contemporary visitor information and interpretation.
Community hall, meetings and activities	Existing hall and shared spaces at Mary Street.	The hall is cold and poorly lit, unsuitable for some seniors' activities, inefficient for small meetings and unable to adequately support the range of larger events, training and community programs identified through consultation.
Wagyl Kaip Southern Noongar Aboriginal Corporation	No suitable facility in Bremer Bay.	No office or meeting space to support the corporation's role in joint management of the Mamang Maambakoort Marine Park
Department of Biodiversity, Conservation and Attractions	No suitable public-facing office in Bremer Bay; a separate depot site has recently been secured for operational boat storage	No appropriate local base for identified office, meeting and collaborative functions associated with the Mamang Maambakoort Marine Park and surrounding conservation estate

Table 1: Existing facility constraints and service impacts

Accessibility is a system-wide constraint rather than an issue affecting a single service. Restricted circulation, unsuitable entrances and service arrangements, inadequate toilet access and limited thermal comfort affect equitable use across the existing facilities.[15] These limitations are particularly relevant in Bremer Bay, where the resident population has an older age profile than Western Australia overall.[16]



Figure 5: Existing library at Mary Street



Figure 6: Existing Post Office at Mary Street





Figure 7: Existing visitor information area at Mary Street

Community and stakeholder engagement corroborates the facility assessment.[17] Of the 31 online survey respondents, 24 had used the CRC and 23 had used the community hall during the preceding 12 months. Most respondents rated Bremer Bay's existing community buildings as only "average" in meeting their needs. The community workshop and stakeholder interviews identified a consistent range of functions that could not be adequately accommodated, including informal gathering space, children's activities, private access to government services, technology-enabled meeting rooms, quiet examination space, office and desk hire, cultural displays, larger events and an appropriate visitor-information function.

Demand for these services is also not adequately represented by Bremer Bay's permanent population alone. The town has an older resident profile and a substantial seasonal and visitor population, resulting in service demand that varies considerably throughout the year. The case for intervention

[15] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Engagement Report*, 2025.
[16] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Situation Analysis*, 2025.
[17] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Engagement Report*, 2025.

does not depend on rapid future population growth; it rests on demonstrated current inadequacy and civic, community, cultural and environmental functions that cannot be appropriately supported within the existing asset base. This is particularly important in a remote community such as Bremer Bay, where the scale and role of local civic infrastructure must be considered against both the population it serves and the range of functions that need to be supported locally, rather than permanent resident number alone.

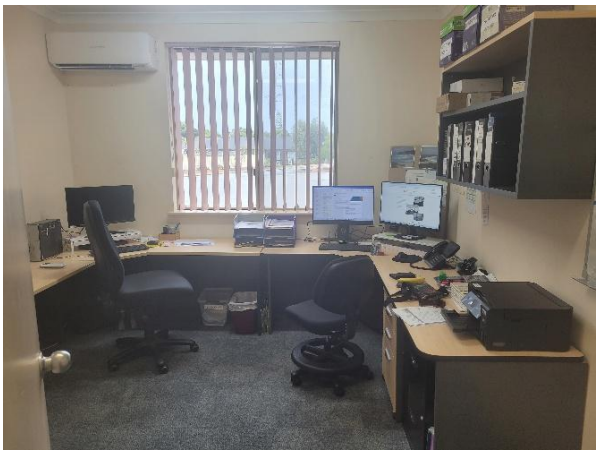


Figure 8: Existing Shire office accommodation at Mary Street

Without a change to the current arrangements, existing services will continue to operate from constrained facilities, some Shire and partner functions will remain remotely delivered or without suitable local accommodation, and opportunities to expand community, digital, visitor and library services will remain limited.

The Feasibility Study found no unused or vacant building in Bremer Bay that could be readily repurposed to accommodate the complete range of identified functions. The opportunity is therefore to determine whether compatible civic, community, visitor, cultural and government functions can be delivered more effectively through a coordinated model using shared and adaptable spaces rather than separate or duplicated facilities.

Rationale for Intervention

The case for intervention rests on three related factors: the public nature of the services involved, the inability of the current facilities to meet identified service requirements, and the absence of any individual organisation or commercial model capable of coordinating and funding an effective response. Business as usual would preserve the existing service model, but it would not resolve the underlying constraints.

Base Case

Under the base case, the Shire would continue to operate and maintain the Mary Street facilities under the current arrangements. The CRC, library, Post Office, visitor information and community hall would remain in their existing accommodation and the Shire would retain its limited local office presence. Other Shire functions would continue to be delivered remotely or through staff travel from Jerramungup, while Wagyl Kaip and DBCA would need to address their accommodation requirements separately or remain without a suitable local office and meeting base.

The Shire currently incurs approximately $30,200 each year to operate and maintain the Mary Street building and provides approximately $44,000 annually for the CRC to deliver library services. These costs support existing services and provide a baseline for the current model; they should not be interpreted as savings that would automatically result from the proposal.[18]

Routine maintenance can keep the existing facilities operational, but it cannot create the additional space, accessibility, privacy, storage and functional flexibility required to address the identified service gaps. The alternative to intervention is therefore not a neutral position. It retains a model in which existing functions remain constrained, some services continue to be delivered remotely or from

[18] BlueSalt Consulting, *Bremer Bay Cultural and Civic Precinct Feasibility Study*, 2026

unsuitable spaces, and additional local accommodation requirements remain unresolved in a community where geographic access to larger service centres is already constrained.

Why Public Intervention Is Required

The services affected are predominantly civic, community and public-interest functions. They include local government administration, library and Community Resource Centre services, access to government and digital services, visitor information, community and cultural participation, and environmental and cultural management associated with the Mamang Maambakoort Marine Park.

The value of these services extends beyond the individual user. Accessible government services, social participation, community programming, cultural recognition, visitor servicing and environmental education create wider community and regional benefits that cannot be fully recovered through commercial rent, hire charges or user fees.

> **Our community buildings have very poor accessibility for a range of community members from mother's with prams to elderly or disabled people struggle to enter buildings without assistance.**
>
> *— Community Member, BlueSalt Consulting Engagement Report, 2025*

A private provider may be able to supply individual components such as office accommodation or event space, but there is no demonstrated commercial model capable of financing and sustaining the complete mix of public-facing functions required.

This is particularly relevant in Bremer Bay. Its remote location increases the importance of maintaining appropriate civic, community and government service capacity locally, while the town's modest permanent population and substantial seasonal variation create a service profile that it not adequately reflected by resident numbers alone. Many of the required functions are public or community-facing and have limited capacity to generate the revenue needed to independently support major infrastructure. At the same time, delivering infrastructure in Bremer Bay carried a significant locality-related cost. The independent concept estimate includes a 30% locality allowance, equivalent to $2.3M[19]. This combination, the public value of maintaining local service capacity, limited direct revenue and higher locality-related delivery costs, strengthens the rationale for a coordinated public investment model in which compatible functions share infrastructure rather than each service or organisation independently establishing and sustaining facilities.

The community sector will continue to play an important role in service delivery and facility activation. The CRC is well placed to operate community-facing functions, but it is not reasonably positioned to finance, own and carry the whole-of-life risk of a major civic asset or coordinate agreements across local government, State Government and Traditional Owner organisations. Earlier feasibility work considered local government, community, contracted and blended management models and identified a Shire-led approach, supported by participating organisations and community representation, as the most appropriate basis for further planning.

There is also a clear coordination problem. The Shire, CRC, Wagyl Kaip and DBCA have different service and accommodation requirements, but no individual organisation has sufficient incentive or capacity to fund the shared circulation, meeting spaces, amenities, public areas, parking and supporting infrastructure from which all users would benefit. Without a coordinating public-sector lead, the likely outcome is a series of partial or separate responses, continued service gaps or no substantive investment.

[19] HW & Associates, *Concept Design Estimate*, 2025

Appropriate Role of Government

The Shire is the logical lead for intervention. It is responsible for several of the services involved, has delivered the surrounding Town Centre infrastructure and public realm, and has the governance, procurement and asset-management systems required to coordinate a long-term response. Shire leadership also provides the clearest basis for maintaining public access, service continuity and accountability over the life of the asset.

The Shire should not, however, be expected to meet the full cost independently. The functions and outcomes involved extend across local government, regional community infrastructure, visitor servicing, Aboriginal participation, environmental management and place-based regional development. This provides a reasonable basis for contributions from the agencies, organisations and government programs whose responsibilities and service outcomes the project supports.

Formal partner participation, accommodation arrangements and financial contributions remain to be confirmed, together with the operating cost and revenue model for any future facility. These matters are important to affordability, cost sharing and delivery, but they do not alter the underlying rationale for intervention. Routine maintenance cannot resolve the identified constraints, the predominantly public and community facing service mix cannot reasonably be expected to independently fund the infrastructure required, and no individual organisation is positioned to coordinate the response.

Public intervention is therefore warranted. A Shire-led pathway, supported by appropriate government and partner contributions, is the most practical means of addressing the identified problem.

Timing Considerations

The timing question is not whether construction should be approved immediately. It is whether the Shire should continue the work needed to keep the project current, coordinated and ready to respond when a viable funding pathway becomes available.

There is no single statutory, operational or funding deadline requiring immediate construction. The timing case is instead cumulative. Existing service constraints will continue while the project is deferred, capital costs remain exposed to changing regional construction conditions, prospective partner arrangements are still being developed, and future funding competitiveness will depend on the quality and currency of the project information available when an appropriate program opens.

TIMING CONSIDERATION	CURRENT POSITION	CONSEQUENCE OF DELAY
Service delivery	Limitations affecting the library, CRC, Post Office, visitor information, Shire services and community spaces are current and documented.	Existing services remain constrained and some functions continue to be delivered remotely, from unsuitable accommodation or not at all.
Cost and estimate currency	The November 2025 concept estimate includes $917,000 for escalation over the following 12 months.	Affordability may weaken and the design assumptions and cost estimate may need to be reviewed or updated.
Funding readiness	Prospective capital programs favour mature proposals supported by robust design, cost, governance, partner and delivery information.	The Shire may be unable to respond within a funding window or may submit a less competitive proposal.
Partner alignment	The prospective roles, accommodation requirements and contributions of	Organisational requirements or accommodation decisions may change,

TIMING CONSIDERATION	CURRENT POSITION	CONSEQUENCE OF DELAY
	Wagyl Kaip and DBCA remain under discussion.	requiring earlier assumptions, design work and partner discussions to be revisited.

Table 2: Timing considerations and consequences of delay

The $19.25 million concept estimate includes a 5% allowance for escalation to tender over the following 12 months, equivalent to $917,000, and identifies continued volatility in regional trade and material pricing.[20] This should not be interpreted as a fixed annual increase, but it demonstrates the project's exposure to time and regional construction conditions. As the concept design and estimate age, they will also require further validation before supporting a future funding application or construction decision.

Funding readiness must similarly be developed in advance. The July 2026 Funding Strategy Review identifies the Regional Precincts and Partnerships Program Stream 2 and the Growing Regions Program as the strongest prospective capital pathways and recommends preparing the project so it can respond to either opportunity as timing and final program requirements become clearer. Both pathways require, or are expected to favour, a well-developed proposal supported by a robust Business Case, reliable cost planning, partner commitments, governance arrangements and a credible approvals and delivery pathway.

The appropriate response is therefore to continue progressing the project toward a funding-ready position, while retaining clear decision gates before further major expenditure or construction. Detailed, tender-ready documentation should be timed against greater certainty regarding the funding program, co-contribution position, partner commitments and likely delivery timeframe.

Construction should remain subject to confirmation of external funding, affordability to the Shire, partner participation, whole-of-life operating impacts and delivery readiness. Continuing the preparatory work does not pre-empt that investment decision. It preserves the Shire's ability to make it using current and reliable information and to respond when a suitable funding opportunity becomes available.

INVESTMENT PROPOSAL

This Investment Proposal defines the intervention being considered, the objectives it is intended to achieve and the public benefits expected to result. It provides the basis for assessing the available investment options that follow.

Proposed Investment

The investment proposition examined by this Business Case is the establishment of a new **Bremer Bay Cultural and Civic Precinct** at 21 Seadragon Avenue within the planned Bremer Bay Town Centre. The current H+H Architects concept provides the reference case against which the available investment responses are assessed.

At the centre of the proposal is a shared service model. Shire administration, the Bremer Bay Community Resource Centre (CRC), library, Post Office and visitor information would operate from one accessible public facility, with proposed accommodation for the Wagyl Kaip Southern Noongar Aboriginal Corporation (Wagyl Kaip) and the Department of Biodiversity, Conservation and Attractions (DBCA). Community, meeting, event and interpretation spaces would be shared across users, reducing

[20] HW & Associates, *Bremer Bay Cultural & Civic Precinct Concept Design Estimate*, 2025.

the need to separately provide common reception, meeting, amenity, parking and supporting infrastructure.

The current concept is organised around three connected groups of functions:

FUNCTIONAL AREA	PROPOSED COMPONENTS
Civic and community services	• Shire administration and local service access • CRC administration and public computer access • Library and activity space • Post Office counter, storage and external mailboxes • Visitor information • Proposed office accommodation for Wagyl Kaip and DBCA
Community, cultural and shared spaces	• An open community lounge and gathering area • Bookable and divisible meeting rooms • Flexible community hall • Commercial kitchen • Visitor, cultural and environmental interpretation areas • Public and staff amenities
Precinct and supporting infrastructure	• Parking and long-vehicle access • Landscaping and external gathering areas • Connections to the existing civic square, playground and skate park • Service infrastructure • Showers and amenities intended to support welfare and evacuation functions when required

Table 3: Proposed functional components of the Cultural and Civic Precinct

The layout separates office and public-service functions from the more active hall and event areas while connecting them through a central community space. This would allow meeting rooms, the hall, kitchen and amenities to operate outside normal business hours while office and service areas remain secure. The hall has been designed to accommodate approximately 170 people in banquet format or 186 in an auditorium configuration, providing capacity for community events and functions that cannot be adequately supported within the existing facilities.

The design also responds to its Town Centre setting. The building has multiple public approaches from Seadragon Avenue, the car park and the adjoining public open space, and is intended to connect the civic square, playground and skate park with the surrounding bushland and coastal outlook. The concept incorporates natural light, shelter from prevailing winds and locally responsive materials to create a building that is functional but recognisably suited to Bremer Bay.

The current concept has a gross floor area of approximately 1,809 m². The independent concept-stage estimate prepared in November 2025 places the total project cost at $19.25 million excluding GST, including siteworks, services, regional delivery allowances, contingencies, professional fees, fit-out allowances and escalation.



Figure 10: Proposed Bremer Bay Cultural and Civic Precinct landscape plan. Source: H&H Architects, Concept Drawings, 2025

The design remains at concept stage and requires further architectural, engineering and technical development, updated cost planning and confirmation of partner requirements before it can support a construction decision.

The full concept represents the most complete expression of the identified service and infrastructure requirements and provides the reference case against which alternative responses are assessed. It does **not** represent a commitment to construct the current design in full. The options analysis tests whether the full concept, a reduced or staged response, or continuation of the base case provides the strongest overall balance of service outcomes, public benefit, affordability and delivery risk.



Figure 11: Proposed Bremer Bay Cultural & Civic Precinct concept design perspectives. Source H&H Architects, Concept Drawings, 2025

Business Case Objectives

The objectives below build on those established through the earlier planning, engagement and investigation stages and have been refined for the Business Case to define the outcomes that any viable investment response should achieve. They provide the framework for comparing the available options.

#	OBJECTIVE	ASSESSMENT FOCUS
1.	**Improve access to safe, accessible and fit-for-purpose civic and community services and spaces.**	The extent to which the option improves the accessibility, suitability and functional capacity of Bremer Bay's civic and community services and addresses the documented constraints of the existing facilities.
2.	**Strengthen the local delivery of Shire services through suitable and adaptable staff and service accommodation.**	Whether the option provides appropriate capacity for Shire staff and functions to be delivered locally, supports changing future requirements and reduces reliance on remote delivery and staff travel from Jerramungup.
3.	**Increase access to flexible spaces and digital infrastructure for learning, work, training and collaboration.**	Whether the option provides appropriately scaled digital, office, meeting and learning spaces that support public internet access, work, training, examinations, further education and collaboration.

#	OBJECTIVE	ASSESSMENT FOCUS
4.	**Improve visitor servicing and opportunities for cultural and environmental interpretation.**	Whether the option provides a visible, accessible and fit-for-purpose visitor-information function and supports cultural and environmental information, interpretation and education.
5.	**Support a stronger local presence for cultural and environmental management functions.**	Whether the option provides adaptable office, meeting and collaborative space capable of supporting local and visiting cultural and environmental functions, including activities associated with the Mamang Maambakoort Marine Park and surrounding conservation estate, subject to confirmed partner requirements and participation.
6.	**Improve coordination and efficient use of infrastructure across compatible civic, community and government services.**	Whether the option enables compatible organisations and services to share spaces and supporting infrastructure in a way that improves coordination, limits unnecessary duplication, makes effective use of the asset and remains operationally manageable.
7.	**Strengthen Bremer Bay's emergency welfare and evacuation capability.**	Whether the option provides accessible and flexible spaces, amenities and supporting infrastructure capable of assisting day and overnight welfare and evacuation functions when required, subject to confirmation of the relevant emergency-management and operating requirements.

Table 4: Business Case objectives and assessment focus

The options will be assessed against these objectives together with their capital and operating costs, affordability, deliverability, risk, public benefits and capacity to respond to changing service and partner requirements.

Relocation of existing services from Mary Street may also create opportunities for the Shire to consider alternative community or service uses for that site. This is treated as an enabling opportunity rather than a Business Case objective, as any future use of Mary Street would require its own needs assessment, planning, funding and investment decision.

Benefits to be Delivered

Investment in addressing the identified service and infrastructure constraints has the potential to generate a clear set of practical public benefits for Bremer Bay. The strongest arise from enabling services the community already relies upon to operate from accessible and fit-for-purpose facilities, while creating capacity for activities and functions that cannot presently be accommodated.

Bringing compatible civic, community, visitor, cultural and government functions together would also allow a broader range of services and activities to be supported through shared and adaptable infrastructure. The extent and timing of these benefits will vary according to the option selected and are considered through the subsequent options, social, economic and financial analyses.

IMPROVED ACCESS TO CIVIC AND COMMUNITY SERVICES

The most immediate benefit would be more equitable and effective access to the services currently delivered from Mary Street.

Purpose-designed accommodation would provide the Community Resource Centre, library, Post Office, visitor information, Shire services and community activities with spaces that are accessible, comfortable and suited to their function. It would improve privacy for people accessing government services, provide safer and easier movement through the building and address the storage, amenity and space constraints that currently affect service delivery.

> **Accessibility is a system-wide constraint. Restricted circulation, unsuitable entrances and service arrangements, inadequate toilet access and limited thermal comfort affect the equitable use of several services. These issues are particularly significant in a town with an older resident population.**
>
> *— Community Member, BlueSalt Consulting Engagement Report, 2025*

The library would be able to operate as more than a lending service, with space for children's activities, community programs and events. The CRC would gain appropriate areas for digital access, examinations, training and private service delivery. The Post Office and visitor-information functions would have the storage, counter and public-facing space required to operate more effectively.

Improved accessibility and service design would be particularly relevant to older residents and people with mobility limitations, while better privacy, circulation and functional space would improve service access more broadly for residents, seasonal populations and visitors. In Bremer Bay's remote context, improving the accessibility and capacity of these local services has added significance because geographic access to larger service centres is constrained.

GREATER COMMUNITY PARTICIPATION, LEARNING AND CONNECTION

The investment would substantially increase the range of community, learning and social activities that can be accommodated locally.

Flexible meeting, activity and event spaces would support workshops, community programs, library activities, training, examinations, meetings, functions and intergenerational activities. Informal gathering areas would also provide space for people to meet and connect outside organised programs or events.

Bookable offices, meeting rooms and digital facilities would provide infrastructure currently missing in Bremer Bay for remote work, training, examinations, further education and collaboration between residents, local businesses and visiting providers.

> **The community hall is dark and gloomy. Not inviting at all. Needs a new welcoming space.**
>
> *— Community Member, BlueSalt Consulting Engagement Report, 2025*

Community engagement identified consistent demand for welcoming gathering areas, technology-enabled meeting rooms, flexible work and learning spaces, larger event capacity and a commercial kitchen able to support a range of community uses.

STRONGER LOCAL SERVICE DELIVERY

Appropriate local office and service accommodation would strengthen the Shire's capacity to deliver services in Bremer Bay.

The existing office arrangements limit the number of staff and functions that can be based in the town. Suitable local accommodation would allow more Shire staff time and services to be delivered locally, improving access and responsiveness for residents and businesses and reducing reliance on remote delivery and staff travel from Jerramungup, approximately 100km away.

The facility would provide capacity for functions such as Ranger, planning and community development services and create a more effective base for visiting Shire staff and other service providers. Improved workplace accommodation would also support the Shire's efforts to attract and retain staff in Bremer Bay.

A MORE ATTRACTIVE PLACE TO LIVE, WORK, RAISE A FAMILY AND INVEST

In regional towns, whether people choose to move to a place or stay there depends partly on the local services and community infrastructure. Funding the Precinct helps Bremer Bay stay an attractive place to live, work, raise a family and invest. For families, it would provide a larger library with children's activity space, program rooms and a community hall alongside the existing playground, skate park and civic square, creating a family-oriented heart for the town. Relocating existing services would also release the Mary Street site for possible future uses such as health or childcare, subject to a separate planning and investment decision. For professionals, it would give DBCA, Wagyl Kaip and a wider range of Shire functions suitable workplaces, so more roles can be based in Bremer Bay rather than serviced from elsewhere. Its bookable offices, meeting rooms and digital access would also suit remote and hybrid workers. For small businesses, shared workspace, a commercial kitchen and greater event and visitor-servicing capacity would make it easier to operate locally and would strengthen the visitor economy that many local businesses rely on.

IMPROVED VISITOR SERVICING AND EVENT CAPACITY

A dedicated visitor-information area would provide a visible, comfortable and professional point of access to information about Bremer Bay and the surrounding region.

The facility would improve the presentation of local attractions, businesses, events and experiences and provide greater capacity for visitor information, displays and interpretation. Its location within the planned Town Centre, close to parking, the civic square, playground and skate park, would create a more accessible and recognisable visitor-service point.

The community hall, commercial kitchen, meeting rooms and outdoor connections would also increase the range and scale of events, exhibitions, workshops and functions that can be hosted in Bremer Bay. This would strengthen the town's visitor offer and create additional opportunities for local businesses and community organisations to participate in or support events and visitor activity.

These benefits are particularly relevant in a town where service demand increases significantly during summer and school-holiday periods and the visitor economy forms an important part of local activity.

STRONGER CULTURAL AND ENVIRONMENTAL PRESENCE

The proposal creates an important opportunity to strengthen Bremer Bay's cultural and environmental functions.

Subject to confirmed participation by Wagyl Kaip Southern Noongar Aboriginal Corporation and the Department of Biodiversity, Conservation and Attractions, the proposal would support a stronger local presence for organisations involved in the management of the Mamang Maambakoort Marine Park, Fitzgerald River National Park and surrounding conservation estate.

Providing office, meeting and shared spaces would support local and visiting staff, meetings, community engagement, joint-management activities and the delivery of cultural and environmental information and programs.

This would give the Precinct a role extending beyond local administration and community use. It would create a civic place where residents and visitors can engage with the cultural and environmental significance of Bremer Bay and where Traditional Owner knowledge and participation can be visible in day-to-day community and visitor activity, rather than cultural interpretation being limited to a static display function.

MORE COORDINATED USE OF PUBLIC INFRASTRUCTURE

The shared model would allow compatible organisations and services to use common meeting rooms, amenities, technology, parking, staff facilities and public areas rather than each requiring a complete standalone facility.

This is a practical response to Bremer Bay's remote setting. It allows a broader range of civic and community functions to be supported locally through one adaptable public asset and limits unnecessary duplication and makes more efficient use of public investment in a location where infrastructure is comparatively costly to deliver. .

Co-location would also improve connections between services. Residents and visitors could access several functions in one place, while staff and participating organisations would have greater opportunity to share information, coordinate programs and make better use of spaces across different times of the day and week.

The value of this model is not limited to potential financial efficiencies. It provides a more integrated and accessible service experience and creates infrastructure capable of adapting as local service needs and organisational arrangements change. Any financial efficiencies arising from co-location will depend on the final operating, lease and cost-sharing arrangements and are considered separately through the financial analysis.

IMPROVED EMERGENCY WELFARE AND COMMUNITY RESILIENCE

The project would provide Bremer Bay with a substantially more capable and appropriate facility from which evacuation and community welfare support could be provided during an emergency.

The current concept includes a large flexible hall, commercial kitchen, accessible toilets and showers, meeting and coordination spaces and areas capable of supporting both daytime use and overnight shelter. Its central townsite location and proximity to existing emergency services would improve accessibility and support coordination during an emergency event.

This capability is particularly important in Bremer Bay, where the number of people in the town increases significantly during peak visitor periods. An emergency may therefore require the Shire and local organisations to support a much larger population than the usual resident count suggests.

Providing a fit-for-purpose welfare facility would strengthen the Shire's ability to establish shelter, distribute information, coordinate assistance and support residents and visitors in a timely manner. It would also replace reliance on a facility located away from the town centre and accessed via a one-way road.

The facility's formal role, capacity and activation arrangements would be confirmed through detailed design and emergency-management planning.

COMPLETION AND ACTIVATION OF THE TOWN CENTRE

The project would deliver the major civic component envisaged for the Bremer Bay Town Centre and build on the substantial enabling infrastructure already delivered by the Shire.

Locating civic and community services at Seadragon Avenue would concentrate activity within the planned centre and strengthen the relationship between the building, civic square, playground, skate park, parking and surrounding public spaces. It would create a recognisable and accessible focus for local governance, community activity, events and visitor information.This concentration of activity would make better use of the roads, services and public realm already constructed and help establish the community heart envisaged through the Town Centre planning framework. It would also avoid further dispersal of civic services across separate and unsuitable sites.

ENABLING OPPORTUNITY AT MARY STREET

Relocating the CRC, library, Post Office, visitor information, hall and Shire functions would release all or part of the Mary Street site for other community or service uses.

Earlier investigations identified health, childcare and related community services as potential future uses. Releasing the site would give the Shire greater flexibility to respond to these separate service needs and consider how the existing land and buildings could provide the greatest future community value.

The Cultural and Civic Precinct would enable this opportunity by relocating the current functions. Any future use of Mary Street would be progressed through its own planning, partnership, funding and approval process.



Figure 12: Existing playground & skate park within the Bremer Bay Town Centre, adjacent to the proposed Precinct site

DISBENEFITS AND ONGOING OBLIGATIONS

The investment would also create significant financial and organisational obligations that must be considered alongside the benefits.

DISBENEFIT	IMPLICATION
Capital obligation	The current full concept is estimated at $19.25 million excluding GST and cannot be delivered from the Shire's identified resources alone.
Whole-of-life obligation	A new facility would create ongoing requirements for utilities, insurance, cleaning, staffing, technology, maintenance and future asset renewal.
Opportunity cost	Shire reserves, borrowing capacity, staff time and management attention committed to the project would not be available for other priorities.
Operating complexity	A multi-user facility would require clear arrangements for leases, service delivery, bookings, access, security, cost sharing and management of common spaces.

Table 5: Disbenefits and ongoing obligations

The Cost–Benefit Analysis accompanying this Business Case assesses the economic value of the Full Precinct relative to the Base Case.. The financial, risk and implementation analyses will separately consider whether the corresponding capital and ongoing obligations are affordable and manageable.

Stakeholders

The investment proposal interfaces with a broad range of stakeholders across local government, community services, visitor servicing, cultural and environmental management and the wider Bremer Bay community. The proposed shared-service model has been shaped through engagement with the organisations and users most directly affected by the existing service and infrastructure constraints.

Stakeholder and community engagement undertaken during 2025 included an online survey, a community workshop, site visits and interviews with existing service providers and prospective building users. The process tested the performance of existing facilities, future service and accommodation requirements and priorities for a future civic facility. Its findings directly informed the functional brief and concept design.[21]

The engagement demonstrated broad community support for improved facilities and established more detailed requirements from the organisations most directly involved in the proposed service model.

Core Project Stakeholders

The proposed shared-service model centres on four organisations with complementary roles in the future facility.

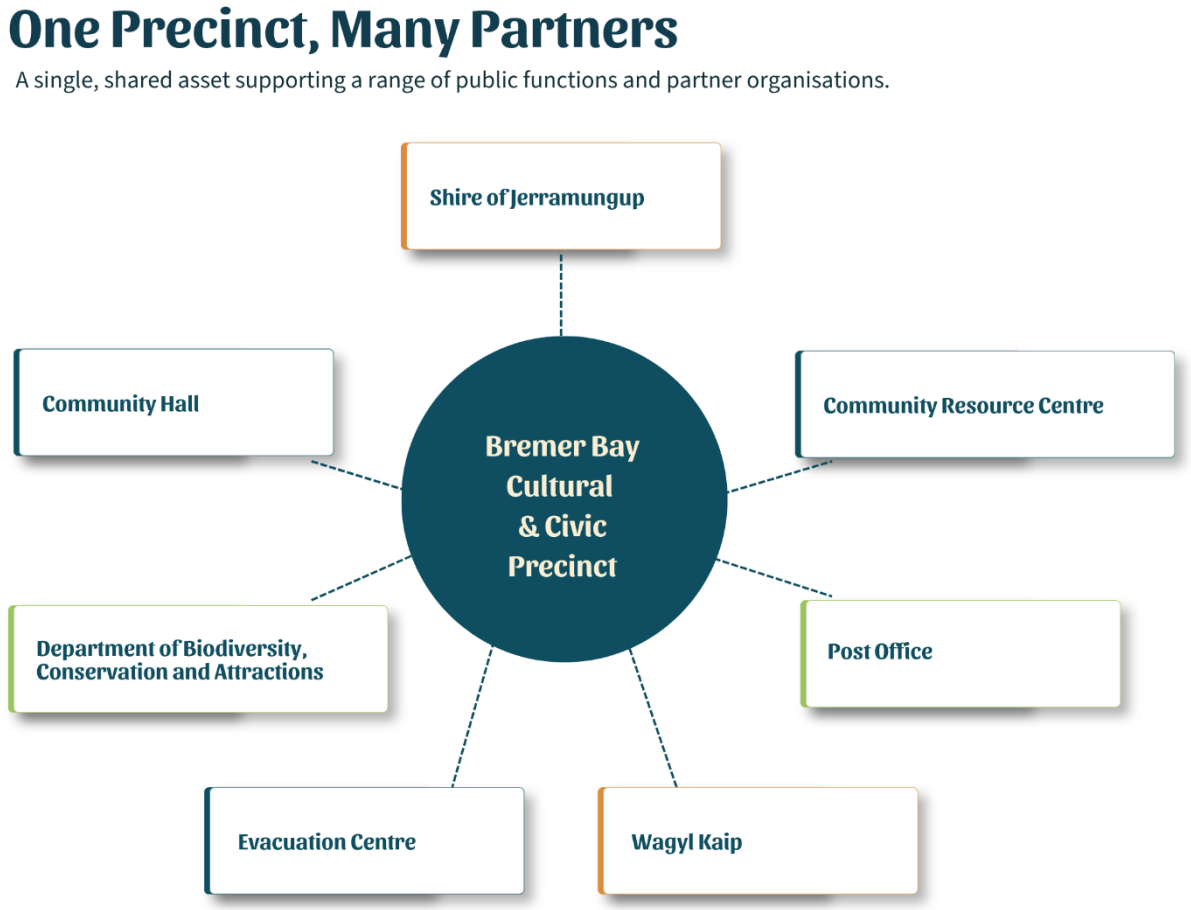
STAKEHOLDER	ROLE & INTEREST	CURRENT POSITION & COLLABORATION
Shire of Jerramungup	Project proponent, site owner, provider of local government services in Bremer Bay and intended asset owner if the project proceeds.	The Shire has led the project through feasibility, engagement, concept design and Business Case development and will remain responsible for project planning, funding, approvals and delivery.
Bremer Bay Community Resource Centre	Established provider of CRC, library, Post Office, visitor-information, Services Australia access, training and examination-support services.	The CRC has been closely involved in the engagement and concept-development process. Its service and accommodation requirements have directly informed the building brief. It has an established service-delivery relationship with the Shire and is expected to be a principal user of any new facility, subject to confirmation of future occupancy, service and operating arrangements.
Wagyl Kaip Southern Noongar Aboriginal Corporation	Traditional Owner organisation and joint management partner with DBCA for the Mamang Maambakoort Marine Park, with an identified need for a local presence in Bremer Bay.	Wagyl Kaip expressed clear support for the project during engagement and identified a requirement for permanent office accommodation and access to meeting space. Its future participation, final accommodation requirements, lease or licence arrangements and any financial or

[21] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Engagement Report*, 2025

STAKEHOLDER	ROLE & INTEREST	CURRENT POSITION & COLLABORATION
		in-kind contribution remain to be formally confirmed.
Department of Biodiversity, Conservation and Attractions	State Government agency with local and regional environmental-management responsibilities, including joint management of the Mamang Maambakoort Marine Park and responsibilities associated with Fitzgerald River National Park and the surrounding conservation estate.	DBCA participated in project development and identified requirements for local office, meeting and collaborative accommodation for permanent, rotating and visiting staff. Its future participation, final accommodation requirements and lease, operating and financial arrangements remain to be formally confirmed.

Table 6: Core project stakeholders and current project roles

The Shire is the project proponent, the CRC is an established local service-delivery partner, while Wagyl Kaip and DBCA are prospective co-locating organisations whose identified requirements have informed the reference concept. Final building scope, operating arrangements and the funding proposition will depend in part on formalising the future participation and requirements of the organisations that would occupy and operate from the facility.



Wider Stakeholders and Beneficiaries

The project also affects a broader group of stakeholders whose needs have informed the proposal or who will be relevant to subsequent planning and delivery. Refer to Appendix 7 for full list of wider stakeholders and beneficiaries.

Interdependencies

The Cultural and Civic Precinct has a defined Shire-owned site within the planned Bremer Bay Town Centre and is not dependent on land acquisition or completion of another major capital project. The surrounding roads, drainage, lighting, parking, civic square, trails, playground and skate park have already been delivered, providing a strong foundation for the next stage of the precinct. Building-specific utility capacity, connections and authority requirements will be confirmed through design development.

The remaining interdependencies are primarily organisational, financial and technical. They do not prevent the project from progressing, but each must be resolved before a final construction decision is made.

INTERDEPENDENCY	RELEVANCE	MANAGEMENT APPROACH
Partner commitments and governance	The future participation of the CRC, Wagyl Kaip and DBCA will influence the final accommodation requirements, service model, cultural and environmental functions, operating arrangements and funding proposition. Clear roles will also be required for decisions affecting shared spaces and services.	Confirm each organisation's participation, accommodation and service requirements, lease or licence arrangements, financial or in-kind contributions and formal support before the building scope and major funding submission are finalised. Establish appropriate governance and decision-making arrangements for the next stage of project development.
Operating model and whole-of-life affordability	The project's ongoing affordability and the value of the shared-service model will depend on how the facility is staffed, operated, maintained and funded over its life. Current project planning does not yet include a confirmed operating-cost and revenue model or agreed partner rents and cost-sharing arrangements.	Develop an agreed operating and financial model covering service responsibilities, staffing and opening hours, bookings and access, technology and security, utilities, cleaning, maintenance, insurance, asset renewal, hire and lease revenue, partner contributions and allocation of common costs. Test the resulting whole-of-life cost to the Shire before the final investment decision.
Capital funding and co-contribution	The project cannot be delivered from the Shire's available resources alone and will require substantial external capital funding.	Confirm the affordable Shire contribution, funding gap and any partner commitments. Maintain the project at a level of readiness that allows it to respond to the strongest suitable major funding opportunity, with complementary funding used for clearly defined components where appropriate.
Design, site services and approvals	The concept design and estimate establish the intended scope and likely order of cost, but further technical work	Progress staged architectural and engineering design, including confirmation of power, water, sewer,

INTERDEPENDENCY	RELEVANCE	MANAGEMENT APPROACH
	is required to confirm the final solution and provide construction-level certainty.	communications, fire services and other authority requirements. Resolve accessibility, building-services and specialist design matters, establish the approvals pathway and update the quantity-surveyor estimate at each major decision point.
Emergency welfare and evacuation arrangements	The facility's welfare and evacuation capability is an important public benefit and must align with local emergency-management arrangements.	Work with emergency-management and welfare stakeholders to confirm the building's role, safe capacity, amenities, equipment, emergency power and communications requirements, activation arrangements and operating responsibilities before the design is finalised.
Service transition and continuity	Existing CRC, library, Post Office, visitor-information, community hall and Shire services will need to continue during project delivery and transition into any new facility without avoidable disruption. The timing of this transition will also determine when the Mary Street site becomes available for separate future consideration.	Prepare a coordinated transition plan for the CRC, library, Post Office, visitor information, hall and Shire functions. Assess the future use of Mary Street separately, including service need, building suitability, delivery partners, funding and approvals.

Table 7: Project interdependencies and management approach

These interdependencies should be progressed as connected workstreams. Partner and operating requirements should inform developed design; technical design and updated cost planning should inform the affordability and funding assessment; and emergency-welfare requirements should be resolved before the building scope is fixed. The resulting scope, whole-of-life operating position, funding package and partner commitments can then provide the basis for the final investment decision.

Service transition planning will become increasingly important as the project moves toward delivery, while future use of Mary Street can progress through a separate process without delaying the core investment.

The interdependencies therefore represent clear decision gates before construction, rather than barriers to continued project development. Addressing them in a coordinated sequence will reduce the risk of redesign, strengthen funding readiness and give Council and prospective funders a clearer basis for determining whether the project is affordable and ready to proceed.

STRATEGIC OPTIONS IDENTIFICATION AND ANALYSIS

Long List of Options

The Business Case considered a broad range of strategic responses to the documented service and infrastructure constraints in Bremer Bay. The purpose of the long-list process is to identify the reasonable ways in which the need could be addressed before determining which options warrant more detailed evaluation. Refer to Appendix 6: Long List of Options.

Shortlisting of Options

A structured shortlisting process was undertaken to assess the Long List and identify the options most suitable for further evaluation. The assessment is qualitative and proportionate to the current maturity of the proposal. A weighted multi-criteria assessment has not been applied because the purpose of shortlisting is to determine which options warrant more detailed analysis, rather than select the preferred solution at this stage.

PRELIMINARY FEASIBILITY SCREEN

Option 3 – Use Alternative Existing Premises was screened out before comparative assessment. Earlier investigations found no unused or vacant building in Bremer Bay suitable for repurposing to accommodate the identified range of civic, community and service functions. In the absence of an identified asset to lease, acquire or repurpose, there is no sufficiently defined alternative against which size, condition, cost, availability or service capability can reasonably be assessed.

Option 3 is therefore retained in the Long List as evidence that this response was considered, but is not included in the comparative shortlisting assessment.

Shortlisting Criteria

The remaining six options were assessed against criteria drawn from the Business Case objectives, identified benefits and the practical considerations that will influence delivery.

CRITERION	ASSESSMENT QUESTION
Core Problem Response	To what extent does the option materially resolve the documented service and infrastructure constraints rather than retain or only partially mitigate them?
Objective and Benefit Delivery	To what extent does the option achieve the Business Case objectives and deliver the identified public benefits, including the breadth and timing of those benefits?
Functional and Service Model Viability	Can the option provide a workable, accessible and adaptable model for delivering the required services and accommodating relevant organisations?
Practical Feasibility and Deliverability	Is there a credible physical, technical, organisational and approvals pathway to implementing the option?
Relative Affordability and Funding Pathway	Does the option present a credible funding pathway and a reasonable prospect that its capital and ongoing costs will be proportionate to the outcomes delivered?
Flexibility and Long-Term Sustainability	Can the option respond to changing service, community and organisational requirements without creating avoidable duplication, stranded investment or an unsustainable operating burden?

Table 8: Shortlisting criteria and assessment questions

Evaluation Summary

Option 1 – **Maintain Existing Arrangements / Base Case** is retained for comparison purposes. It provides the benchmark against which the relative costs, benefits and risks of further investment can be assessed, although it leaves the documented service and facility constraints substantially unresolved.

The table below summarises how each of the remaining long-listed options performs against the shortlisting criteria.

Option	Core Problem Response	Objective & Benefit Delivery	Functional & Service Model Viability	Practical Feasibility & Deliverability	Relative Affordability & Funding Pathway	Flexibility & Long-Term Sustainability	Shortlisted
Option 1 – Maintain Existing Arrangements / Base Case	**Limited** Existing constraints remain.	**Limited** Little additional benefit delivered.	**Limited** Current constrained model continues.	**Strong** Existing arrangements can continue.	**Strong** Lowest immediate capital requirement.	**Limited** Little capacity for future needs.	Base Case only
Option 2 – Upgrade and Adapt Existing Mary Street Facilities	**Moderate** Improves some existing deficiencies.	**Moderate** Delivers only part of the intended benefits.	**Limited** Space and configuration remain constrained.	**Moderate** Possible, but no developed scheme exists.	**Moderate** Lower cost likely, but savings are unquantified.	**Limited** Retains underlying site constraints.	No
Option 4 – Deliver Separate or Distributed Facilities	**Moderate** Addresses needs individually, not collectively.	**Moderate** Reduced shared and precinct benefits.	**Moderate** Workable but fragmented service model.	**Moderate** Requires several separate delivery pathways.	**Limited** Duplicates facilities and funding requirements.	**Limited** Risks fragmented and duplicated investment.	No
Option 5 – Reduced-Scope Cultural and Civic Precinct	**Moderate** Resolves core needs but reduces scope.	**Moderate** Some benefits permanently reduced.	**Moderate** Depends on functions retained.	**Strong** Defined site and new-build pathway.	**Moderate** Lower cost likely; savings not yet defined.	**Moderate** Lower burden but less future capacity.	Yes

Option	Core Problem Response	Objective & Benefit Delivery	Functional & Service Model Viability	Practical Feasibility & Deliverability	Relative Affordability & Funding Pathway	Flexibility & Long-Term Sustainability	Shortlisted
Option 6 – Staged Cultural and Civic Precinct	**Moderate** Resolves needs progressively.	**Moderate** Full benefits are delayed.	**Strong** Retains the intended service model.	**Moderate** Requires staging design and future funding.	**Moderate** Reduces initial funding requirement.	**Strong** Preserves the intended long-term outcome.	Yes
Option 7 – Full Cultural and Civic Precinct	**Strong** Most complete response to identified constraints.	**Strong** Delivers the broadest range of benefits.	**Strong** Supports the complete shared-service model.	**Moderate** Further design and funding are required.	**Moderate** Highest cost and external funding requirement.	**Strong** Greatest capacity for changing future needs.	Yes

Table 9: Shortlisting assessment

Options Not Progressed

Option 2 – Upgrade and Adapt Existing Mary Street Facilities

Option 2 could improve a number of the shortcomings affecting the existing Mary Street facilities and may offer a lower-cost response to individual accessibility, privacy, amenity, storage and technology issues. It has therefore been treated as a credible improvement option rather than dismissed solely because it does not replicate the proposed Precinct.

Its limitation is that the underlying asset and site do not provide sufficient capacity for the complete range of functions identified through the Business Case. Earlier feasibility work concluded that the current building is unsuitable for conversion into the proposed Cultural and Civic facility and cannot readily provide the additional community, visitor, Shire and organisational accommodation required.

The available evidence therefore supports incremental improvement of the current facilities, but does not establish a credible long-term pathway capable of resolving the combined service and accommodation problem.

Option 2 is **not progressed to detailed evaluation.**

Option 4 – Distributed / Hybrid Service Model

Option 4 provides a credible alternative to consolidation and could improve individual services through a combination of Mary Street upgrades, digital and visiting-service arrangements, bookable or shared workspace and separate accommodation for organisations with additional requirements.

It would, however, retain the existing fragmentation of civic and community services and leave several of the physical constraints at Mary Street unresolved. It would also depend on multiple organisations establishing and maintaining separate accommodation and service-delivery arrangements.

The option therefore provides a plausible partial response, but does not offer a sufficiently complete or defined response to the combined problem to justify progression into the detailed capital-option evaluation.

Option 4 is **not progressed to detailed evaluation.**

Shortlisted Options

The shortlisting process identified four options for further assessment:

- **Option 1 – Maintain Existing Arrangements / Base Case,** retained for comparison purposes
- **Option 5 – Reduced-Scope Cultural and Civic Precinct,** retained as it tests whether a smaller capital investment can provide an acceptable service response while permanently accepting a lower level of functionality or benefit
- **Option 6 – Staged Cultural and Civic Precinct,** retained as it tests whether the intended long-term outcome can be delivered progressively, reducing the initial funding requirement while accepting delayed benefits and reliance on later funding.
- **Option 7 – Full Cultural and Civic Precinct**, retained as it tests delivery of the current reference concept as a single project. It provides the most complete service response but also carries the largest defined capital requirement.

These options provide a meaningful decision spectrum between maintaining the existing arrangements and investing in a new shared facility at different levels of scope and timing. Progression to the shortlist does not indicate a preferred solution. Options 5, 6 and 7 will be compared through the subsequent social and environmental, economic, financial, program and risk analyses before a preferred strategic response is identified.

SHORTLISTED OPTIONS EVALUATION

Shortlisted Options Summary

Four options have been retained for detailed evaluation. Together, they test the principal investment choices available to the Shire: continue the existing arrangements, deliver a permanently reduced precinct, deliver the intended precinct progressively, or deliver the current reference concept in full.

The reduced and staged options have been developed as **representative assessment scenarios** using the design and staging opportunities identified through the Feasibility Study and the November 2025 Quantity Surveyor estimate. They provide a practical basis for comparing costs, benefits and risks, but are not developed designs. Revised architectural documentation and QS validation would be required before either option could support a funding or construction decision.

Shortlisted Options at a Glance

	OPTION 1 – BASE CASE	OPTION 5 – REDUCED PRECINCT	OPTION 6 – STAGED PRECINCT	OPTION 7 – FULL PRECINCT
Investment approach	Continue current arrangements	Build a permanently smaller shared facility	Build the core facility first and complete defined components later	Deliver the complete reference concept in one program
Core civic and service functions	Existing constrained arrangements	Included	Included in Stage 1	Included
New community hall	No – existing Mary Street hall retained	Permanently omitted	Deferred to Stage 2	Included
Full commercial kitchen	Existing Mary Street facilities	Full fit-out omitted	Deferred to Stage 2	Included
Mary Street hall	Remains in use	Remains in use	Remains in use until Stage 2	Potentially released from current civic use
Indicative capital position	No major new-build capital project	~$16.5m ex GST*	Stage 1 ~ $16.5m ex GST* Stage 2 not costed	$19.25m ex GST
Principal trade-off	Avoids major capital investment but leaves identified constraints unresolved	Lower capital requirement achieved by permanently accepting less functionality and benefit	Smaller first funding task, but completion and some benefits depend on a second future investment decision	Highest single funding requirement, but complete intended scope delivered through one coordinated project

Table 10: Shortlisted options at a glance

Basis for the Reduced and Staged Options

The Feasibility Study tested several ways in which the current concept could be reduced or delivered progressively. This work identified the community hall and commercial kitchen as the clearest separable components. Reductions to office accommodation, community gathering areas and other core service spaces were found to have a more direct effect on the shared-service model, partner accommodation and future flexibility.

ADJUSTMENT TESTED	FEASIBILITY FINDING	BUSINESS CASE TREATMENT
Defer community hall	Most readily separable major component. Core civic, CRC and office functions can operate without it, but the existing hall would remain in use and later funding would be required.	Principal basis for **Option 6 – Staged Delivery.**
Defer commercial kitchen fit-out	Can initially be provided as a shell or interim flexible space. The QS includes a discrete $400,000 ex GST commercial-kitchen fit-out allowance.	Included in Stage 2 under **Option 6**.
Reduce community foyer / gathering space	Limited saving relative to the effect on circulation, visitor servicing and the intended community-lounge function.	Not adopted.
Reduce office provision	Reduces partner capacity and future Shire flexibility and would be difficult to reinstate later.	Core Shire and partner accommodation retained.
Delete community hall	Core civic and service functions remain deliverable, but community/event capacity and the opportunity to fully repurpose Mary Street are reduced.	Principal basis for **Option 5 – Reduced Scope**.
Minor material, fit-out or service reductions	Potential savings are comparatively small and do not materially alter the strategic investment decision.	Treated as future value-engineering opportunities rather than a separate option.

Table 11: Basis for the Reduced and Staged Precinct options

On this basis, **Option 5** assumes permanent omission of the community hall and the full commercial-kitchen fit-out. The retained kitchen area would be redesigned for an appropriate smaller-scale community or shared use.

Option 6 delivers substantially the same core facility in Stage 1 but preserves the hall and full commercial kitchen as part of the **intended long-term scope**. Detailed design would need to provide a practical and weatherproof interface for their later construction.

Both scenarios retain the functions that underpin the core investment proposition: Shire administration, CRC, library, Post Office, visitor servicing, meeting and shared spaces and proposed accommodation for Wagyl Kaip and DBCA. The distinction is therefore deliberate: Option 5 accepts a permanently smaller end-state, while Option 6 defers part of the intended end-state to a later investment decision.

Indicative Cost Basis

The Full Precinct has an independently prepared concept-stage estimate of **$19.25 million excluding GST**.[22]

Options 5 and 6 have not been separately redesigned or costed by the quantity surveyor. For Business Case comparison, an indicative planning allowance of approximately **$16.5 million excluding GST** has been adopted for the Reduced Precinct and Stage 1 of the Staged Precinct. This is based on the existing concept estimate and the omission or deferral of the hall and full commercial-kitchen components identified through the Feasibility Study.

Option 1 - Maintain Existing Arrangements / Base Case

Scope: Continue operating the CRC, library, Post Office, visitor information, community hall and limited Shire accommodation from Mary Street. Other Shire functions continue through existing remote and visiting arrangements, with prospective partners addressing their accommodation needs separately.

Cost: No major new capital project. Routine maintenance and necessary asset expenditure continue.

Program and Delivery Schedule: No capital delivery program required. Existing arrangements continue.

Funding: Existing Shire operating and asset budgets.

Assumptions and Constraints: Mary Street remains available and serviceable. Existing space, accessibility and service-capacity constraints remain and no additional accommodation is created for Shire or prospective partner requirements.

Key Risk: Residual service risk. Avoids a major capital commitment but leaves the documented service and infrastructure constraints substantially unresolved.

The Base Case provides the benchmark against which the incremental costs, benefits and risks of Options 5, 6 and 7 are assessed.

Option 5 - Reduced-Scope Cultural and Civic Precinct

Option 5 tests whether the core service and co-location outcomes can be achieved at a materially lower capital cost by permanently accepting a reduced level of community and event functionality.

Scope: Deliver the core shared facility at Seadragon Avenue, retaining Shire administration, CRC, library, Post Office, visitor servicing, meeting/shared spaces and proposed partner accommodation. The community hall would be permanently omitted and the full commercial kitchen fit-out would not proceed. The kitchen area would be redesigned for an appropriate smaller-scale community or shared use.

Cost: Approximately $16.5 million ex GST, with a planning range of $16.3–$16.7 million. Derived from the current QS estimate and subject to redesign and independent QS confirmation.

Program and Delivery Schedule: Revised architectural design and cost planning would be required before procurement. Once defined, the reduced facility could be delivered as a single project.

Funding: Shire contribution supplemented by external capital funding. The lower capital requirement reduces, but does not remove, the external funding requirement.

[22] HW & Associates, *Bremer Bay Cultural & Civic Precinct Concept Design Estimate*, 2025

Assumptions and Constraints: Core civic and partner functions are retained. The existing Mary Street hall would continue to provide larger community and event space. Emergency welfare functionality would likely be unfeasible.

Key Risk: Scope adequacy risk. The lower capital requirement comes with a permanent reduction in community/event capacity, reduced ability to fully repurpose Mary Street and potentially lower flexibility to respond to future needs.

The option therefore tests whether the core civic and shared-service benefits justify proceeding at a lower capital cost while permanently retaining the existing Mary Street hall and accepting a reduced level of community, event and welfare functionality.

Option 6 - Staged Cultural and Civic Precinct

Option 6 tests whether the Shire can reduce the initial funding task while retaining the full intended precinct as the long-term outcome.

Scope: Stage 1 delivers the same core civic, community-service and proposed partner functions as Option 5. The hall interface is designed and weatherproofed for later expansion, with the commercial kitchen area provided as a shell or interim flexible space. Stage 2 completes the community hall and full commercial kitchen fit-out.

Cost: Stage 1: approximately $16.5 million ex GST, with a planning range of $16.3–$16.7 million before any specific staging/interface allowance. The balance of the current reference concept is approximately $2.5–$3.0 million at current prices, but this should not be treated as a Stage 2 budget.

Program and Delivery Schedule: Stage 1 proceeds once design, approvals and funding are secured. Stage 2 proceeds when subsequent funding becomes available. Detailed design must preserve a practical interface for future completion.

Funding: Spreads the funding requirement across more than one investment decision and may allow later components to be packaged for discrete funding.

Assumptions and Constraints: The hall and commercial kitchen remain part of the committed long-term scope. Mary Street hall continues operating until Stage 2 is complete. Revised staging design and QS cost planning are required.

Key Risk: Completion risk. Core services can be delivered earlier, but community/event benefits remain incomplete until Stage 2 and there is no certainty that later funding will be secured.

The option therefore tests whether reducing the initial funding requirement justifies the additional program and completion risk created by deferring the hall and commercial kitchen. Its financial advantage is a smaller first funding task rather than a lower total cost for the completed precinct.

Option 7 - Full Cultural and Civic Precinct

Option 7 tests delivery of the current reference concept as a single coordinated project.

Scope: Deliver the full approximately 1,809m² reference concept at Seadragon Avenue, incorporating Shire administration, CRC, library, Post Office, visitor servicing, proposed Wagyl Kaip and DBCA accommodation, meeting and community spaces, community hall, commercial kitchen, cultural and environmental interpretation and supporting amenities.

Cost: $19.25 million ex GST, based on the November 2025 independent concept-stage estimate.

Program and Delivery Schedule: Further design development, technical investigations, approvals, updated costing, partner confirmation and funding are required before procurement and construction.

Funding: Shire contribution together with substantial external capital funding. Partner contributions and complementary funding for discrete elements remain to be confirmed.

Assumptions and Constraints: Current reference scope is retained. Partner participation, operating arrangements, welfare requirements and technical design assumptions require confirmation before construction.

Key Risk: Funding and affordability risk. Provides the most complete service response but requires the largest upfront funding commitment and creates the greatest long-term asset obligation.

It provides, however, the most complete service response from opening and avoids the future completion, interface and second-stage funding risks inherent in Option 6.

The following sections assess these options in more detail through the social and environmental impacts, Cost–Benefit Analysis, financial implications, timing and program requirements and comparative risk profile of each option.

Social and Environmental Impact Analysis

Social Impacts

All three new build options would improve access to everyday civic and community services, strengthen co-location and support a more active Town Centre. The main difference is whether the hall based community, event, cultural gathering and welfare functions are delivered from the start (Full Precinct), deferred (Staged) or permanently lost (Reduced). The full social impact analysis is provided at Appendix 8.

Environmental Impacts

Environmental impacts is an important design and delivery consideration but is not the deciding factor between the new build options. The Reduced Precinct has the smallest construction footprint, while the Full Precinct delivers the complete environmental stewardship and community engagement platform in a single build. The full environmental impact analysis is provided at appendix 8.

Economic Analysis

The economic analysis considers whether investment in the Cultural and Civic Precinct is expected to generate sufficient benefits to the wider community to justify the resources required to deliver it. It is distinct from the Financial Analysis that follows, which considers the capital, funding and ongoing financial implications for the Shire.

Approach

An independent Cost–Benefit Analysis (CBA) was undertaken by Stantec Australia to assess the **Full Cultural and Civic Precinct against the Base Case**, under which the project does not proceed and the existing arrangements continue. The detailed CBA, including assumptions, valuation methods and data sources, is provided at Appendix 3.[23]

Stantec applies a hybrid assessment approach, combining conventional microeconomic benefits with broader economic and commercial effects. The assessment applies a 5% real discount rate over a 30-year appraisal period. The headline result therefore reflects the combined value of the different economic effects included within the model.

The quantitative CBA assesses the Full Precinct only. The Reduced and Staged Precincts have not been separately redesigned or independently costed and are treated in this Business Case as representative

[23] Stantec Australia, *Bremer Bay Cost Benefit Analysis*, 2026

assessment scenarios. Separate BCRs have therefore not been calculated for these options, as the design, cost and benefit inputs required to support a reliable quantitative comparison are not yet available. Their economic implications are considered qualitatively later in this section and alongside the social, environmental, financial, timing and risk analyses.

Quantified Benefits

The CBA identifies benefit streams associated with improved local service delivery, community and cultural access, visitor activity, partner presence and the completed asset.

BENEFIT CATEGORY	CBA MEASURE	PRESENT VALUE
Local service delivery	Travel-time, vehicle-operating, safety and externality benefits associated with reduced staff travel	$2.949m
Emergency welfare capability	Estimated avoided cost associated with providing equivalent evacuation-centre capability separately	$1.097m
Arts and cultural access	Willingness-to-pay value associated with improved access to arts and cultural activity	$0.103m
Residual asset value	Remaining value of the facility beyond the appraisal period	$2.245m
Employment	Employment associated with the anticipated DBCA presence in Bremer Bay	$5.819
Visitor Economy	Increased visitor expenditure associated with improved visitor servicing	$15.946m
Rent and venue hire	Value associated with accommodation, service and facility use	$1.271m
TOTAL QUANTIFIED BENEFITS		**$29.43m**

Table 12: Quantified benefits included in the Cost–Benefit Analysis

These values are economic benefits rather than direct financial returns to the Shire. Additional visitor expenditure, for example, represents wider economic activity, while some accommodation and facility-use values are based on benchmark or imputed values rather than confirmed future income. The financial implications for the Shire, including lease and hire revenue, operating expenditure and whole-of-life asset obligations, are considered separately through the Financial Analysis.

Results and Sensitivity

The CBA reports a positive combined economic result for the Full Precinct relative to the Base Case.

ECONOMIC MEASURE	RESULT
Present Value of Costs	**$17.897m**
Present Value of Benefits	**$29.43m**
Net Present Value	**$11.553m**

ECONOMIC MEASURE	RESULT
Benefit–Cost Ratio	**1.64**
Economic Internal Rate of Return	**10%**

Table 13: Cost–Benefit Analysis results

The Full Precinct has a positive Net Present Value and a BCR above 1. This indicates that the quantified benefits exceed the quantified costs under the assumptions adopted in the model and provides economic support for investment in the Full Precinct relative to continuation of the Base Case.

Broader visitor, employment and accommodation-related effects account for a significant share of the quantified benefits. The overall result therefore reflects a combined assessment of conventional and broader economic effects. The CBA provides an important economic lens on the investment, alongside the wider social, environmental, financial, timing and risk evidence presented through this Business Case.

Sensitivity testing examines how the result changes where the central cost and benefit assumptions are varied.

SCENARIO	BCR
Reference case	1.64
Capital costs +20%	1.32
Capital costs +40%	1.17
Benefits –20%	1.31
Benefits –40%	0.99
Microeconomic benefits only	0.36

Table 14: CBA sensitivity results

The sensitivity results show that the BCR remains above 1 where capital costs increase by up to 40% and where quantified benefits are reduced by 20%. A 40% reduction in benefits reduces the BCR to 0.99, close to the point at which quantified costs and benefits are equal.

The result is therefore sensitive to benefit realisation than to the tested cost increases. This is relevant because several material benefit streams depend on future visitor activity, partner participation, employment and use of the completed facility. These assumptions should continue to be tested as partner arrangements, operating requirements and project design become more certain.

The microeconomic-only sensitivity produces a BCR of 0.36, demonstrating that the broader regional and commercial effects are material to the combined result. The CBA should therefore be read as one part of the overall investment assessment rather than as a standalone measure of project value.

Wider Benefits and Option Implications

Not all of the benefits identified through the Business Case are monetised through the CBA. Improved accessibility and privacy, community participation and learning, Traditional Owner participation and cultural presence, environmental-management capability, coordination between services, activation of the Town Centre and the future adaptability of the shared facility remain important public-value

considerations. These benefits are assessed more fully through the **Benefits to be Delivered** and **Social and Environmental Impact Analysis** sections and should be considered alongside the quantified economic result.

The CBA directly assesses the Full Precinct against the Base Case. Its implications for the broader shortlist are summarised below.

OPTION	ECONOMIC IMPLICATION
Option 1 – Base Case	Avoids the major new capital investment but does not generate the additional service, travel, visitor, partner and community benefits associated with the new Precinct. Existing service and facility constraints remain.
Option 5 – Reduced Precinct	Retains most core civic, service, visitor and co-location functions, but permanently omits the new community hall and full commercial kitchen. Community, event and intended welfare benefits are consequently reduced and the Mary Street hall remains in use.
Option 6 – Staged Precinct	Retains the potential to achieve the complete long-term benefit package, but delays the hall, kitchen and associated community, event and welfare benefits until Stage 2. Realisation of those benefits remains dependent on a later funding and delivery decision.
Option 7 – Full Precinct	Is the option directly assessed through the CBA. It delivers the complete intended service and benefit model from opening, but requires the highest upfront capital investment.

Table 15: Economic implications of the shortlisted options

The CBA demonstrates the a positive economic result for the Full Precinct relative to the Base Case. It does not provide a quantitative comparison between the Full, Reduced and Staged Precincts, and therefore does not determine the preferred new-build option in isolation.

The economic assessment therefore supports investment in the Full Precinct relative to continuation of the existing arrangements, while the choice between the new-build options must also consider the benefits permanently foregone under the Reduced Precinct, those deferred and exposed to completion risk under Staged delivery, and the corresponding capital, operating, timing and delivery implications.

$19.25m
Total Investment



Deliverables

Construction of a new 1,809m² Bremer Bay Cultural and Civic Precinct, including:

- Shire administration
- CRC, library, Post Office & visitor information
- Community hall, meeting / event spaces and commercial kitchen
- Accommodation for DBCA and Wagyl Kaip
- Community evacuation / welfare capability

Economic Outcomes

- **$15.95m** Additional Visitor Expenditure
- **$5.82m** Employment Benefit
- **$2.95m** Reduced Staff Travel Benefit
- **$2.25m** Residual Asset Value

Other Quantified Benefits

- **$1.27m** Accommodation & Facility Use Value
- **$1.10m** Emergency Welfare Capability
- **$0.10m** Arts & Cultural Access Benefit

Cost-Benefit Outcomes

- **$17.90m** Present Value of Costs
- **10%** Economic Internal Rate of Return (EIRR)
- **$11.53m** Net Economic Benefit (NPV)
- **1.64** Benefit Cost Ratio (BCR)

Financial Analysis

The financial analysis considers the capital cost of the shortlisted options, the Shire's available contribution and remaining funding requirement, the implications of reduced and staged delivery, and the ongoing cost of owning and operating the precinct.

The Full Precinct has an independently prepared concept-stage cost estimate of $19.25 million. The Reduced and Staged options have not been separately redesigned or costed by the quantity surveyor, so planning estimates have been developed for this Business Case using the existing design, the quantity surveyor's trade-based estimate and the scope reductions identified through the Feasibility Study.

The resulting position is clear. Reducing or staging the precinct lowers the initial capital requirement from $19.25 million to approximately $16.5 million. This is a meaningful saving, but all new-build options remain dependent on substantial external funding and create a larger ongoing asset commitment for the Shire.

Unless otherwise stated, all costs are excluding GST.

Capital Costs

The November 2025 Concept Design Estimate prepared by HW & Associates provides the current cost reference for the Full Precinct. It estimates the complete 1,809m² facility at **$19.25 million**. The estimate includes building works, siteworks and services, a 30% Bremer Bay locality allowance, contingencies, professional fees, project allowances and 12 months of escalation.[24]

The principal cost components are:

COST COMPONENT	AMOUNT
Building works	$8.197m
Siteworks and services	$2.621m
Bremer Bay locality allowance – 30%	$3.246m
Design and construction contingencies	$2.111m
Professional fees and disbursements	$1.358m
Escalation – 12 months / 5%	$0.917m
Other project allowances	$0.800m
Total	**$19.250m**

Table 16: Full Precinct concept-stage capital cost breakdown

The estimate remains at concept stage. Detailed structural and building-services information was not available when it was prepared, and planning contingency, external project management and client administration are excluded. Regional trade and material pricing also remains subject to volatility. The $19.25 million therefore provides the current basis for option and funding decisions rather than a final construction budget.

[24] HW & Associates, *Bremer Bay Cultural & Civic Centre Concept Design Estimate*, 20 November 2025.

The capital position of the shortlisted options are:

OPTION	CURRENT CAPITAL COST	BASIS
Option 1 – Base Case	No new-build capital cost	Existing facilities continue to be operated, maintained and renewed
Option 5 – Reduced Precinct	Approx. $16.5m	Hall and full commercial kitchen permanently omitted
Option 6 – Staged Precinct	Stage 1 approx. $16.5m	Core facility delivered first; hall and full kitchen deferred
Option 7 – Full Precinct	$19.25m	Independent November 2025 concept-stage QS estimate

Table 17: Capital cost comparison of the shortlisted options

Basis of the Reduced and Staged Estimate

The Feasibility Study identified the community hall as the most readily separable major component of the design. The core Shire, CRC, library, visitor and partner functions can operate without it, and the hall-to-main-building interface provides a practical construction break. The commercial kitchen fit-out was also identified as a discrete component that could be omitted or deferred.

The Reduced and Stage 1 estimates have been developed as a planning exercise using these two changes.

The architectural drawings identify approximately **283m²** across the community hall, performance-preparation area and furniture store. These spaces represent approximately 16% of the total building area. Applying this proportion to the QS building-works cost, excluding the separately identified commercial kitchen fit-out, gives an indicative building-works value of around $1.2 million for the hall and supporting spaces. The QS also includes a specific $400,000 provisional sum for the commercial kitchen fit-out.

When the relevant locality allowance, contingencies, professional fees and escalation associated with those avoided works are taken into account, the current cost plan indicates a project-level reduction in the order of **$2.5 million to $3.0 million**. Siteworks, major services, headworks and other shared project costs have not been assumed to reduce in direct proportion to floor area, and some cost would remain at the interface between the retained and omitted parts of the building.

A midpoint reduction of approximately **$2.75 million** has therefore been adopted for option comparison, resulting in a working estimate of approximately **$16.5 million** for Option 5 and Option 6 Stage 1.

This is a **Business Case planning estimate, not a revised quantity surveyor estimate**. The Feasibility Study itself recommends that any reduced or staged design be redrawn and re-costed before implementation. The estimate is sufficient to test the financial difference between the options at this stage, but should not be used as a construction budget.

Funding Position

The Feasibility Study identifies **$3.5 million** as the Shire's available project contribution, comprising $1 million from reserves and $2.5 million in borrowings. This remains the most clearly documented contribution and has been used as the basis of the financial analysis.

OPTION	CAPITAL COST	SHIRE CONTRIBUTION	FUNDING REQUIREMENT
Option 5 – Reduced	~$16.5m	$3.5m	~$13.0m
Option 6 – Staged: Stage 1	~$16.5m	$3.5m	~$13.0m initially
Option 7 – Full	$19.25m	$3.5m	~$15.75m

Table 18: Indicative capital funding requirement by new-build option

Reducing the facility lowers the immediate funding requirement by approximately $2.75 million. It is a material difference, but **the project remains dependent on major external funding under every new-build option**.

Partner capital contributions have not been confirmed and are not included in the funding position. DBCA has indicated a preference for a long-term lease, while Wagyl Kaip has discussed lease and hire arrangements but has not confirmed a capital contribution.

The main funding task is therefore approximately **$13 million for a Reduced or Stage 1 facility, compared with $15.75 million for the Full Precinct.**

Reduced and Staged Delivery

Options 5 and 6 begin from approximately the same initial capital position but leave the Shire with different long-term commitments.

Under **Option 5: Reduced Precinct**, the community hall and full commercial kitchen are permanently removed from the new facility. The approximately $2.75 million reduction is therefore a permanent capital saving. The trade-off is that the existing Mary Street hall remains required, retaining part of the Shire's existing asset and operating obligation.

Under **Option 6: Staged Precinct**, approximately the same amount is deferred rather than removed. Stage 1 delivers the core facility, while the hall and kitchen become a separate future project.

The current $2.5 million to $3.0 million value of the deferred scope should not be treated as the future Stage 2 budget. It represents the approximate value of those elements when delivered as part of the current project. A separate construction stage would be subject to future construction prices and would carry additional mobilisation, preliminaries, design and professional costs and works at the interface with an operating building.

Staging therefore makes the first funding task smaller, but it does not make the remaining scope disappear.

There is also an ongoing cost implication. The Feasibility Study found that if the new hall is not delivered, the Shire would need to continue operating the existing Mary Street hall alongside the new facility. This continues under Option 5 and would remain under Option 6 until Stage 2 is completed.

Income, Expenditure and Ongoing Costs

The existing Mary Street facilities provide a useful baseline for the current service model. The Shire spends approximately **$30,200 per year** operating and maintaining the Hall, CRC and Library building, including water, electricity, insurance, grounds and building maintenance. The Shire also contracts the CRC to provide library services for approximately **$44,000 per year**. The library contract is a service-delivery cost and should not be treated as a saving that would automatically result from moving the service into a new building.

The Feasibility Study also identifies several potential sources of revenue for the proposed precinct:

POTENTIAL REVENUE SOURCE	INDICATIVE BENCHMARK
DBCA tenancy	~$16,300 p.a.
Wagyl Kaip tenancy	~$4,400 p.a.
CRC tenancy	~$31,500 p.a. market equivalent; current lease $2,000 p.a.
Meeting-room hire	~$2,300 p.a.
Community hall hire	~$1,200 p.a.

Table 19: Indicative potential revenue sources

These figures provide an indication of the revenue opportunities available but should not be treated as committed income. Partner lease terms have not been finalised and the CRC's existing arrangement demonstrates that community service tenancies may operate well below commercial market rates.

The figures also show that venue hire is unlikely to materially change the overall financial position. In particular, the estimated hall-hire revenue is small relative to the capital cost of the hall. Its inclusion in the project therefore needs to be justified by the community, event and welfare functions it provides rather than by its ability to generate income.

Detailed operating costs for the proposed facility have not yet been established. The new precinct would be substantially larger and more complex than the existing Mary Street facility, with expenditure expected across utilities, cleaning, insurance, grounds, waste, routine maintenance, security and servicing of building systems. The final position will also depend on operating hours, tenancy arrangements, responsibility for outgoings and whether any additional facility-management resources are required.

The absence of a detailed operating budget does not prevent the options from being compared at this stage, but it does mean that annual Shire expenditure should not be presented with a level of precision that the current design does not support.

The direction of the operating impact is nevertheless clear. **Reduced and Staged delivery should not be assumed to lower annual costs in the same proportion as the capital saving.** Most of the core new facility would still need to be operated and maintained, while the Mary Street hall would remain in service. Full delivery creates the largest single new asset but provides the clearest opportunity to consolidate the existing civic and community facilities.

Whichever new-build option proceeds will also create future asset-renewal obligations as building components and services reach the end of their useful lives. These costs have not been quantified at concept stage and should be incorporated into the Shire's asset-management and long-term financial planning as the design develops.

Overall Financial Position

The financial comparison shows that the choice between the new-build options is driven primarily by **capital affordability and the timing of that capital commitment**.

Option 5 reduces the initial investment by approximately $2.75 million, but the project would still require around $13 million in external funding and the Shire would retain the Mary Street hall.

Option 6 creates the same initial funding requirement but leaves the hall and kitchen to be separately funded and delivered later, with exposure to future construction costs.

Option 7 requires the largest external contribution, approximately $15.75 million under the current funding assumption, but delivers the complete precinct through one construction program and provides the strongest opportunity to consolidate the Shire's Bremer Bay civic and community assets.

All new-build options will also increase the Shire's long-term asset and operating responsibilities. Lease and hire income provides some offset, but the evidence available does not support an expectation that the facility will be cost-neutral.

The key financial decision is therefore not simply whether the Shire can reduce the current **$19.25 million** project cost. It is whether the capital saving achieved through reducing or staging the project is sufficient to justify the corresponding loss or delay of functions, the continuing obligation at Mary Street and, for staging, the need to secure further capital funding in the future.

Time Planning and Program Analysis

The timing and program implications of the shortlisted options differ according to the delivery pathway required, the number of construction stages involved and when the intended project benefits would be realised.

The Feasibility Study establishes a broad delivery sequence from option confirmation through design and planning to implementation, with ongoing partner and stakeholder involvement throughout. It also identifies continuity of the project program as important to maintaining partner involvement and avoiding flow-on delays.

The same broad pathway applies to each new-build option, but the amount of additional design work, number of delivery stages and timing of the complete project outcome vary.

Timing Implications of the Shortlisted Options

OPTION	DELIVERY PATHWAY	BENFIT TIMING	PROGRAM IMPLICATION
Option 1: Base Case	No capital delivery program. Existing arrangements continue.	No new project benefits are realised and the existing service and facility constraints continue.	Lowest immediate program requirement, but does not provide a pathway to resolving the identified need.
Option 5: Reduced Precinct	Revised scope is confirmed and re-costed, followed by one design, funding, procurement and construction program.	Core civic, Shire, CRC, library, visitor and partner benefits are realised when the new facility opens. Hall-based community, event and welfare functions are not delivered through the new precinct.	Provides a single delivery pathway to a permanently reduced outcome.
Option 6: Staged Precinct	Stage 1 delivers the core facility, with the hall and commercial kitchen progressed through a separate future funding and delivery program.	Core benefits are realised through Stage 1. Hall, kitchen and associated community and event functions are delayed until Stage 2.	Provides greater flexibility in the initial funding commitment, but creates the longest and least certain pathway to the complete precinct.
Option 7: Full Precinct	The complete facility is progressed through one coordinated design,	The full range of intended project benefits are realised when the precinct opens.	Requires the largest upfront funding commitment but provides the most direct

OPTION	DELIVERY PATHWAY	BENFIT TIMING	PROGRAM IMPLICATION
	funding, procurement and construction program.		pathway from the current concept to the complete intended outcomes.

Table 20: Timing implications of the shortlisted options

The Full Precinct should not necessarily be interpreted as the option that will commence first. Its larger capital requirement may affect the timing of funding. Its program advantage is that, once funded, the complete precinct can be delivered through a single coordinated program.

The Reduced option also provides a single delivery pathway, but to a permanently smaller outcome. The Staged option may allow the core facility to proceed with a smaller initial funding package, but full completion remains dependent on a second future funding and delivery decision.

The main timing trade-off is therefore between the **size of the initial delivery commitment and the time required to reach the complete project outcome**. Option 5 provides a single pathway to a reduced end-state; Option 6 provides the greatest staging flexibility but the longest pathway to full completion; and Option 7 provides the most direct pathway to the complete precinct once the required funding is secured.

Risk Evaluation

Risk has been considered at the option level to show how the Shire's exposure changes depending on the scale and delivery approach selected. The comparison focuses on the risks that most clearly differentiate the shortlisted options: the ability to fund and deliver the investment, the ongoing operating implications, and the extent to which the identified service and infrastructure needs remain unresolved.

The Feasibility Study identifies funding, project delay and ongoing operating costs as key project risks, together with partner participation and the implications of staged or reduced delivery.

The ratings below are comparative and are intended to support option selection. Detailed delivery risks and controls are considered separately through project implementation planning.

Risk Summary

OPTION	DELIVERY RISK	OPERATING RISK	RESIDIUAL PRECINCT RISK	OVERALL RISK PROFILE
Option 1: Base Case	Low	Low	High	Lowest immediate delivery risk, but leaves the existing service, facility and partnership needs unresolved.
Option 5: Reduced Precinct	Moderate	Moderate–High	Moderate–High	Reduces the capital and delivery commitment, but creates a permanent partial solution and retains the Mary Street hall as a second operating site.
Option 6: Staged Precinct	Moderate–High	Moderate	Moderate–High	Reduces the first capital commitment but introduces future funding, staging and completion risk. Full resolution depends on Stage 2 being funded and delivered.
Option 7: Full Precinct	Moderate–High	Moderate	Low	Highest upfront funding and delivery exposure, but provides the strongest

OPTION	DELIVERY RISK	OPERATING RISK	RESIDIUAL PRECINCT RISK	OVERALL RISK PROFILE
				reduction in long-term service and precinct risk if the required funding is secured.

Table 21: Comparative risk profile of the shortlisted options

The assessment shows that the option with the lowest immediate delivery risk does not necessarily provide the lowest long-term risk to the Shire. The Base Case avoids a major capital project but leaves the existing constraints in place and does not provide the additional civic, community or partner accommodation the project is intended to address.

The Reduced option lowers the capital requirement and can be delivered through a single construction program, but retains a greater level of residual risk. The Shire would invest approximately $16.5 million while continuing to rely on the existing Mary Street hall, leaving a permanent two-site operating model and foregoing the hall, kitchen and associated community, event and welfare functions identified within the full proposal. The Feasibility Study similarly identifies continued operation of both sites and reduced community-space provision as consequences of deleting the hall.

The Staged option shifts rather than removes risk. Its smaller first-stage investment reduces the initial funding requirement, but completion of the precinct becomes dependent on a second future funding and delivery decision. Until Stage 2 proceeds, the Shire continues to operate the Mary Street hall and the benefits associated with the deferred hall and commercial kitchen remain unrealised.

The Full Precinct carries the greatest upfront exposure because it requires the largest external funding contribution and creates the largest new asset. It does, however, avoid the completion and interface risks associated with staging and provides the most complete response to the service, community and asset issues identified through the Business Case.

The risk trade-off is therefore clear.

Option 1 minimises immediate project risk but retains the greatest residual need.

Option 5 lowers the investment requirement by accepting a permanent reduction in scope.

Option 6 lowers the first funding commitment by accepting future completion risk.

Option 7 carries the greatest upfront funding exposure but provides the strongest certainty that the identified precinct needs are resolved if the project is delivered**.**

Recommended Solution

The recommended solution is **Option 7 – Full Cultural and Civic Precinct**.

It provides the strongest overall response to the documented service and infrastructure constraints and delivers the complete intended precinct through a single coordinated project. It provides the full range of civic, community, visitor and partner functions, including the community hall, commercial kitchen and intended event and welfare capacity, while creating the clearest opportunity to consolidate existing services at Seadragon Avenue and release Mary Street for future consideration.

The recommendation recognises that Option 7 requires the largest upfront funding commitment. However, reducing the project to approximately $16.5 million saves around $2.75 million while permanently removing identified functions and retaining reliance on the Mary Street hall. Staging achieves a similar initial reduction by deferring those functions, but makes the complete precinct dependent on a second future funding and delivery decision. Overall, Option 7 delivers the full range of identified benefits and provides the strongest long-term response to the need, while avoiding the permanent reduction in scope under Option 5 and the completion dependency associated with Option 6.

Option 7 should therefore be adopted as the preferred investment solution and basis for the next stage of project development, funding and delivery planning.

IMPLEMENTATION ANALYSIS

Procurement Strategy

The project is anticipated to be delivered through a traditional Design–Bid–Build model, with the Shire of Jerramungup retaining responsibility for project delivery and construction works procured through a competitive public Request for Tender. This approach allows the architectural and technical design to be sufficiently developed before tender, maintains Shire control over the functional and design requirements established through the project planning process, and provides a clear basis for competitive construction pricing.

The procurement process will seek the best value for money for the Shire, taking account of price, capability and delivery risk rather than price alone. The scale and regional location of the project will be reflected in the tender documentation and assessment process. Procurement will be undertaken in accordance with the Shire's Procurement of Goods and Services and Regional Price Preference Policies, relevant local government procurement requirements, grant conditions and record keeping obligations.

Risk Management

The principal risks to implementation of the recommended solution relate to securing the required capital funding, maintaining cost and scope control, coordinating project partners and delivering a major construction project within Bremer Bay's regional market. The Feasibility Study and Project Plan provide the foundation for the assessment (refer to Appendix 5: Project Risk Register), supplemented by implementation risks identified through the Business Case.

The project risk register will remain a live management tool throughout design, procurement, construction and transition to operations. Risks and controls will be reviewed regularly, including monthly during active project development and delivery, with material changes escalated through the project governance structure.

Governance Arrangements

The Shire of Jerramungup will remain the project owner and delivery lead, with responsibility for funding, procurement, contractual arrangements and overall project delivery. Council will retain oversight of major investment, budget, funding, procurement and material scope decisions where required in accordance with the Shire's statutory responsibilities and delegations.

GOVERNANCE ROLE	PRIMARY RESPONSIBILITY
Council	Formal oversight of major investment, budget, funding, procurement and material scope decisions where required under the Shire's statutory responsibilities and delegations.
Chief Executive Officer / Shire Executive	Executive accountability for project delivery, financial and risk oversight and escalation of significant matters. The Chief Executive Officer will chair the Project Steering Group.
Project Manager – Shire of Jerramungup	Day-to-day coordination of design, consultants, cost, program, risk, procurement, reporting and project delivery.

GOVERNANCE ROLE	PRIMARY RESPONSIBILITY
Project Steering Group	Provides coordinated partner input and supports resolution of design, service, operating and partnership matters affecting the shared facility.

Table 22: Proposed project governance arrangements

The Project Steering Group will comprise representatives from the Shire, Bremer Bay Community Resource Centre, Wagyl Kaip Southern Noongar Aboriginal Corporation and the Department of Biodiversity, Conservation and Attractions. It provides a structured mechanism for partner involvement throughout design and delivery but does not replace the Shire's accountability as project owner and contracting authority. The Project Manager will coordinate the external consultant team and draw on relevant Shire finance, procurement, planning, asset-management and governance functions as required.

Following completion, project governance will transition into the Shire's normal asset and facility-management arrangements. The Feasibility Study recommends local government management of the facility, supported by agreed partner leases, service arrangements and responsibilities for shared spaces and operating costs

Stakeholder Engagement

The stakeholder analysis earlier in this Business Case outlines the engagement undertaken to date and how it has informed the project scope and concept design. As the project progresses into delivery, engagement will become more targeted and practical, focusing on detailed design, partner and operating arrangements, construction impacts, service transition and commissioning.

STAKEHOLDER GROUP	ENGAGEMENT FOCUS	TIMING
Bremer Bay Community Resource Centre	Confirm functional and operational requirements, service interfaces, shared spaces and arrangements for transition into the new facility.	Design development through commissioning
Wagyl Kaip Southern Noongar Aboriginal Corporation	Confirm accommodation and shared-space requirements and maintain involvement in cultural interpretation, cultural outcomes and relevant operating arrangements.	Ongoing through design, delivery and transition
Department of Biodiversity, Conservation and Attractions	Confirm accommodation, meeting and public-facing requirements, shared-service arrangements and transition into the facility.	Ongoing through design, delivery and transition
Shire staff and service teams	Confirm workplace and service-delivery requirements and support planning for the transition of Shire functions into the new facility.	Design development and pre-opening
Bremer Bay community and facility users	Provide clear information on project progress, construction impacts, continuity of existing services, access arrangements and opening of the new facility. Targeted consultation will be undertaken where community input can materially inform delivery decisions.	Key project milestones and construction

STAKEHOLDER GROUP	ENGAGEMENT FOCUS	TIMING
Funding agencies	Maintain alignment with approved scope, milestones, reporting, acquittal and other funding conditions.	Funding agreement through project completion
Emergency and recovery stakeholders	Practical recovery-use requirements, welfare arrangements, facility access and operating protocols.	Later-stage planning and transition to operations.

Table 23: Stakeholder engagement requirements

Engagement with the core project partners will continue through the Project Steering Group and targeted project discussions. This will ensure service and partner requirements continue to inform delivery, while formal investment, procurement and contractual decisions remain with the Shire in accordance with the governance arrangements outlined above.

Stakeholders associated primarily with the future use of Mary Street, including health and childcare service providers, will be engaged through the separate planning process for that site if/when it progresses.

Project Timeline

The recommended Full Precinct is planned as a single coordinated delivery program from project definition and design through to construction, commissioning and occupation. The Feasibility Study and Project Plan establish the broad implementation pathway, with milestone dates to be progressively refined as design, funding and delivery arrangements are confirmed.

PROGRAM STAGE	KEY DELIVERABLES	INDICATIVE TIMING
Project confirmation and design brief	Confirm the approved delivery scope, governance, partner and operating requirements and the brief for detailed design.	TBC
Design development, cost planning and approvals	Progress architectural, engineering and technical design; confirm service, accessibility and welfare requirements; update the QS cost plan; and progress relevant statutory, authority and site-servicing requirements.	TBC
Capital funding confirmation	Finalise funding submissions and secure the external capital funding required to proceed with delivery of the project.	Funding-program dependent
Construction procurement	Undertake the competitive Request for Tender process, evaluate submissions and award the construction contract in accordance with Shire requirements.	TBC
Construction	Deliver the building, siteworks, services and associated infrastructure in accordance with the approved design and construction contract.	TBC
Fit-out and commissioning	Complete furniture, technology, equipment and interpretation fit-out and undertake building	TBC

PROGRAM STAGE	KEY DELIVERABLES	INDICATIVE TIMING
	commissioning, certification and practical completion processes.	
Transition and opening	Relocate services and building users, implement agreed operating arrangements and commence operation of the new precinct.	TBC
Project close-out	Complete defects management, funding reporting and acquittal and transition the facility into the Shire's ongoing asset and facility-management arrangements.	Funding-program dependent

Table 24: Indicative project delivery program

Design development, partner planning, approvals preparation and funding activities may progress concurrently where appropriate. Confirmation of the required capital funding will be the principal hold point before the Shire commits to construction. The program will then be progressively refined through design development, funding agreements and the tendered construction program.

Benefits Management

The benefits of the Cultural and Civic Precinct will be demonstrated through measurable changes in service access, community use, local service delivery, partner activity and operation of the completed precinct. Monitoring will draw primarily on existing Shire and facility-management information, including service statistics, bookings, operating data and partner and user feedback, rather than creating a separate reporting system.

The framework below links the benefits identified earlier in this Business Case to practical indicators and evidence of success. Where reliable utilisation data is not currently available, a baseline will be established from the final 12 months of operation at Mary Street before services transition to the new facility. Benefit realisation will be assessed at handover, during the first 6–12 months of operation and through ongoing annual review.

BENEFIT AREA	KEY PERFORMANCE INDICATOR	BASELINE	TARGET / EVIDENCE OF SUCCESS	REVIEW POINT
Improved access to civic and community services	Service continuity; library use; accessibility and privacy; user feedback.	Library occupies approximately 40.5m² and processed 2,096 loans in 2024–25. Existing CRC, Post Office, library and Shire spaces have documented accessibility, privacy and functional constraints.	Core services successfully relocated; service continuity maintained; use sustained or increased; user feedback demonstrates improved access, privacy and service experience.	Handover; 6–12 months; annually
Greater community participation, learning and connection	Hall and meeting-room bookings; hours of use; programs and activities; user groups; feedback.	Existing facilities cannot adequately accommodate a range of identified programs, training, examinations, meetings and larger community activities. Utilisation baseline to be established before relocation.	Broader and more frequent use of community, learning, meeting and event spaces, with existing users retained and new activities able to be accommodated.	6–12 months; annually
Stronger local service delivery	Shire functions and service days delivered locally; staff use of the facility; visiting service-provider use; staff travel.	Existing Shire accommodation is limited to one room and cannot support Ranger, planning, community development and other identified local functions.	A broader range of Shire and visiting services is delivered locally, including currently constrained functions where required, with reduced reliance on remote delivery and travel from Jerramungup.	6–12 months; annually
Improved visitor servicing and event capacity	Visitor-service use; hall and event bookings; number and type of events; user feedback.	Visitor information is delivered from an enclosed walkway with limited storage, display capacity and thermal comfort. Existing event spaces constrain both smaller and larger activities.	Dedicated visitor servicing is operational and the precinct accommodates a broader range of events, exhibitions and activities.	6–12 months; annually
Stronger cultural and environmental presence	Partner occupancy and activity; cultural and environmental programs; interpretation; partner feedback.	Wagyl Kaip and DBCA do not currently have suitable public-facing office and meeting accommodation in Bremer Bay.	Agreed partner accommodation is operational and supports local cultural, environmental, joint-management and public-facing activity, with cultural and environmental interpretation incorporated into the precinct.	Opening; annually

BENEFIT AREA	KEY PERFORMANCE INDICATOR	BASELINE	TARGET / EVIDENCE OF SUCCESS	REVIEW POINT
More coordinated use of public infrastructure	Number of participating services and partners; use of shared spaces; shared-service arrangements; partner feedback.	Existing services operate from constrained facilities and some proposed partner functions have no suitable local accommodation.	Core services and participating partners operate through a coordinated precinct model, with shared spaces actively used across organisations and agreed operating arrangements functioning effectively.	6–12 months; annually
Improved emergency welfare and community resilience	Welfare role and capacity confirmed; activation procedures; amenities and equipment; readiness review.	Existing welfare arrangements rely on the Sports Club, located away from the Town Centre and accessed via a one-way road.	The precinct is incorporated into relevant emergency-management arrangements, with its role, capacity, access, amenities and activation procedures confirmed and periodically reviewed.	Commissioning; emergency-management reviews; post-event if activated
Completion and activation of the Town Centre	Completion and occupation of the civic building; services operating from the Town Centre; use of adjoining civic spaces.	Roads, parking, civic square, playground, skate park and other enabling infrastructure have been delivered, but the planned major civic building has not.	The precinct is operational as the civic focus of the Town Centre and functions in conjunction with the surrounding public realm and community infrastructure.	Opening; 12 months; periodic review
Enabling opportunity at Mary Street	Relocation of existing functions; availability of the site for future consideration.	CRC, library, Post Office, visitor information, community hall and Shire functions currently occupy the Mary Street site.	Existing functions are successfully relocated, allowing the Shire to consider future use of all or part of Mary Street. Any future use would remain subject to a separate planning and investment decision.	Completion of transition
Ongoing obligation – sustainable operation	Operating expenditure; lease and hire income; Shire operating contribution; maintenance and renewal requirements.	Existing operating costs and revenue arrangements provide the pre-project position. The new precinct will create additional operating, maintenance and renewal obligations.	Operating performance remains within approved Shire budgets and agreed partner arrangements, with maintenance and renewal incorporated into normal asset and financial planning.	First full year; annually

Table 25: Benefits management framework

The proposal will not replace the Shire's existing service outputs and performance measures; it will change the infrastructure and capacity through which those services are delivered. Existing measures such as library use, facility bookings, local Shire service delivery and operating performance will therefore continue to be tracked and will provide a basis for comparison before and after relocation.

During delivery, overall responsibility for benefits realisation and monitoring will sit with the Project Manager, supported by the Project Steering Group and relevant service partners. Following opening, responsibility will transition into the Shire's normal service, facility, asset and financial management functions, with the CRC, Wagyl Kaip, DBCA and other participating organisations contributing information relevant to their activities and operating arrangements. Benefits will be reported through the Project Steering Group during delivery and through the Shire's established operational, budget and asset-management reporting processes once the precinct is operational, with material issues escalated through the Shire's governance arrangements as required.

Where performance is below expectations, the Shire will review the factors within its control, including service delivery, programming, operating arrangements, partner participation, user engagement and facility management, and adjust these where appropriate to strengthen benefit realisation.

The final benefits framework will also incorporate any specific outcome measures required through external funding agreements and any quantified benefit assumptions adopted through the Cost–Benefit Analysis. This will provide a consistent basis for comparing forecast benefits with actual performance following delivery.

Next Steps

Following endorsement of the recommended Full Precinct, the next phase should focus on progressing the project to a sufficiently defined, affordable and funded delivery proposition. The principal remaining matters relate to partner and operating arrangements, design and cost certainty, and the capital funding package.

Confirm partner and operating arrangements: Confirm the roles, accommodation requirements, occupancy arrangements and financial and service responsibilities of the CRC, Wagyl Kaip and DBCA. These arrangements should inform the detailed design, operating model and evidence required for future funding submissions.

Progress design and cost certainty: Advance the preferred concept through architectural and technical design, confirm site-servicing and approval requirements and progressively update the cost plan. Design development should provide the level of project definition required to support funding and, ultimately, construction procurement, while maintaining alignment with the approved scope and intended benefits.

Confirm the capital funding proposition and maintain delivery readiness: Confirm the Shire's capital contribution and any partner contributions, establish the remaining external funding requirement and maintain readiness for suitable Commonwealth, State and other external funding opportunities. The final scope, cost, co-contribution and delivery program should be aligned with the requirements of the preferred funding pathway once identified.

These actions can progress in parallel where appropriate and should progressively reduce the remaining uncertainty around project definition, cost, funding and delivery. Construction should not proceed until the funding package, Shire contribution, partner arrangements, updated project cost and delivery requirements are sufficiently confirmed.

RECOMMENDATION

It is recommended that the Shire of Jerramungup **endorse Option 7 – Full Cultural and Civic Precinct as the preferred investment solution** and progress the complete Precinct as the basis for the next stage of design development, partner agreements and external funding.

The Business Case finds that Option 7 provides the strongest overall response to Bremer Bay's documented service and infrastructure needs. The existing Mary Street facilities continue to support valued and well-used services, but their limited space, accessibility, privacy, amenity and functional flexibility constrain the CRC, library, Post Office, visitor information, community activities and Shire services. Other identified functions, including the proposed local presence of Wagyl Kaip and DBCA, cannot currently be appropriately accommodated within the existing civic asset base.

The Full Precinct responds to these issues through a coordinated and adaptable shared-service model rather than a series of individual facility responses. It would provide accessible and fit-for-purpose accommodation for everyday civic and community services; greater capacity for local Shire and visiting-service delivery; flexible spaces for learning, work, training, meetings and community participation; improved visitor servicing; and proposed accommodation for cultural and environmental management functions, subject to confirmed partner participation. It would also complete the major civic component of the planned Bremer Bay Town Centre and strengthen the use of the roads, parking, civic square, playground, skate park and other public infrastructure already delivered by the Shire.

Importantly, the full scope also enables benefits that would otherwise be reduced or delayed. The community hall, commercial kitchen and associated flexible spaces provide capacity for larger community activities, cultural gatherings, functions, events and workshops and give the Precinct its strongest potential to support community welfare and evacuation functions when required. Together with the shared civic and partner accommodation, this allows the Precinct to operate as the **complete civic and community facility identified through the extensive planning, engagement and feasibility processes undertaken**, rather than retaining a permanent two-site model or relying on a later stage to complete the intended outcome.

The alternatives do not provide the same result. The Base Case leaves the documented constraints unresolved; the Reduced Precinct achieves a lower capital requirement by permanently accepting less functionality and retaining reliance on Mary Street; and the Staged Precinct defers part of the intended outcome and makes its completion dependent on a future funding and delivery decision.

Option 7 is therefore preferred because it delivers the **complete intended service and community outcome through one coordinated investment**, without either permanently reducing the scope or creating a future completion dependency.

The Full Precinct is currently estimated at **$19.25 million excluding GST**. This is approximately **$2.75 million more** than the current Business Case planning allowance for the Reduced Precinct or Stage 1 of the Staged Precinct. That additional upfront investment must be considered against what it secures: the complete shared-service model, full community and event functionality, the strongest potential welfare capability and delivery of the intended Precinct through one coordinated project.

Option 7 remains a substantial investment and cannot be delivered from Shire resources alone. Major external capital funding will be required and the project will create ongoing operating, maintenance and renewal obligations. Its public value therefore rests primarily on the civic, community, service, cultural and resilience outcomes it enables rather than an expectation that the facility will be commercially self-funding.

Endorsement of Option 7 would establish the **preferred strategic solution and reference scope for further funding and project development**. It would not constitute approval to commence construction. Construction should remain subject to confirmation of the external funding package, an

affordable Shire contribution, partner commitments, whole-of-life operating affordability, updated design and cost certainty and the remaining delivery requirements.

It is therefore recommended that the Shire:

1. **Endorse Option 7 – Full Cultural and Civic Precinct as the preferred investment solution; and**
2. **Progress the complete Precinct as the reference scope for developed design, updated cost planning, formal partner arrangements and major external funding opportunities.**

This approach retains the complete Precinct as the preferred long-term response to Bremer Bay's identified civic and community infrastructure needs while maintaining the financial and delivery discipline required before construction proceeds.

APPENDIX 1: RISK MATRIX

Column 1 – Risk Identification: Identify the high-level risk.

Column 2 – Risk: Describe the risk in clear and concise language.

Column 3 – Likelihood: Consider the likelihood of the risk occurring against the scale below and enter the corresponding likelihood score.

Unlikely	Possible	Likely	Almost certain
1	2	3	4

Column 4 – Consequence: Consider the severity of the consequence of the risk against the scale below and enter the corresponding consequence score.

Minor	Moderate	Major	Extreme
1	2	3	4

Column 5 – Risk score Determine the risk score by multiplying the likelihood score and the consequence score. For example, possible likelihood multiplied by extreme consequence equals a risk score of eight (2 x 4 = 8).

Column 6 – Risk rating: The risk score in column five determines the risk rating as demonstrated in the scale below. The risk matrix is a visual guide showing where likelihood and consequence intersect and the resulting risk rating.

Low	Moderate	High	Very high
1	2-4	6-8	9+

Consequence

Likelihood	Minor	Moderate	Major	Extreme
Almost certain	Moderate	High	Very high	Very high
Likely	Moderate	High	Very high	Very high
Possible	Moderate	Moderate	High	High
Unlikely	Low	Moderate	Moderate	Moderate

Column 7– Risk Mitigation / Controls: List the proposed actions planned to mitigate the identified risk.

Column 8 – Responsibility: Identify the party responsible for managing the risk.

APPENDIX 2: STRATEGIC ALIGNMENT

This appendix summarises the strategic documents most relevant to the Bremer Bay Cultural and Civic Precinct.

FEDERAL GOVERNMENT

AUSTRALIAN GOVERNMENT REGIONAL INVESTMENT FRAMEWORK

Australian Government

The Regional Investment Framework guides how the Australian Government designs and delivers regional investment. It prioritises locally informed, evidence-based and place-based decision-making, coordination across governments and investment that responds to the distinct strengths and needs of regional communities.

Relevance to the project

The project supports the Framework by:

- delivering place-based infrastructure within Bremer Bay's planned Town Centre;
- improving access to civic, community, visitor and government services in a regional community;
- providing spaces for training, learning, digital access, community programs and local leadership;
- supporting tourism, small business, remote work, professional services and local economic activity;
- creating a platform for First Nations participation through proposed accommodation for Wagyl Kaip Southern Noongar Aboriginal Corporation and opportunities for Aboriginal-led cultural interpretation.

STATE GOVERNMENT

FOUNDATIONS FOR A STRONGER TOMORROW: STATE INFRASTRUCTURE STRATEGY

Infrastructure WA

The State Infrastructure Strategy provides a 20-year framework for infrastructure planning and investment across Western Australia. It focuses on regional equity, resilience, sustainability, coordinated service delivery and infrastructure that responds to changing community needs. Recommendation 21 specifically calls for more responsive regional social services and infrastructure models, including place-based approaches, service co-location and hub-and-spoke delivery.

Relevance to the project

The project directly supports Recommendation 21 by:

- replacing fragmented and constrained facilities with flexible infrastructure designed around Bremer Bay's current and future service needs;
- co-locating local government, community, cultural, environmental and visitor services in one regional facility;
- creating a local access point for government, community and visiting services;
- improving access to civic, cultural, digital and community infrastructure in a regional location;
- supporting a hub-and-spoke service model by reducing reliance on larger centres for everyday civic and community functions.

STATE PLANNING STRATEGY 2050

Western Australian Planning Commission

The State Planning Strategy 2050 is Western Australia's highest-order strategic planning document. It promotes strong and resilient regions, sustainable communities, coordinated infrastructure and the creation of spaces and places that support community identity, inclusion, learning, enterprise and liveability.

Relevance to the project

The project supports the Strategy by:

- strengthening Bremer Bay's capacity to retain services and support community connection;
- delivering accessible and adaptable civic infrastructure within a regional town;
- implementing established local planning through a coordinated facility accommodating multiple government and community functions;
- creating a civic place that supports cultural expression, lifelong learning, social interaction, local enterprise and a sense of belonging;
- supporting visitor information, cultural interpretation and nature-based tourism;
- providing a local base for organisations involved in conservation, cultural and environmental management.

WESTERN AUSTRALIA VISITOR ECONOMY STRATEGY 2033

Tourism Western Australia

The Western Australia Visitor Economy Strategy 2033 sets the State's ten-year direction for growing the visitor economy. Its goal areas include accommodation and attractions, events, Aboriginal tourism, destination brand and a high-performing tourism industry. Aboriginal tourism is identified as a central point of difference for Western Australia and an important area of future visitor-economy growth.

Relevance to the project

The project supports the Strategy by:

- providing a platform for Aboriginal-led cultural interpretation, education and storytelling, subject to Wagyl Kaip participation;
- improving the standard and visibility of visitor servicing in Bremer Bay;
- creating spaces that can support community events, exhibitions, workshops and cultural activities;
- supporting local tourism operators through meeting, training and collaboration spaces;
- strengthening Bremer Bay's presentation as a nature- and culture-based destination.

WESTERN AUSTRALIAN CULTURAL INFRASTRUCTURE FRAMEWORK 2030+

Department of Local Government, Sport and Cultural Industries

The Framework establishes a strategic approach to cultural infrastructure planning and investment across Western Australia. It defines cultural infrastructure broadly as the spaces, people and technology that support cultural creation, learning, ceremony, interpretation, knowledge sharing and participation.

Relevance to the project

The project supports the Framework by:

- providing dedicated space for Wagyl Kaip and opportunities for Aboriginal-led cultural interpretation and knowledge sharing;
- responding to locally identified needs and providing flexible spaces for community organisations, volunteers and residents;
- creating a civic and cultural focal point that supports participation, events and community connection;
- improving access to cultural and community infrastructure in a regional location;
- providing spaces for workshops, learning, intergenerational knowledge transfer, cultural activity and creative participation;
- co-locating multiple users and functions to support efficient cultural infrastructure investment.

WESTERN AUSTRALIAN CULTURAL INFRASTRUCTURE INVESTMENT GUIDELINES

Department of Local Government, Sport and Cultural Industries

The Investment Guidelines support the development and assessment of cultural infrastructure business cases. They promote evidence-based, place-based investment that delivers public benefit, value for money and sustainable whole-of-life outcomes.

Relevance to the project

The project is consistent with the Guidelines by:

- providing a basis for Aboriginal-led cultural content, interpretation and participation, subject to confirmed Wagyl Kaip involvement;
- responding to community and stakeholder engagement;
- improving community amenity, participation, social inclusion and access to cultural activity;
- delivering accessible spaces for a regional population, including people with disability, young people and older residents;
- using a shared facility model to support efficient use of meeting rooms, amenities, technology, parking and community spaces;
- testing public benefit, value for money, affordability and whole-of-life obligations through the Business Case.

REGIONAL STRATEGIES AND PLANS

GREAT SOUTHERN DEVELOPMENT COMMISSION STRATEGIC PLAN 2026–2029

Great Southern Development Commission

The Strategic Plan establishes the Commission's priorities for economic development, community, environment, infrastructure and services across the Great Southern. It seeks to strengthen safe, connected and culturally rich communities and deliver infrastructure and services that improve liveability, connect people to opportunity and support regional growth.

Relevance to the project

The project supports the Strategic Plan by:

- providing accessible public spaces and facilities that support participation, inclusion, events and community connection;
- creating meeting, training and activity spaces for community groups, volunteers, young people and local organisations;
- supporting cultural recognition and Aboriginal participation through the proposed involvement of Wagyl Kaip;
- improving access to community facilities, digital connectivity and local services;
- strengthening visitor information, cultural interpretation and links with the region's natural and cultural attractions;
- bringing together local government, a State Government agency, an Aboriginal corporation and community organisations in a shared facility.

AUSTRALIA'S SOUTH WEST TOURISM DESTINATION MANAGEMENT PLAN

Australia's South West and regional tourism partners

The Tourism Destination Management Plan provides a ten-year direction for tourism growth across Australia's South West. It identifies priorities relating to attractions, events, visitor infrastructure, Aboriginal tourism, industry capability, funding and partnerships.

Relevance to the project

The project supports the Plan by:

- improving the visitor-information function in Bremer Bay;

- creating opportunities for Wagyl Kaip-led cultural interpretation and culturally appropriate visitor information;
- providing flexible spaces that can support events, exhibitions, workshops and community-based visitor experiences;
- supporting collaboration between the Shire, CRC, Wagyl Kaip, DBCA and tourism stakeholders;
- improving the connection between visitors, local attractions, cultural values and the surrounding natural environment.

MAMANG MAAMBAKOORT MARINE PARK JOINT MANAGEMENT PLAN 2024

Wagyl Kaip Southern Noongar Aboriginal Corporation, Department of Biodiversity, Conservation and Attractions, and Conservation and Parks Commission

The Joint Management Plan establishes how Mamang Maambakoort Marine Park will be jointly managed by Wagyl Kaip and DBCA. It seeks to preserve, enhance and promote Noongar culture and heritage, protect cultural and ecological values, build the capacity of Wagyl Kaip and support sustainable use by the community and visitors.

Relevance to the project

The project supports the Joint Management Plan by:

- providing proposed co-located accommodation for Wagyl Kaip and DBCA staff;
- supporting regular collaboration, shared decision-making and coordinated management activities;
- creating opportunities for Wagyl Kaip-led cultural interpretation, storytelling and community activity;
- providing office, meeting and training space that can support employment, skills development and participation in Marine Park management;
- providing a public-facing location for cultural and environmental information, programs and visitor education;
- creating a place for community consultation, stakeholder engagement and communication with visitors about the Marine Park.

The project supports delivery of the Joint Management Plan but is not specifically required by the Plan.

LOCAL GOVERNMENT AND TOWN CENTRE PLANNING

SHIRE OF JERRAMUNGUP STRATEGIC COMMUNITY PLAN 2021–2031

Shire of Jerramungup

The Strategic Community Plan sets the Shire's long-term vision of being "Progressive, Prosperous and a Premium Place to Live and Visit". Its priorities address community wellbeing, connected facilities, economic development, tourism, sustainable infrastructure, environmental management, engagement and community participation.

Relevance to the project

The project supports the Strategic Community Plan by:

- providing flexible spaces for gatherings, programs, events and informal community connection;
- replacing outdated and constrained facilities with accessible spaces for community, library, CRC and cultural activity;
- improving visitor servicing and providing cultural and environmental interpretation linked to the Fitzgerald Biosphere and Marine Park;
- implementing the planned Civic Precinct within the Bremer Bay Town Centre;
- supporting residents, workers and visitors through community facilities, workplaces, government services and visitor information;

- providing shared spaces and a partnership model involving the Shire, CRC, Wagyl Kaip, DBCA and community organisations.

The project also responds to community-identified priorities relating to the Bremer Bay Town Centre, arts and cultural activities, youth and seniors' facilities, disability access and the inclusion of Noongar culture and ecological knowledge.

SHIRE OF JERRAMUNGUP CORPORATE BUSINESS PLAN 2021–2025

Shire of Jerramungup

The Corporate Business Plan translated the Strategic Community Plan into defined actions and capital priorities. Although its formal period has ended, it provides direct evidence of Council's established commitment to progressing the Bremer Bay Civic Centre and preparing business cases and funding applications for strategic community infrastructure.

Relevance to the project

The project supports the Corporate Business Plan by:

- progressing the long-term development of the Bremer Bay Town Centre and its planned Civic Precinct;
- advancing the viability and design of the Bremer Bay Civic Centre;
- supporting sustainable long-term planning for the built environment;
- developing a flexible, shared and climate-responsive facility capable of meeting multiple current and future needs;
- preparing the business-case and funding-readiness material required for a future capital investment decision.

SHIRE OF JERRAMUNGUP LOCAL PLANNING STRATEGY

Shire of Jerramungup and Western Australian Planning Commission

The Local Planning Strategy establishes the long-term land-use direction for the Shire and identifies the Bremer Bay Town Centre as the principal location for civic, retail, business and administrative activity. The Town Centre zoning allows civic uses, offices and community purposes and supports the relocation and consolidation of civic and commercial functions into the new centre.

Relevance to the project

The project directly implements the Strategy by:

- locating Shire administration, community services and supporting public-facing functions within the planned Town Centre;
- consolidating civic and community functions in a coordinated town-centre location;
- accommodating library, CRC, cultural, government, visitor and community functions alongside civic administration;
- advancing a purpose-designed civic building informed by architectural design, landscaping, accessibility and the surrounding public realm;
- adding activity, services and a significant public building to the emerging Town Centre;
- responding to Bremer Bay's local environmental values and landscape setting.

BREMER BAY TOWN CENTRE STRUCTURE PLAN

Shire of Jerramungup and Western Australian Planning Commission

The Structure Plan establishes the spatial and development framework for the Bremer Bay Town Centre. It includes a dedicated Civic Precinct intended to create a community heart and accommodate local government, community, cultural, library, visitor and related civic functions within an active and integrated town centre.

Relevance to the project

The project directly supports the Structure Plan by:

- establishing a central and recognisable place for governance, community life, cultural activity, social interaction and events;
- co-locating community and civic uses within the planned Civic Precinct;
- creating a building and public destination serving residents, workers and visitors;
- supporting cultural events, gatherings and celebrations;
- strengthening the Town Centre as the focus of community activity;
- delivering a building concept informed by Bremer Bay's coastal character, climate, landscape and sense of place.

LOCAL PLANNING POLICY 19 – BREMER BAY TOWN CENTRE DESIGN GUIDELINES

Shire of Jerramungup

Local Planning Policy 19 provides built-form, public-realm and design guidance for the Bremer Bay Town Centre. It seeks to establish a retail, office, entertainment and civic focal point, create a sense of arrival, orient visitors and tie the town together around a central main street. It also contains specific provisions for the Civic Precinct and Bremer Bay's coastal-village character.

Relevance to the project

The project supports the Policy by:

- establishing the major civic and community building contemplated for the Civic Precinct;
- co-locating community uses, Shire offices, library and telecentre functions, visitor information and related services;
- connecting community and function spaces with the existing Civic Square and surrounding public realm;
- creating multi-functional public spaces serving local and visitor needs;
- responding to the local environment and coastal-village character;
- integrating pedestrian access, parking, drop-off arrangements and accessible movement into the building and wider Town Centre.

SHIRE OF JERRAMUNGUP DISABILITY ACCESS AND INCLUSION PLAN 2024–2029

Shire of Jerramungup

The Disability Access and Inclusion Plan sets out the Shire's commitment to ensuring people with disability have equitable access to services, events, buildings, facilities, information, consultation processes and employment opportunities.

Relevance to the project

The project supports the DAIP by:

- providing accessible spaces for Shire, CRC, library, government and community services;
- improving access to public events, programs and community activities;
- enabling accessibility to be incorporated from the outset through parking, entrances, circulation, toilets, counters, meeting rooms and community spaces;
- improving access to visitor, library and government information;
- providing accessible meeting and engagement spaces;
- responding to local consultation findings seeking more accessible facilities, events, parking, public amenities and inclusive community programs.

APPENDIX 3: COST BENEFIT ANALYSIS

Stantec Australia Pty Ltd

Bremer Bay Cultural and Civic Precinct Cost Benefit Analysis

Stantec

Prepared for:
BlueSalt Consulting

Prepared by:
Will Ho and Sarah Calvert

Date:
7 September 2026

Project/File:
300306285

Revision Schedule

Revision No.	Date	Description	Prepared by	Quality Reviewer	Independent Reviewer	Project Manager Final Approval
001	26/08/2026	Draft	WH / SC	PM	AM	DH
002	07/09/2026	Final	WH / SC	PM	AM	DH

Disclaimer

The conclusions in the report are Stantec's professional opinion, as of the time of the report, and concerning the scope described in the report. The opinions in the document are based on conditions and information existing at the time the document was published and do not take into account any subsequent changes. The report relates solely to the specific project for which Stantec was retained and the stated purpose for which the report was prepared. The report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient's own risk.

Stantec has assumed all information received from the client and third parties in the preparation of the report to be correct. While Stantec has exercised a customary level of judgment or due diligence in the use of such information, Stantec assumes no responsibility for the consequences of any error or omission contained therein.

This report is intended solely for use by the client in accordance with Stantec's contract with the client. While the report may be provided to applicable authorities having jurisdiction and others for whom the client is responsible, Stantec does not warrant the services to any third party. The report may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec's discretion.

Prepared by:

Signature

Will Ho and Sarah Calvert

Printed Name

Reviewed by:

Signature

Andrew Malowiecki

Printed Name

Approved by:

Signature

Desmond Ho

Printed Name

Project: 300306285

Table of Contents

Executive Summary ii
1 Introduction 1
1.1 Scope and Purpose 1
1.2 The Proposal 1
2 The Site 2
2.1 Site Context 2
3 Strategic Alignment 3
3.1 Investment Logic Map 3
4 Background Review 4
4.1 Population Trends 4
4.2 Visitation Trends 4
4.3 Existing Facilities 4
5 Economic Assessment 7
5.1 Introduction and Approach 7
5.2 Estimated Costs 8
5.3 Microeconomic Benefits 8
5.4 Macroeconomic Benefits 12
5.5 Intangible Economic Benefits 14
5.6 Results of the CBA 14
5.7 Conclusions 16

List of Tables

Table 4-1. Identified Gaps
Table 5-1. Participation in Arts and Cultural Activities
Table 5-2. Frequency of Attending Art Events
Table 5-3. Willingness to Pay for Improved Arts and Cultural Access
Table 5-4. Calculated Value of Improved Access to Arts and Culture
Table 5-5. Annual Tourist Expenditure in Bremer Bay
Table 5-6. Calculated Economic Impact of Visitor Centres on Tourist Spending
Table 5-7. Value of Rent Revenue
Table 5-8. Value of Total Benefits
Table 5-9. CBA Combined Results Discounted at 5%
Table 5-10. Sensitivity Test Results

List of Figures

Figure 2-1. Site Layout
Figure 3-1. Investment Logic Map
Figure 4-1. Survey Responses to Attitudes of Existing Facilities
Figure 5-1 CBA Framework

Executive Summary

The proposal comprises the development of the Bremer Bay Cultural and Civic Precinct at 21 Seadragon Avenue, Bremer Bay. The project is being led by the Shire of Jerramungup and forms a key component of the broader vision to establish a central civic, cultural and community hub within the emerging Bremer Bay Town Centre.

The proposed precinct is intended to address a number of identified gaps in existing community infrastructure, including the lack of suitable meeting facilities, office space, visitor servicing facilities, community gathering spaces and flexible event areas. Through the co-location of services and community functions, the development aims to improve accessibility, operational efficiency and service outcomes for residents and visitors while supporting the continued growth of Bremer Bay as a regional tourism destination.

There are 4 main objectives shown in the Investment Logic Map (ILM):

- Reduce travel times for Shire and Wagyl Kaip employees in Bremer Bay
- Provide accessible community facilities
- Improve tourist outcomes
- Improve emergency resilience with an evacuation centre.

These objectives link directly to benefits and outcomes in the short, medium and long terms.

A hybrid Cost Benefit Analysis (CBA) has been undertaken combining elements of conventional CBA (measuring microeconomic benefits) with a financial model which measures some macroeconomic and commercial benefits.

Based on the assumptions outlined below and the estimates within the hybrid CBA model, it shows a viable project with a Benefit Cost Ratio (BCR) of 1.64 based on 5 percent real discount rate over the 30-year appraisal period. With a 5% discount rate, key KPIs are summarised below:

Indicator	Value
PV Cost ($000)	$17,897
PV Benefit ($000)	$29,430
NPV($000)	$11,533
BCR	1.64

These results may be conservative because there are a number of unknowns such as how often the evacuation centre would be used. The sensitivity testing showed that even with very pessimistic modelling, the project is still viable.

1 Introduction

1.1 Scope and Purpose

This Cost Benefit Analysis (CBA) has been prepared for BlueSalt Consulting (the Client) to assess the economic and community impacts associated with the proposed Bremer Bay Cultural and Civic Precinct in Bremer Bay, Western Australia. The assessment compares the costs and benefits of delivering the proposed precinct against a base case scenario in which the project does not proceed.

The purpose of this assessment is to inform future investment decisions and funding applications by evaluating the economic, social and community value generated by the project. The CBA considers the anticipated impacts of the project on residents, visitors, businesses, service providers and the broader Great Southern region, supporting evidence-based decision making regarding the future delivery of the proposed precinct.

1.2 The Proposal

The proposal comprises the development of the Bremer Bay Cultural and Civic Precinct at 21 Seadragon Avenue, Bremer Bay. The project is being led by the Shire of Jerramungup and forms a key component of the broader vision to establish a central civic, cultural and community hub within the emerging Bremer Bay Town Centre.

The proposed development seeks to establish a purpose-built cultural, community and civic facility that will support local government services, visitor servicing, community events, business activity, cultural initiatives and broader community development outcomes. The facility is proposed to accommodate a range of co-located services including Shire administration offices, the Bremer Bay Community Resource Centre, library, visitor information centre, meeting rooms, community function spaces and supporting amenities. Office accommodation is also proposed for external organisations including the Department of Biodiversity, Conservation and Attractions (DBCA) and the Wagyl Kaip Southern Noongar Aboriginal Corporation (Wagyl Kaip).

The proposed precinct is intended to address a number of identified gaps in existing community infrastructure, including the lack of suitable meeting facilities, office space, visitor servicing facilities, community gathering spaces and flexible event areas. Through the co-location of services and community functions, the development aims to improve accessibility, operational efficiency and service outcomes for residents and visitors while supporting the continued growth of Bremer Bay as a regional tourism destination.

2 The Site

2.1 Site Context

The subject site is located at 21 Seadragon Avenue within the Bremer Bay Town Centre, approximately 515km south-east of Perth, 180km east of Albany and 100km south-east of Jerramungup. Bremer Bay is situated within the Great Southern Region of Western Australia and lies within the Wagyl Kaip Southern Noongar agreement area.



Figure 2-1. Site Layout

Source: H+H Architects

The site occupies a prominent location within the developing Bremer Bay Town Centre and is intended to form part of the Town Centre vision established by the Shire of Jerramungup. The site is currently undeveloped and is situated adjacent to existing community infrastructure, including the town skate park, playground and civic space. Future residential and town centre development is proposed on surrounding land, with the Cultural and Civic Precinct intended to function as a central community and civic hub within the precinct.

3 Strategic Alignment

3.1 Investment Logic Map

An Investment Logic Map (ILM) has been developed to identify the key problems, project outputs, expected outcomes and long-term benefits associated with the proposed Bremer Bay Cultural and Civic Precinct. The ILM provides the framework for the cost benefit analysis by establishing the logical relationship between the investment and the benefits expected to be generated over the life of the project.

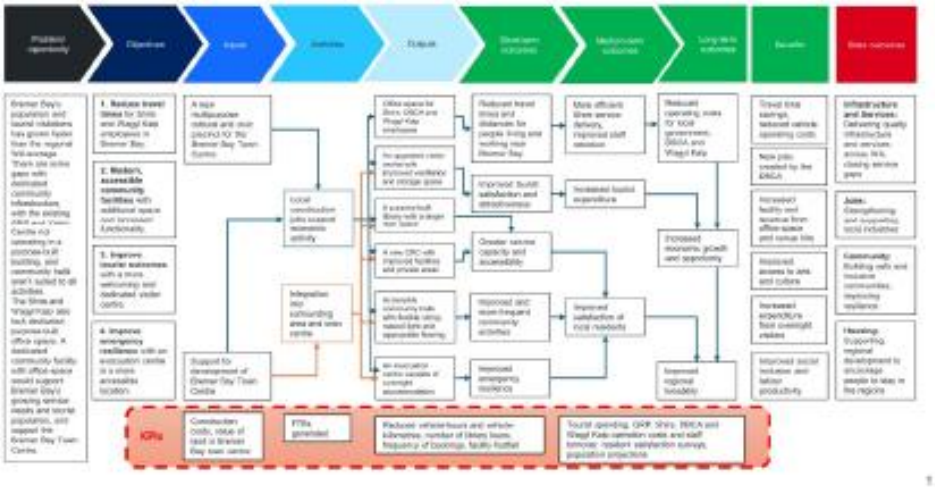


Figure 3-1. Investment Logic Map

4 Background Review

4.1 Population Trends

The Shire of Jerramungup had a resident population of approximately 1,217 people in 2021, of which 424 residents were located within the Bremer Bay locality. Between 2016 and 2021, Bremer Bay experienced population growth of approximately 13.7%, increasing from 373 to 424 residents. This is almost twice as much as the WA statewide average, which saw 7.5% growth over the same period. Bremer Bay contained approximately 484 dwellings in 2021, compared to 440 dwellings in 2016.

Despite the relatively small permanent population, Bremer Bay experiences significant seasonal population fluctuations. Only 38.2% of dwellings were occupied on Census night in 2021, indicating a high proportion of holiday homes and absentee owners. As a result, permanent population figures do not fully reflect the demand placed on local services and community infrastructure throughout the year.

4.2 Visitation Trends

Tourism is a significant contributor to the local economy and places additional demand on community infrastructure and visitor services. Tourism Research Australia data indicates that the Shire attracts approximately 55,000 domestic overnight visitors annually, generating approximately 153,000 visitor nights and $29 million in annual visitor expenditure.

The region also attracts approximately 5,000 international overnight visitors annually, generating approximately 17,000 visitor nights. Visitor expenditure associated with international tourism is estimated at approximately $1.82 million per annum. Tourism Research Australia identified international tourism as a growing market for Bremer Bay.

The vast majority of tourist visits take place in the summer months, with an estimated 20,000 visitors in January, and typically around 10,000 visitors in December and February each.

4.3 Existing Facilities

4.3.1 Community Facilities

While the Bremer Bay locality currently does have community facilities, many of these are housed in buildings that are not fit-for-purpose and no longer have enough space to accommodate increasing demand for services. The following facilities were identified as no longer being fit-for purpose:

- Function hall
- Community Resource Centre (CRC)
  - Library
  - Post office
- Shire office
- Visitor centre
- Medical centre

All of the above functions, except the medical centre, are currently catered for in a single building with a hall at the rear and enclosed walkway that functions as a visitor information centre and function space. The CRC, library and post office are all housed in the same space, with Shire staff performing work duties in Bremer Bay working in a single room. The proposed cultural and civic precinct would accommodate the function hall, CRC, Shire office and visitor centre.

In a survey conducted by the Client, while the local community generally identified the existing facilities as "average" at catering to their needs, there were still a considerable number of residents rating the facilities as "poor," with the existing community hall facility having the most respondents rate it as "poor." **Figure 4-1** shows the responses to the survey.

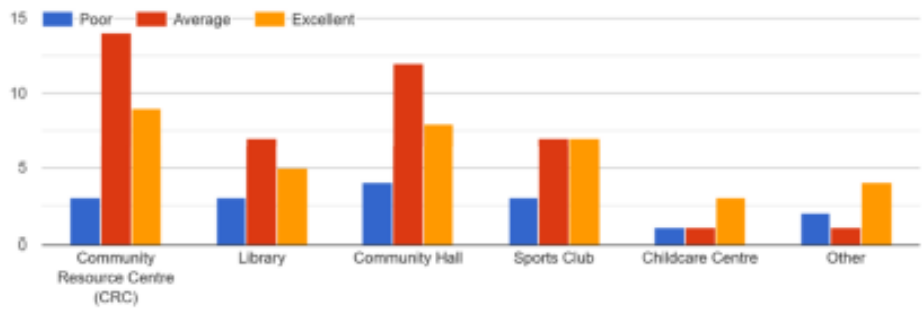


Figure 4-1. Survey Responses to Attitudes of Existing Facilities

Source: BlueSalt Consulting

4.3.2 Office Facilities

As mentioned previously, Shire employees with work responsibilities in Bremer Bay currently do not have dedicated office space. These employees include planners, administration and rangers. Existing employees work in a single room in the existing community facility that is not purpose built when working in Bremer Bay. The existing Shire building is in Jerramungup proper, meaning that Shire employees have to travel 86km or approximately one hour each way to get to Bremer Bay.

Wagyl Kaip and DBCA employees also currently lack dedicated office facilities.

4.3.3 Identified Gaps

The following gaps were identified with respect to the existing community and office facilities:

Table 4-1. Identified Gaps

Facility type	Facility	Notable issues
Community Facilities	CRC	• Insufficient floor space and storage • Lack of privacy for people accessing government services • Lack of disability access
	Library	• Insufficient floor space • No provision for desk hire or internet access. • Lack of disability access
	Community hall	• Cold and inaccessible flooring • Lack of natural light • Unsuitable for both children and seniors' activities due to flooring and atmosphere
	Indoor gathering spaces	• Lack of dedicated spaces for community during poor weather
	Dedicated visitor information centre	• Lack of storage space • Poor ventilation • Unable to display service brochures
	Cultural information	• Lack of dedicated visitor and cultural info hub that integrates history, interpretation and Aboriginal cultural heritage
Office Facilities	Meeting and workshop rooms	• Lack of dedicated facility limits meetings and events that can be hosted
	Office space	• Shire, Wagyl Kaip and DBCA staff do not have dedicated office facilities • Staff currently have to travel long distances and work in rooms not designed as offices

5 Economic Assessment

5.1 Introduction and Approach

This chapter assesses the economic impacts of the Bremer Bay Cultural and Civic Precinct by investigating the value of benefits and costs associated with the facility.

This hybrid Cost Benefit Analysis (CBA) measures a mixed benefit of both microeconomic and macroeconomic benefits associated with each option. The analysis is split into two components: microeconomic effects based on conventional CBA principles such as opportunity cost and willingness to pay (WTP) metrics, and macroeconomic effects based on additional revenue expected to be generated by the Site which is more akin to conventional Financial Analysis (FA).

The methodology underlying the CBA is based on Treasury guidelines for economic analysis using Rapid Appraisal techniques. Stantec is committed to best practice principles and is grounded in Activity Based Costing (ABC) principles which we believe most closely reflect a real-world situation hence our primary focus is on the operations model in the first instance.

The economic appraisal will be undertaken in accordance with the requirements of the brief, utilising Stantec's in-house CBA model, which comprises of a series of proven versatile spreadsheet-based financial models which can test up to 36 scenarios at a time. The model is built around tranches each of 36 runs with variations on common parameters such as capital and operating cost basis, traffic growth and composition factors, and various operational and economic parameters. In this instance, there is a single option for the proposal to compare against the base case.

The economic analysis considers the comparative costs and benefits of the facility. The key benefits incorporated within this CBA assessment are listed in Section 5.3 and 5.4. The model is based on the rapid appraisal techniques.

Stantec uses a 6-step approach as depicted below which is compatible with most State and Commonwealth guidelines. This approach has been successfully employed by Stantec for numerous projects and business cases in NSW, Qld, WA and Australia wide for all levels of government and public and private clients and Stantec has a spreadsheet-based model to support this process. **Figure 5-1** summarises the framework.

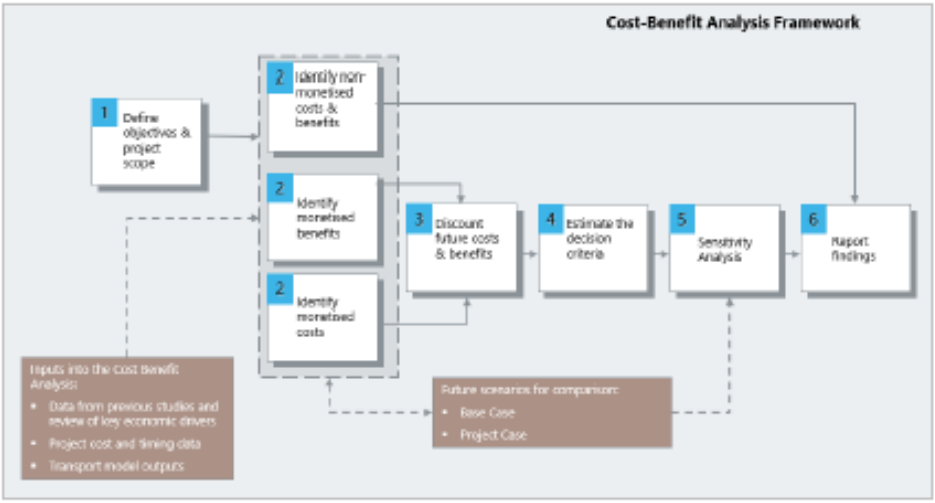


Figure 5-1 CBA Framework

5.2 Estimated Costs

Capital Expenditure was calculated by HW & Associates in November 2025. From their estimates, the P90 cost is assumed to be $19.25 million, including a 12-month escalation rate of 5%. The $19.25 million is therefore assumed to be the P90 cost of construction in 2026 dollars.

In lieu of more detailed information on construction timelines, it is assumed that the facility is constructed over two years from 2027 to 2028, with an opening year of 2029 and with capital expenditure costs split equally between the two years.

The maintenance costs of the facility were not calculated and was not included within the CBA for the proposed facility.

5.3 Microeconomic Benefits

5.3.1 Travel Time Savings

It is assumed that there would be significant travel time savings. Currently, Shire of Jerramungup staff, such as planners, administrative staff and rangers work from the existing Shire Office in Jerramungup, 86km and a one-hour drive away from Bremer Bay.

Having a purpose-built office space in Bremer Bay would reduce the staff who currently have to drive this distance when performing work duties in Bremer Bay. In lieu of detailed information on the work duties of shire staff, it is assumed that fifteen shire staff have to perform work duties in and around Bremer Bay approximately two days in a typical work week. It was assumed that each staff member drove between Jerramungup and Bremer Bay, and that the average **vehicle-kilometres saved was 172 km per staff member per day** when performing work duties in Bremer Bay. The average **vehicle-hours saving** was assumed to be **two hours per staff member per day** when performing work duties in Bremer Bay, identical to the travel distances and times outlined in **Section 4.3.2**. The actual benefit

associated with this measure would be higher if more staff had work duties in and around Bremer Bay, so the benefits associated with this measure should be interpreted as a conservative estimate.

The methodology of calculating the value of benefits associated with reduced vehicle-hours, and vehicle-kilometres travelled was calculated in line with Australian Transport Assessment and Planning (ATAP) guidelines. These savings are assumed to quantify all benefits associated with having Shire, DBCA and Wagyl Kaip employees all capable of working together in a shared space, with the travel time and vehicle-kilometres savings also assumed to encompass the reduced need for commuting to meet in person.

With respect to travel time savings, the ATAP guidelines provide for the monetisation of the following benefits:

- Travel time savings (TT)S
- Vehicle operating cost savings (VOC)S
- Environmental externalities including CO_2 allowance
- Accident reductions
- Reliability and links with network resilience and on time arrivals

Travel time savings are the principal benefit relates to the potential reduction in travel times from workers travelling shorter distances to reach the facility. This is valued using a unit cost rate times the incremental delays for project case and the base case measured as vehicle hours travelled (VHT) by vehicle class.

VOC savings, and other benefits such as environmental externalities, etc are driven by the vehicle kilometres travelled (VKT). Stantec has applied the ATAP algorithms based on Austroads 2004.

Safety – Reduced travel distances over rural roads will improve safety by reducing the number of accidents. Stantec has applied the WA algorithm for calculating the cost of car accidents.

Environmental Externalities – this now includes the decarbonisation costs as well as the traditional ATAP categories.

5.3.2 Evacuation Centre

The community facility could also function as an evacuation centre, given its relatively central location and accessibility from other directions. The existing evacuation centre at the existing Bremer Bay Sports Club is located at the end of a cul-de-sac and is only accessible from one direction. Relocating the evacuation centre to a more accessible location would improve emergency resilience.

The economic benefits of the community facility being able to act as an evacuation centre could be measured by considering the opportunity cost of building a separate evacuation centre.

Since 2023, the Commonwealth Government's Disaster Ready Fund has funded various evacuation centres across Regional WA. Considering the funding provided by the Commonwealth for these facilities, it is possible to provide a rough estimate to the value of constructing a similar facility for Bremer Bay.

In 2024, a regional multi-purpose emergency evacuation centre was funded in Kununurra, through the Disaster Ready Fund, with the whole facility valued at $15.7 million. Kununurra has a population of 5500 people.

The Stubbs Park Evacuation Centre Redevelopment occurred in 2024 cost $2.21 million, with an existing community facility being upgraded to deliver a modern, fit-for-purpose evacuation centre. The project would be capable of accommodating displaced residents across the Shire of Dumbleyung. The Shire had a population of 681 people.

The Shire of Mingenew Emergency Recreation Centre was renovated and upgraded in 2025 at a cost of $1.02 million in order to improve disaster resilience and allow its use as an evacuation centre. The upgrades were described as improving accessibility as well as allowing up to 50 beds to be used to accommodate people, as well as be used as a mustering point for emergency services personnel. The Shire had a population of 407.

Between these three facilities in Regional WA, all built from 2025, there is a strong linear relationship between population and facility cost. Using this relationship, considering Bremer Bay's population of 424, it is estimated that constructing an evacuation centre would cost $1.27 million in 2025 dollars. The community facility would therefore deliver **$1.27 million** in economic benefits, by being built with evacuation centre capabilities at the outset, due to the costs saved in not having to upgrade or construct another evacuation centre.

5.3.3 Improved Access to Arts and Culture

There is also an opportunity for displaying local art in the shared community space. Measuring the utility and economic benefits gained from local residents visiting to experience local arts and cultural events could be used to measure the community benefits associated with the facility that aren't associated with either events run through the community hall, the library or the community resource centre. The Western Australian Department of Creative Industries, Tourism and Sport (DCITS) outlines guidelines for contingent valuation of cultural infrastructure. Catalyse also conducts an annual monitor for DCITS evaluating attitudes to arts and culture across Western Australia.

Benefits can be split into user and non-user categories. Users of the facility have their benefit calculated by considering their willingness to pay (WTP) to access arts and cultural facilities. While the WTP has a dollar value, it is used only to quantify the economic benefits of arts and culture, and should not be interpreted as an endorsement for an entry fee for the facility.

Non-users would also have a much lower WTP with a value reflecting willingness to pay for the continued existence of the site. While non-users may not currently use the facility, they still receive a benefit from knowing there is a facility they may be able to use in future.

In lieu of detailed guidance or survey results around potential attitudes of Bremer Bay residents to improved arts and cultural facilities, the 2026 annual monitor was used to approximate potential users and non-users in the Great Southern region.

Table 5-1 shows that participation in arts and cultural facilities was lower in the Great Southern region compared to the statewide average. The top three activities in the Great Southern region were for movies, indoor art exhibitions and community arts. Given the facility is not anticipated to have a cinema or film component, the benefits associated with indoor and community arts will be the main components considered.

Table 5-1. Participation in Arts and Cultural Activities

Activity	Great Southern	WA Average
Attending at least one art or cultural activity in the past 12 months	61%	73%
Visited a museum	32%	46%
Visited an art gallery	19%	29%

Source: Catalyse, for DCITS (2026)

Participants in indoor and community art events typically attend these events relatively infrequently. **Table 5-2** shows that on average, participants in these activities generally attend these events three times a year.

Table 5-2. Frequency of Attending Art Events

Statewide frequency of attendance	Assumed visits per year per bracket	Indoor arts (%)	Community arts (%)
At least once a week	52	1	0
Every 2 to 3 weeks	18	2	4
Once a month	12	4	5
Every couple of months	4	10	17
Three or four times per year	3	21	18
Once or twice per year	1	62	55
Weighted average per year		**3.01**	**3.09**

Source: Catalyse, for DCITS (2026)

Table 5-3 shows that the average Great Southern resident would be prepared to pay up to $1.62 extra per week in order to fund improved access to the arts and culture, or $84.24 per year. Dividing this by three gives a willingness to pay of $28.08 per visit to access arts and cultural activities.

Table 5-3. Willingness to Pay for Improved Arts and Cultural Access

Description	% of Great Southern residents	Assumed average WTP
% not willing to pay extra	35	0
% willing to pay $0.01 to $2 extra	16	$0.50
% willing to pay $2.01 to $10 more	48	$3
% willing to pay over $10 more	1	$10
Weighted average WTP extra	**$1.62 per week**	

Source: Catalyse, for DCITS (2026)

The entire Shire of Jerramungup has 483 households and a population of 1,160, with the proposed community facility assumed to have a catchment including the Shire. A conservative estimate would have 19% of households as users of the facility, with 81% being non-users, as shown in **Table 5-1**. This is a conservative estimate, noting some people outside the Shire boundaries may be willing to drive further to access the facility.

Table 5-4 shows that a conservative estimate for the value of improved access to arts and culture provided by the facility is **$7,776 per year**. The actual benefits could be higher if more households were enticed to visit the facility for greater access to arts and culture, and so this value should be interpreted as a conservative estimate.

Table 5-4. Calculated Value of Improved Access to Arts and Culture

Description	Visitor Value	Non-Visitor Value
Lower confidence interval WTP value	$28.08 per visit	$0
Total households in catchment	(19%) 92 households	(81%) 391 households
Visits per year	3.01	0
Total annual value	**$7 776**	

Source: DCITS (2026)

5.4 Macroeconomic Benefits

5.4.1 New DBCA Employment

It is estimated the facility would create four positions to be employed by the Department of Biodiversity, Conservation and Attractions (DBCA), with more positions to be created in future. These jobs would likely be to service the nearby marine park.

The value of these jobs has been calculated by considering the median salary and multiplying by four. After five years from opening, two new jobs are created. The median salary of park rangers in Western Australia in 2025 was $81,000 per year. Multiplying this by four gives **$324,000** in economic benefits per year with new jobs created. After five years, two additional jobs are created, with **$486,000** in economic benefits per year.

5.4.2 Increased Tourism Expenditure

There is considerable literature around the impact of visitor centres on increasing the number of visitors to an area, the average length of stay as well as the average amount spent per person per day. There already exists a tourist visitor centre in Bremer Bay, however; the current facility is not fit-for-purpose and would benefit from having a modern centre in the new community facility.

A factor of 15% was applied, with it being assumed that the benefits of upgraded, fit-for-purpose visitor centres is 15% the value of benefits for brand new visitor centres. This is a conservative estimate that reflects that given there already exists a visitor centre in Bremer Bay, an improved facility would provide a much smaller uplift in tourist expenditure.

Tourism Research Australia data categorises external visitors to Bremer Bay into two categories: domestic tourists and international tourists, each with different spending profiles and stay lengths. **Table 5-5** shows the average profile of visitors to Bremer Bay from 2021 to 2024.

Table 5-5. Annual Tourist Expenditure in Bremer Bay

Description	Domestic visitors	International visitors	Total
Annual average number of overnight visitors	55,000	5,000	60,000
Average length of overnight stay	2.78	3.4	
Average expenditure per person per night (2025 dollars)	$191	$107	
Average annual economic activity generated (2025 dollars)	$29,203,900	$1,819,000	**$31,022,900**

Source: BlueSalt Consulting

Table 5-6. Calculated Economic Impact of Visitor Centres on Tourist Spending

Benefit category	Reference	New visitor centres
Average increase in length of overnight stay	South West WA, 2014	2 nights
Percentage of visitors increasing length of overnight stay	South West WA, 2014	13%
Percentage increase in average length of overnight stay	South West WA, 2014	9.4%
Average increase in expenditure	South West WA, 2014	15%
Total increase in economic activity		**25.8%**

Source: Tourism Research Australia (2015)

Therefore, as a result of the upgraded visitor centre, it is anticipated that the level of spending from tourists increases by 3.9% per year, from $31 million in 2025 dollars to $32.2 million, representing a **$1.2 million increase per year** in 2025 dollars.

5.4.3 Venue Hire Revenue

The Client also provided estimates for the value of renting out the facility for office space. As a benchmark, the Client assumed a market rate estimate for the value of rent to be $214 per sqm per annum, similar to advertised commercial rents for office space in Albany and Esperance.

It is noted that this was provided for benchmarking purposes and should not imply an expectation that current community lease arrangements would change, noting that the existing Community Resource Centre pays rent of $2,000 per annum, below the market rate. However, as a conservative estimate, it can be assumed that the economic benefit associated with the Community Resource Centre is at least the value of rent the centre would pay at a market rate.

A similar approach is used when quantifying the economic benefits associated with the library, as well as any community events that could be held in the community hall. For any event or meeting to be viable, the benefits would have to be equal to or greater than the cost of renting the meeting room or hall. Therefore, a conservative estimate for the value of benefits associated with community events is the anticipated revenue from the venue hire fee. An estimate for the value of benefits associated with the library is the level of funding required to maintain a new and expanded facility, approximately $40,000 per year.

Potential revenue sources from renting both the office facility and the venue are provided below in **Table 5-7**.

Table 5-7. Value of Rent Revenue

Revenue type	Potential revenue source	Assumed floor area	Assumed unit rate	Estimated annual rent value
Long term fee for service	DBCA lease agreement	76.32 sqm	$214 per sqm per annum	$16 332
	Wagyl Kaip lease agreement	20.6 sqm	$214 per sqm per annum	$4 408
	Community Resource Centre	147 sqm	$214 per sqm per annum	$31 458
Venue hire	Meeting room		$19 per hour	$2 280
	Hall hire		$40 per hour	$1 200
Services fee	State Library		N/A	$40 000
	Other potential services			Unknown
Total				**$95 678 + potential services**

Source: BlueSalt Consulting

5.5 Intangible Economic Benefits

In addition, it is noted that there are a range of other intangible benefits and non-quantified benefits that were not assessed as part of this preliminary economic assessment, as they were considered beyond the scope of the assessment. As such this economic evaluation should be seen as a conservative appraisal. Other benefits arising from the facility are likely to include:

- Local recreation, lifestyle and health benefits from increased community activities
- Visual amenity from having a visually pleasing, modern community facility
- Government reputational gains, such as increased integrity through completion of projects
- Social inclusion arising from having a non-commercial, welcoming public space that residents can freely use for social activities
- Education benefits from having a more welcoming library environment
- Benefits to First Nations and LGBTQ+ communities through increased community engagement and increased opportunities to engage in arts and culture
- Improved labour productivity from Shire of Jerramungup, DBCA and Wagyl Kaip employees having purpose-built office space that adequately meets workplace needs
- An improved benefit for residents accessing government services with more reliable internet and private spaces.

5.6 Results of the CBA

The value of estimated benefits against the base case from 2029 to 2055 are summarised below in **Table 5-8**.

Table 5-8. Value of Total Benefits

Description	Undiscounted		Discounted (5%)	
	Value ($000)	As % of total benefits	Value ($000)	As % of total benefits
Travel time	$3,972	6.2	$1,954	6.6
VOC savings	$818	1.3	$402	1.4
Safety	$852	1.3	$419	1.4
Externalities	$353	0.6	$174	0.6
Total benefit associated with traffic	**$5,995**	**9.4**	**$2,949**	**10.0**
Opportunity cost of evacuation centre	$1,270	2.0	$1,097	3.7
Benefit from art	$210	0.3	$103	0.4
Residual value of facility (after 2055)	$9,240	14.4	$2,245	7.6
Total microeconomic benefit	**$16,715**	**26.1**	**$6,394**	**21.7**
Additional employment	$12,312	19.2	$5,819	19.8
Additional tourist expenditure	$32,416	50.6	$15,946	54.2
Revenue from rent and venue hire	$2,583	4.0	$1,271	4.3
Total macroeconomic benefit	**$47,311**	**73.9**	**$23,036**	**78.3**
Total benefit	**$64,026**		**$29,430**	

The results of the CBA are outlined below in **Table 5-9**.

Table 5-9. CBA Combined Results Discounted at 5%

Description	Value
PV Cost ($000)	17,897
PV Benefit ($000)	29,430
NPV ($000)	11,533
BCR	1.64
NPVI	0.64
EIRR	10%

NPV = net present value = PV benefits minus PV costs which is the absolute value of the project and the economist's preferred method of prioritisation.
BCR = benefit cost ratio = relative measure of the value of the project.
NPVI = Capital efficiency ratio = NPV divided by capital cost.
EIRR = Economic internal rate of return = the discount rate where all costs exactly equal benefits.

A sensitivity test was also undertaken, shown in **Table 5-10**. Sensitivity testing is used as an alternative to a risk assessment and provides a quick way to understand the interactions of key variables on the outcome of a proposal, with the BCR and NPV used as a suitable performance indicator.

Table 5-10. Sensitivity Test Results

Description	BCR
Reference case (5% discount)	1.64
Cost estimate +40%	1.17
Cost estimate +20%	1.37
Cost estimate -20%	2.06
PV Benefits +20%	1.97
PV Benefits -20%	1.32
PV Benefits -40%	0.99
Only including micro benefits	0.36

5.7 Conclusions

When taking a hybrid approach and quantifying both microeconomic and macroeconomic benefits together, the BCR is 1.64, meaning the value of benefits is 64% greater than the value of costs, and that the proposed facility is an economically sound project that will generate significant economic benefits associated with increased tourist expenditure, additional employment and travel time savings for Shire, DBCA and Wagyl Kaip employees. It is also clear that the project is commercially viable based on the real-world financial cash flows the project would deliver through additional tourism and rental revenue uplift.

Sensitivity testing reveals that if realised costs and benefits are up to 20% higher or lower, the BCR is at least 1.32, suggesting that even if the benefits are not fully realised or construction costs increase, the facility will still provide a considerable economic net benefit.

The proposed facility is an economically sound project that will generate significant economic benefits associated with increased tourist expenditure, additional employment and travel time savings for Shire, DBCA and Wagyl Kaip employees. As secondary and intangible economic benefits are not included, this appraisal should be interpreted as a conservative estimate of benefits.

With every community, we redefine what's possible.

Stantec is a global leader in sustainable engineering, architecture, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.

Stantec Australia Pty Ltd

Ground Floor, 226 Adelaide Terrace
Perth WA 6000
AUSTRALIA
ABN 17 007 820 322
stantec.com

APPENDIX 4: CONCEPT DESIGN ESTIMATE - HW & ASSOCIATES

HW & Associates
ABN 62 650 513 410
Unit 5
43 Kirwan Street
FLOREAT WA 6014
Ph: (08) 9321 0102

25044982.003

20 November 2025

H + H Architects
7/83 Victoria Street,
Bunbury WA 6230

Attention: Lloyd Pringle

Dear Lloyd,

SHIRE OF JERRAMUNGUP – BREMER BAY CULTURAL & CIVIC PRECINCT CONCEPT DESIGN ESTIMATE

Please find attached our concept design estimate for the proposed Bremer Bay Cultural & Civic Precinct. We attach a copy of our detailed estimate, as summarised below:

Cultural & Civic Precinct	
Building Works	$8,197,000
Siteworks & Services	2,621,000
	$10,818,000
Locality Allowance for Bremer Bay 30%	3,246,000
	$14,064,000
Planning Contingency – Excluded	
Design Contingency 10%	1,407,000
Construction Contingency 5%	704,000
Headworks	200,000
Permits, Fees & Levys	50,000
Public Art 1% - Excluded, as requested	-
Loose Furniture & Equipment	300,000
AV Services & Displays	100,000
Security Services	100,000
Client Costs – PV Solar	50,000
Client Costs – Management & Administration	-
Professional Fees & Disbursements 8%	1,358,000
Management Fees – Excluded	-
Escalation for 12 months, 5%	917,000
Total, excluding GST	**$19,250,000**

Preliminary drawings or cost advice have not been received from the services consultant or structural engineer, as such we have priced these trades based off similar projects.

Liam Tomlin M: 0434 611 782 E: LiamTomlin@HWAssociates.com.au
Brad Bell M: 0408 896 666 E: BradBell@HWAssociates.com.au

We note the following qualifications:

Building Works

- A provisional sum of $20,000 has been included for roof safety system.
- Skylights have been included, in lieu of clerestory windows as documented.
- Feature wall has been included as stone – A saving could be made if reverted to rammed earth (Circa $50,000 ex GST to the building works)
- Crimsafe security screens have been excluded from glazed curtain walling, however, included to windows (Clerestory windows excluded)
- Window hoods and feature screening elements have been excluded.
- Provisions have been made for access control hardware, where applicable.
- Operable walls and glazed bi-folding doors have been included, as documented.
- A provisional sum has been included for the commercial kitchen fitout, totalling $400,000 ex GST, as follows:
    - SS Benches & Kitchen Equipment $275,000
    - Exhaust Hood $50,000
    - Coolrooms $75,000
- Fire sprinkler system has been excluded – Assume a fire engineered solution
- Security services including CCTV, AV services, loose furniture and equipment have all been excluded from the builder's scope – By Client.
- Allowances have been made to prepare and lay compacted gravel to the proposed overflow parking area.
- A provisional allowance of $50,000 has been included for digging in rock.
- Carparking works include for new crossover and streetside adjustments, as required.
- Fencing & gates have been excluded entirely, as advised.
- Retaining works have been excluded entirely, as advised.
- Covered links and external sheds have been excluded.
- Landscaping element including soft and hard have been included, as documented.
- Stormwater allowances have been made for both the building and paved elements – No allowance has been made for rainwater collection and reuse.
- Sewer drainage includes for collection and disposal, including industrial waste and grease trap to the commercial kitchen.
- Allowance for sewer pump station has been excluded.
- Gas services have been excluded, as advised – Kitchen appliances and hot water units to be electric.
- A provisional allowance of $300,000 has been included for fire tanks and pumps, including service reticulation and hydrants. No allowance has been made for fire sprinkler system internally, assuming a fire engineered solution (compartmentalisation), is applicable.
- EV charging points and a solar PV system have been excluded.
- A locality allowance of 30% has been included for Bremer Bay

Project Costs

- Planning contingency has been excluded.
- Design contingency has been included at 10%
- Construction contingency has been included at 5%.
- A provisional allowance of $200,000 has been included for electrical and hydraulic headworks.
- Public art has now been excluded – At the Shires request.
- Loose furniture & equipment has been included at $300,000.

- AV services & displays have been included at $100,000.
- Security services including CCTV have been included at $100,000.
- A solar PV system has been included at $50,000 – 30kW system only.
- Professional fees have been included at $1,358,000 or 8% - subject to confirmation.
- Client management and administration and external project management fees have all been excluded.
- Escalation has been included to for 12 months at 5%, based upon current AIQS forecast indices
- GST have been excluded.

Whilst every effort has been made to produce an estimate that reflects fair and current market pricing, the industry is currently highly volatile. Shortages of tradesman and materials, particularly in the regional sector, are creating significant fluctuations and may impact subcontractor pricing.

We trust this satisfies the current requirements.

Yours faithfully,



Liam Tomlin

Trade Summary

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Elem. Code	Elemental Description	% B.C.	Cost/m2	Elem. Qty	Elem. Unit	Elem. Rate	Sub Total	Mark Up %	Elemental Total
	BUILDING WORKS								
SB	Substructure	4.23	224.27				405,710		405,710
CL	Columns	1.70	90.09				162,970		162,970
UF	Upper Floors								
SC	Staircases								
RF	Roof	11.77	624.07				1,128,950		1,128,950
EW	External Walls	10.17	539.08				975,190		975,190
WW	Windows	1.65	87.37				158,050		158,050
ED	External Doors	1.57	83.20				150,500		150,500
NW	Internal Walls	5.36	284.11				513,950		513,950
NS	Internal Screens	1.62	85.77				155,150		155,150
ND	Internal Doors	1.95	103.65				187,500		187,500
WF	Wall Finishes	1.31	69.71				126,100		126,100
FF	Floor Finishes	3.16	167.66				303,290		303,290
CF	Ceiling Finishes	5.36	283.98				513,715		513,715
FT	Fitments	2.61	138.20				250,000		250,000
SE	Special Equipment	4.17	221.12				400,000		400,000
SF	Sanitary Fixtures	2.24	118.57				214,500		214,500
VE	Ventilation								
AC	Air Conditioning	8.26	437.81				792,000		792,000
FP	Fire Protection	0.31	16.58				30,000		30,000
LP	Electric Light and Power	6.88	364.84				660,000		660,000
PR	Preliminaries	11.15	591.17				1,069,425		1,069,425
	Subtotal								8,197,000
XP	Site Preparation	2.89	153.12				277,000		277,000
XR	Roads, Footpaths, Paved Areas	4.26	225.77				408,425		408,425
XN	Boundary Walls, Fencing, Gates								
XB	Outbuildings and Covered Ways	0.52	27.64				50,000		50,000
XL	Landscaping and Improvements	4.69	248.84				450,150		450,150
XK	External Stormwater Drainage	2.19	116.09				210,000		210,000
XD	External Sewer Drainage		76.01				137,500		137,500
XW	External Water Supply		24.32				44,000		44,000
XG	External Gas								
XF	External Fire Protection		182.42				330,000		330,000
XE	External Electrics		205.22				371,250		371,250

Trade Summary

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects

Job Description
Bremer Bay Cultural & Civic Precinct

Elem. Code	Elemental Description	% B.C.	Cost/m2	Elem. Qty	Elem. Unit	Elem. Rate	Sub Total	Mark Up %	Elemental Total
PR	Preliminaries		189.43				342,675		342,675
	Subtotal								2,621,000
	TOTAL								10,818,000
	Locality Allowance		1,794.36				3,246,000		3,246,000
	TOTAL - Building Works								14,064,000
	Planning Contingency								
	Design Contingency		777.78				1,407,000		1,407,000
	Construction Contingency		389.17				704,000		704,000
	Headworks		110.56				200,000		200,000
	Authority Costs		27.64				50,000		50,000
	Public Art								
	Loose Furniture & Equipment		165.84				300,000		300,000
	AV Services & Displays		55.28				100,000		100,000
	Security Services		55.28				100,000		100,000
	Client Costs - Solar PV		27.64				50,000		50,000
	Client Costs - Management & Administration								
	Professional Fees & Disbursements		750.69				1,358,000		1,358,000
	Management Fees								
	Escalation		506.91				917,000		917,000
	GST								
	Subtotal								5,186,000
	TOTAL								19,250,000
	GFA: 1,809 m2.	**100.00**	**10,641.24**				**19,250,000**		**19,250,000**

Final Total : $ **19,250,000**

TRADE BREAKUP

Job Name : CONCEPT DESIGN — **Job Description**
Client's Name: H+H Architects — Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	1 ***BUILDING WORKS***						
1							
					BUILDING WORKS	**Total :**	
Trade :	2 ***Substructure***						
	Ground Slabs						
1	Ground slabs including thickenings, DPM, termite treatment, etc.		1,477.00	m2	170.00		251,090.00
2	Ground slabs including thickenings, DPM, termite treatment, etc. - Verandah (UCA)		376.00	m2	220.00		82,720.00
3	Subtotal						*333,810.00*
	Strip Footings						
4	Allow for strip footings to rammed earth wall		34.00	m	350.00		11,900.00
5	Subtotal						*11,900.00*
	Pad Footings						
6	Allow for pad footings to columns		1.00	Item	60,000.00		60,000.00
7	Subtotal						*60,000.00*
					Substructure	**Total :**	**405,710.00**
Trade :	3 ***Columns***						
	Steel Columns						
1	Steel columns including baseplate and connections - FECA		1,433.00	m2	90.00		128,970.00
2	Steel columns including baseplate and connections - Verandah		14.00	No	1,000.00		14,000.00
3	Subtotal						*142,970.00*
	Feature Columns						
4	Covered area feature columns - Provisional		2.00	No	10,000.00		20,000.00
5	Subtotal						*20,000.00*
					Columns	**Total :**	**162,970.00**
Trade :	4 ***Upper Floors***						
1	Upper floors - Excluded			Note			
					Upper Floors	**Total :**	
Trade :	5 ***Staircases***						

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	5 *Staircases*						
1	Staircases - Excluded			Note			
					Staircases	Total :	
Trade :	6 *Roof*						
	Roofing						
1	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Furniture Store		28.00	m2	550.00		15,400.00
2	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Community Hall		310.00	m2	550.00		170,500.00
3	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Visitor Information		296.00	m2	550.00		162,800.00
4	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Clerestorey Roof		178.00	m2	550.00		97,900.00
5	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Splayed Roof (Offices)		1,160.00	m2	500.00		580,000.00
6	Steel framed roof structure including lining, insulation, mesh, flashings, cappings, roof plumbing, etc. - Attached Verandahs		183.00	m2	450.00		82,350.00
7	Roof safety system - Provisional			Item			20,000.00
8	Skylights - Excluded			Note			
9	Subtotal						*1,128,950.00*
					Roof	Total :	1,128,950.00
Trade :	7 *External Walls*						
	Framed Walls						
1	Stud framed wall lined externally with Aluminium timber look cladding, internally with plasterboard, including structure, battens, vapor barrier, insulation, flashings and paint		366.00	m2	675.00		247,050.00
2	E/o for Aluminium cladding to both sides		27.00	m2	235.00		6,345.00
3	E/o for curves		6.00	m	250.00		1,500.00
4	Stud framed wall lined externally with Fibre Cement cladding, internally with plasterboard, including structure, battens, vapor barrier, insulation, flashings and paint		89.00	m2	565.00		50,285.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	7 ***External Walls***						*(Continued)*
5	Stud framed wall lined externally with Colorbond cladding, internally with plasterboard, including structure, battens, vapor barrier, insulation, flashings and paint		159.00	m2	540.00		85,860.00
6	Subtotal						*391,040.00*
	Glazed Walls						
7	Glazed curtain walls and sidelights - 2400 high		217.00	m2	1,250.00		271,250.00
8	Windows - Measured separately			Note			
9	Subtotal						*271,250.00*
	Stone Walls						
10	Feature stone wall including internal portions		146.00	m2	1,500.00		219,000.00
11	Rammed earth alternaltive - $44,000 saving			Note			
12	Subtotal						*219,000.00*
	Sundries						
13	300 wide feature reveal including to roof fascia		124.00	m	350.00		43,400.00
14	Blinds to curtain walls		202.00	m2	250.00		50,500.00
15	Subtotal						*43,400.00*
16							
17	Crimsafe security screens to curtain walls - Excluded			Note			
18	Glazing to entry doors - See External Doors			Note			
19	Clerestorey windows - See Windows			Note			
20	Louvres - See Windows			Note			
21	Windows hoods & screening - Excluded			Note			
					External Walls	**Total :**	**975,190.00**
Trade :	8 ***Windows***						
	Powdercoated Aluminium Windows						
1	Powdercoated aluminium windows, double glazed, with security screens		15.00	m2	1,500.00		22,500.00
2	Subtotal						*22,500.00*
	Powdercoated Aluminium Windows - Clerestorey						
3	Powdercoated aluminium windows, double glazed - Visitor information		41.00	m2	1,350.00		55,350.00
4	Powdercoated aluminium windows, double glazed - Visitor information, over stone wall		21.00	m2	1,350.00		28,350.00

TRADE BREAKUP

Job Name :	CONCEPT DESIGN	**Job Description**	
Client's Name:	H+H Architects	Bremer Bay Cultural & Civic Precinct	

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**8 *Windows***						*(Continued)*
5	Powdercoated aluminium windows, double glazed - Reception		18.00	m2	1,500.00		27,000.00
6	Subtotal						*110,700.00*
	Glazed Aluminium Louvres						
7	Powdercoated aluminium frame with glazed louvre blades		12.00	m2	1,800.00		21,600.00
8	Subtotal						*21,600.00*
	Sundries						
9	Blinds		13.00	m2	250.00		3,250.00
10	Subtotal						*24,850.00*
11							
12	Blinds to clerestorey windows - Excluded			Note			
13	Window hoods - Excluded			Note			
14	Feature screening - Excluded			Note			
					Windows	**Total :**	**158,050.00**
Trade :	**9 *External Doors***						
	Timber Doors						
1	Solid core timber door including hardware, frame and paint		3.00	No	3,500.00		10,500.00
2	Subtotal						*10,500.00*
	Powdercoated Aluminium Doors & Combinations						
3	Glazed aluminium entry door including frame and hardware		4.00	No	4,500.00		18,000.00
4	4700 automated entry sliding double door including sidelights - Outdoor Covered Area		1.00	No	23,500.00		23,500.00
5	4100 full height automated entry sliding door including sidelights and highlights - Reception		1.00	No	40,000.00		40,000.00
6	4700 full height automated entry sliding door including sidelights and highlights - Reception		1.00	No	43,500.00		43,500.00
7	Subtotal						*125,000.00*
	Roller Shutters						
8	1800 wide servery shutter		1.00	No	2,000.00		2,000.00
9	Subtotal						*2,000.00*
	Sundries						
10	Blinds - Outdoor sliding door only		12.00	m2	250.00		3,000.00
11	Access control hardware - Provisional			Item			10,000.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**9** ***External Doors***						*(Continued)*
12	Subtotal						*13,000.00*
					External Doors	**Total :**	150,500.00
Trade :	**10** ***Internal Walls***						
	Framed Walls						
1	Stud framed wall lined both sides with plasterboard, including insulation and paint		1,348.00	m2	350.00		471,800.00
2	800 wide feature fin to visitor information		4.00	No	2,100.00		8,400.00
3	Subtotal						*480,200.00*
	Glazed Partitions						
4	Glazed partitions/sidelights		25.00	m2	1,100.00		27,500.00
5	Subtotal						*507,700.00*
	Sundries						
6	Blinds - Glazed paritions		25.00	m2	250.00		6,250.00
7	Subtotal						*6,250.00*
8							
9	Stone wall - See External Walls			Note			
					Internal Walls	**Total :**	513,950.00
Trade :	**11** ***Internal Screens***						
	Operable Walls						
1	10600 wide operable wall and support structure		2.00	No	60,000.00		120,000.00
2	5000 wide glazed bi-folding doors and structure		1.00	No	25,000.00		25,000.00
3	Subtotal						*145,000.00*
	Laminate Partitions						
4	Laminate toilet/store partition - To 2100		24.00	m2	350.00		8,400.00
5	E/o for door and hardware		5.00	No	350.00		1,750.00
6	Subtotal						*10,150.00*
					Internal Screens	**Total :**	155,150.00
Trade :	**12** ***Internal Doors***						
	Timber Doors						

TRADE BREAKUP

Job Name : CONCEPT DESIGN **Job Description**
Client's Name: H+H Architects Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	12 *Internal Doors*						*(Continued)*
1	Solid core timber door including hardware, frame and paint		15.00	No	3,500.00		52,500.00
2	Solid core timber double door including hardware, frame and paint		3.00	No	5,000.00		15,000.00
3	Subtotal						*67,500.00*
	Powdercoated Aluminium Doors						
4	Glazed aluminium door including frame and hardware		19.00	No	4,500.00		85,500.00
5	Glazed aluminium double door including frame and hardware		1.00	No	7,000.00		7,000.00
6	Subtotal						*92,500.00*
	Roller Shutters						
7	1800 wide servery shutter		1.00	No	2,000.00		2,000.00
8	3000 wide automated security shutter		1.00	No	5,500.00		5,500.00
9	Subtotal						*2,000.00*
	Sundries						
10	Blinds - Excluded			Note			
11	Access control hardware - Provisional			Item			20,000.00
12	Subtotal						*20,000.00*
					Internal Doors	**Total :**	187,500.00
Trade :	13 *Wall Finishes*						
	Internally						
1	Paint finish to walls - Generally included in rates			Note			
2	Wall tiling to 2400 - Kitchen and wet areas		316.00	m2	225.00		71,100.00
3	Allow for splashbacks			Item			5,000.00
4	Feature wall finishes - Provisional			Item			50,000.00
5	Subtotal						*126,100.00*
	Externally						
6	Paint finish to walls - Generally included in rates			Note			
7	Subtotal						*0.00*
					Wall Finishes	**Total :**	126,100.00
Trade :	14 *Floor Finishes*						
	Internally						

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**14 *Floor Finishes***						*(Continued)*
1	Carpet tiles - Offices/Meeting/Library		404.00	m2	85.00		34,340.00
2	Vinyl flooring and moisture barrier - Common Areas		608.00	m2	150.00		91,200.00
3	Floor tiling including waterproofing and screed - Kitchen/Wet Areas		141.00	m2	350.00		49,350.00
4	Feature flooring - Reception/Visitors		280.00	m2	300.00		84,000.00
5	Allow for skirtings			Item			35,000.00
6	Subtotal						*293,890.00*
	Externally						
7	Seal to concrete paving - UCA		376.00	m2	25.00		9,400.00
8	Subtotal						*9,400.00*
					Floor Finishes	**Total :**	**303,290.00**
Trade :	**15 *Ceiling Finishes***						
	Internally						
1	Plasterboard ceilings including insulation and apint		1,433.00	m2	180.00		257,940.00
2	Allow for bulkheads and access panels			Item			25,000.00
3	Allow for feature ceilings - Provisional			Item			75,000.00
4	Subtotal						*257,940.00*
	Externally						
5	Painted fibre cement soffit linings - Building		495.00	m2	250.00		123,750.00
6	Painted fibre cement soffit linings - Verandah Roof		183.00	m2	175.00		32,025.00
7	Subtotal						*123,750.00*
					Ceiling Finishes	**Total :**	**513,715.00**
Trade :	**16 *Fitments***						
	Joinery & Fitments to the following areas, including pinboards, whiteboards, etc.						
1	Furniture Store - Nil			Note			
2	Community Hall/Performance Prep		1.00	No	10,000.00		10,000.00
3	Visitor Information/Hall Lobby		1.00	No	30,000.00		30,000.00
4	Commercial Kitchen - See Special Equipment			Note			
5	Male Toilets		1.00	No	7,500.00		7,500.00
6	UAT		1.00	No	6,500.00		6,500.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN — **Job Description**

Client's Name: H+H Architects — Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**16** ***Fitments***						*(Continued)*
7	Female Toilets & Shower		1.00	No	8,500.00		8,500.00
8	Shared Reception		1.00	No	55,000.00		55,000.00
9	Library & Community Resource - Shelving not indicated, to be loose		1.00	No	5,000.00		5,000.00
10	Computer Room		1.00	No	2,500.00		2,500.00
11	CRC Office		1.00	No	1,500.00		1,500.00
12	Library Store		1.00	No	40,000.00		40,000.00
13	Post Office Store - Including mail boxes		1.00	No	30,000.00		30,000.00
14	Shared Staff Canteen		1.00	No	15,000.00		15,000.00
15	Comms - Nil			Note			
16	Ambulant		1.00	No	3,000.00		3,000.00
17	Clean Room		1.00	No	1,500.00		1,500.00
18	UAT		1.00	No	5,000.00		5,000.00
19	Open Plan - DCBA		1.00	No	3,000.00		3,000.00
20	DCBA Office 1		1.00	No	1,500.00		1,500.00
21	DCBA Office 2		1.00	No	1,500.00		1,500.00
22	Shire Office 3		1.00	No	1,500.00		1,500.00
23	Open Plan - Shire Offices		1.00	No	5,000.00		5,000.00
24	WAGYL KAIP Office		1.00	No	2,500.00		2,500.00
25	Shire Office 1		1.00	No	1,500.00		1,500.00
26	Shire Office 2		1.00	No	1,500.00		1,500.00
27	Internal Meeting Room		1.00	No	5,000.00		5,000.00
28	Singange & Sundry			Item			6,000.00
29	Subtotal						250,000.00
30							
31	Loose furniture & equipment, including workstations - See Project Costs			Note			
					Fitments	**Total :**	**250,000.00**
Trade :	**17** ***Special Equipment***						
	Commercial Kitchen						
1	Commercial kitchen fitout including SS benches, shelving, equipment, etc. - Provisional			Item			275,000.00
2	Exhaust hood - Provisional			Item			50,000.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	17 *Special Equipment*						*(Continued)*
3	Coolrooms - Provisional			Item			75,000.00
4	Subtotal						*400,000.00*
5							
6	Loose furniture & equipment including workstations - See Project Costs			Note			
					Special Equipment	**Total :**	**400,000.00**
Trade :	18 *Sanitary Fixtures*						
	Hydraulic Services						
1	Hydraulic services including fixtures, tapware, hot water, waste, etc.		1.00	Item	195,000.00		195,000.00
2	Builders work and margin			Item			19,500.00
3	Subtotal						*214,500.00*
					Sanitary Fixtures	**Total :**	**214,500.00**
Trade :	19 *Ventilation*						
1	For all mechanical services - See Air Conditioning			Note			
					Ventilation	**Total :**	
Trade :	20 *Air Conditioning*						
	Mechanical Services						
1	Mechanical services including air conditioning, fresh air, ventilation, etc.		1.00	Item	720,000.00		720,000.00
2	Kitchen exhaust hood - See Special Equipment			Note			
3	Builders work and margin			Item			72,000.00
4	Subtotal						*792,000.00*
					Air Conditioning	**Total :**	**792,000.00**
Trade :	21 *Fire Protection*						
1	Fire services - No sprinklers			Item			25,000.00
2	Extinguishers			Item			5,000.00
					Fire Protection	**Total :**	**30,000.00**
Trade :	22 *Electric Light and Power*						

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	22 *Electric Light and Power*						
	Electrical Services						
1	Electrical services including lighting, power, comms, fire detection, etc.		1.00	Item	600,000.00		600,000.00
2	Builders work and margin			Item			60,000.00
3	Subtotal						*660,000.00*
					Electric Light and Power	Total :	660,000.00
Trade :	23 *Preliminaries*						
	Preliminaries						
1	Preliminaries 15%			Item			1,069,425.00
2	Subtotal						*1,069,425.00*
					Preliminaries	Total :	1,069,425.00
Trade :	24 *Subtotal*						
					Subtotal	Total :	
Trade :	25 *Site Preparation*						
	Demolition Works						
1	Allow for site demolitions including paving, fencing and sundry elements to accomodate the works			Item			15,000.00
2	Remove trees and grub up roots			Item			20,000.00
3	Subtotal						*35,000.00*
	Site Preparation						
4	Clear site, trim and form levels		5,500.00	m2	20.00		110,000.00
5	Clear site, trim and form levels - Overflow Parking		1,600.00	m2	20.00		32,000.00
6	Allow for clean imported fill - Provisional			Item			50,000.00
7	Allow for digging in rock - Provisional			Item			50,000.00
8	Subtotal						*242,000.00*
					Site Preparation	Total :	277,000.00
Trade :	26 *Roads, Footpaths, Paved Areas*						
	Predestrian Paving						
1	Paving to UCA considered in Substructure			Note			

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	26 *Roads, Footpaths, Paved Areas*						(Continued)
2	Pedestrian paving outside of building line		750.00	m2	220.00		165,000.00
3	Make good to existing roadside and toilet block paving, as required		1.00	Item	25,000.00		25,000.00
4	Subtotal						*165,000.00*
	Carpark						
5	Bitumen paving including base and sub base		1,050.00	m2	110.00		115,500.00
6	E/o for crossover			Item			10,000.00
7	Concrete kerbing		165.00	m	65.00		10,725.00
8	Linemarking		1.00	Item	5,000.00		5,000.00
9	Bollard and footing		1.00	No	1,200.00		1,200.00
10	Signage			Item			5,000.00
11	Allow for streetside modifications			Item			15,000.00
12	Civil stormwater considered separately			Note			
13	Subtotal						*162,425.00*
	Overflow Parking						
14	Allow for imported compacted gravel paving		1,600.00	m2	35.00		56,000.00
15	Linemarking, signage, etc. - Excluded			Note			
16	Subtotal						*56,000.00*
				Roads, Footpaths, Paved Areas		**Total :**	**408,425.00**
Trade :	27 *Boundary Walls, Fencing, Gates*						
	Fencing & Gates						
1	Allow for fencing & gates - Excluded, as advised			Note			
2	Subtotal						*0.00*
	Retaining Walls						
3	Allow for minor retaining works - Excluded, as advised			Note			
4	Subtotal						*0.00*
				Boundary Walls, Fencing, Gates		**Total :**	
Trade :	28 *Outbuildings and Covered Ways*						
	Mechanical Compound & Bin Stores						
1	Allow for mechanical compounds and bin stores - Provisional			Item			50,000.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN — **Job Description**

Client's Name: H+H Architects — Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**28** ***Outbuildings and Covered Ways***						*(Continued)*
2	Subtotal						*50,000.00*
3							
4	Covered links, external sheds, etc. - Excluded			Note			
				Outbuildings and Covered Ways		**Total :**	**50,000.00**
Trade :	**29** ***Landscaping and Improvements***						
	Soft Landscaping						
1	Soft landscaping and irrigation including soil prep - Turf		400.00	m2	90.00		36,000.00
2	Soft landscaping and irrigation including soil prep, mulch, planting, irrigation, etc. - Planters		1,350.00	m2	135.00		182,250.00
3	Soft landscaping and irrigation including soil prep, mulch, planting, irrigation, etc. - Planters, road side		50.00	m2	150.00		7,500.00
4	Soft landscaping and irrigation including soil prep, mulch, planting, irrigation, etc. - Existing planter remediation (At toilet block)		350.00	m2	75.00		26,250.00
5	Allow for trees including soil prep, mulch and irrigation		1.00	Item	30,000.00		30,000.00
6	Subtotal						*282,000.00*
	Hardscape						
7	Feature seating wall and footings		41.00	m	1,400.00		57,400.00
8	E/o for timber batten seating		19.00	m	1,250.00		23,750.00
9	4000 long timber bench seating and footings		1.00	No	10,000.00		10,000.00
10	Seating pods - Provisional		1.00	Item	25,000.00		25,000.00
11	Bike racks		8.00	No	1,500.00		12,000.00
12	Allow for garden edging and mowing kerbs			Item			25,000.00
13	Allow for bins and sundry hardscape elements			Item			15,000.00
14	Subtotal						*168,150.00*
				Landscaping and Improvements		**Total :**	**450,150.00**
Trade :	**30** ***External Stormwater Drainage***						
	Hydraulic Services						
1	Stormwater drainage to built elements, including collection and disposal		1.00	Item	100,000.00		100,000.00
2	Builders work and margin			Item			10,000.00
3	Subtotal						*110,000.00*
4							

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**30** ***External Stormwater Drainage***						*(Continued)*
	Civil Stormwater						
5	Civil stormwater drainage including collection and disposal to paved elements		1.00	Item	100,000.00		100,000.00
6	Subtotal						*100,000.00*
					External Stormwater Drainage	**Total :**	210,000.00
Trade :	**31** ***External Sewer Drainage***						
	Hydraulic Services						
1	Sewer drainage including connection, collection, disposal, industrial waste, grease trap, etc.		1.00	Item	125,000.00		125,000.00
2	Builders work and margin			Item			12,500.00
3	Subtotal						*137,500.00*
4							
5	Headworks - See Project Costs			Note			
6	Sewer pump station - Excluded			Note			
					External Sewer Drainage	**Total :**	137,500.00
Trade :	**32** ***External Water Supply***						
	Hydraulic Services						
1	Water supply including connection, reticulation, etc.		1.00	Item	40,000.00		40,000.00
2	Builders work and margin			Item			4,000.00
3	Subtotal						*44,000.00*
4							
5	Headworks - See Project Costs			Note			
6	Rainwater tanks - Excluded			Note			
					External Water Supply	**Total :**	44,000.00
Trade :	**33** ***External Gas***						
1	Gas service - Excluded, kitchen to be electric, as advised			Note			
					External Gas	**Total :**	
Trade :	**34** ***External Fire Protection***						
	Hydraulic Services						

TRADE BREAKUP

Job Name :	CONCEPT DESIGN	**Job Description**	
Client's Name:	H+H Architects	Bremer Bay Cultural & Civic Precinct	

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**34** ***External Fire Protection***						*(Continued)*
1	Fire services including tanks, pumps, hydrants, service reticulation, etc. - Provisional			Item			300,000.00
2	Builers work and margin			Item			30,000.00
3	Subtotal						*330,000.00*
					External Fire Protection	**Total :**	**330,000.00**
Trade :	**35** ***External Electrics***						
	Electrical Services						
1	Electrical services, including power and comms, connections, boards, cabling, pits, etc.			Item			220,000.00
2	Landscape lighting			Item			30,000.00
3	Carpark lighting			Item			80,000.00
4	Light pole relocaiton - Street			Item			7,500.00
5	Builders work and margin			Item			33,750.00
6	Subtotal						*371,250.00*
7							
8	EV chargin points - Excluded			Note			
9	Solar PV system - Excluded, see Client Costs			Note			
					External Electrics	**Total :**	**371,250.00**
Trade :	**36** ***Preliminaries***						
	Preliminaries						
1	Preliminaries 15%			Item			342,675.00
2	Subtotal						*342,675.00*
					Preliminaries	**Total :**	**342,675.00**
Trade :	**37** ***Subtotal***						
					Subtotal	**Total :**	
Trade :	**38** ***TOTAL***						
1							
					TOTAL	**Total :**	

TRADE BREAKUP

Job Name : CONCEPT DESIGN — **Job Description**

Client's Name: H+H Architects — Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade : 39 *Locality Allowance*							
1	Locality allowance for Bremer Bay 30%			Item			3,246,000.00
					Locality Allowance	Total :	3,246,000.00
Trade : 40 *TOTAL - Building Works*							
					TOTAL - Building Works	Total :	
Trade : 41 *Planning Contingency*							
1	Planning contingency - Excluded			Note			
					Planning Contingency	Total :	
Trade : 42 *Design Contingency*							
1	Design contingency 10%			Item			1,407,000.00
					Design Contingency	Total :	1,407,000.00
Trade : 43 *Construction Contingency*							
1	Construction Contingency 5%			Item			704,000.00
					Construction Contingency	Total :	704,000.00
Trade : 44 *Headworks*							
1	Electrical & hydraulic headworks - Provisional			Item			200,000.00
					Headworks	Total :	200,000.00
Trade : 45 *Authority Costs*							
1	Building Permit Fee & Levy			Item			50,000.00
					Authority Costs	Total :	50,000.00
Trade : 46 *Public Art*							
1	Public Art 1% - Excluded, as requested by the Shire			Note			
					Public Art	Total :	
Trade : 47 *Loose Furniture & Equipment*							
1	Loose furniture & equipment - Provisional		1.00	Item	300,000.00		300,000.00

TRADE BREAKUP

Job Name : CONCEPT DESIGN
Client's Name: H+H Architects
Job Description Bremer Bay Cultural & Civic Precinct

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	47 *Loose Furniture & Equipment*						
				Loose Furniture & Equipment		Total :	300,000.00
Trade :	48 *AV Services & Displays*						
1	AV services and displays - Provisional			Item			100,000.00
				AV Services & Displays		Total :	100,000.00
Trade :	49 *Security Services*						
1	Security services including CCTV - Provisional			Item			100,000.00
					Security Services	Total :	100,000.00
Trade :	50 *Client Costs - Solar PV*						
1	Client costs, solar PV - Provisional (30kW system)			Item			50,000.00
					Client Costs - Solar PV	Total :	50,000.00
Trade :	51 *Client Costs - Management & Administration*						
1	Client costs, management, administration and disbursements - Excluded			Note			
			Client Costs - Management & Administration			Total :	
Trade :	52 *Professional Fees & Disbursements*						
1	Professional fees & disbursements - Say 8%			Item			1,358,000.00
				Professional Fees & Disbursements		Total :	1,358,000.00
Trade :	53 *Management Fees*						
1	External project management fees - Excluded			Note			
					Management Fees	Total :	
Trade :	54 *Escalation*						
1	Escalation to tender for 12 months, 5% based upon AIQS forecast indices			Item			917,000.00
					Escalation	Total :	917,000.00
Trade :	55 *GST*						
1	GST - Excluded			Note			

TRADE BREAKUP

Job Name :	CONCEPT DESIGN	**Job Description**	
Client's Name:	H+H Architects	Bremer Bay Cultural & Civic Precinct	

Item No.	Item Description	+/- %	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	55 *GST*						
					GST	Total :	
Trade :	56 *Subtotal*						
					Subtotal	Total :	
Trade :	57 *TOTAL*						
1							
					TOTAL	Total :	

APPENDIX 5: PROJECT RISK REGISTER

RISK IDENTIFICATION	RISK	LIKELIHOOD	CONSEQUENCE	RISK SCORE	RISK RATING	RISK MITIGATION / CONTROLS	RESPONSIBILITY
External capital funding	Required external capital funding is not secured, preventing delivery of the preferred solution or requiring the project funding approach to be reconsidered.	2	3	**6**	**High**	• Maintain a clear and current investment case and cost position. • Maintain and formalise project-partner involvement. • Align funding applications with relevant program requirements. • Confirm an affordable Shire contribution before committing to delivery.	Shire Executive / Project Manager
Cost escalation and tender pricing	Project costs increase beyond the approved budget as design develops or market pricing changes.	2	3	**6**	**High**	• Update QS advice at key design stages and before tender. • Confirm exclusions, escalation, fees, fit-out and service costs. • Maintain appropriate contingency. • Manage any value engineering against the approved objectives and functional requirements.	Project Manager / Finance
Program delay	Delays in design, funding, procurement or construction create flow-on impacts to project cost and delivery.	2	3	**6**	**High**	• Maintain an integrated project program and clear decision points. • Engage consultants and contractors capable of meeting required timeframes. • Coordinate timely project and partner decisions. • Actively manage dependencies between design, funding, procurement and construction.	Project Manager
Operating affordability	Operating, maintenance and asset-renewal costs exceed the level that can be sustainably accommodated by the Shire.	2	2	4	**Moderate**	• Develop and maintain a detailed operating budget. • Confirm lease, hire, outgoings and cost-sharing arrangements.	Shire Executive / Finance

RISK IDENTIFICATION	RISK	LIKELIHOOD	CONSEQUENCE	RISK SCORE	RISK RATING	RISK MITIGATION / CONTROLS	RESPONSIBILITY
						• Incorporate operating, maintenance and renewal obligations into long-term financial planning. • Monitor actual expenditure and revenue against budget once operational.	
Scope control	Design development or stakeholder requirements expand the project beyond the approved scope, funding or delivery capacity.	1	2	**2**	**Moderate**	• Maintain an agreed project scope and functional brief. • Update cost advice at key design stages. • Assess proposed changes against project objectives, cost and benefit. • Manage material changes through the agreed project change-control and governance process.	Project Manager / Project Steering Group
Partner participation	Key partner requirements, participation or operating arrangements change during project development or delivery, affecting the shared-service model or building requirements.	2	2	**4**	**Moderate**	• Maintain regular communication with project partners. • Confirm accommodation, operating and financial arrangements. • Document agreed roles and responsibilities. • Ensure partner representatives can support timely project decisions.	Project Manager / Project Steering Group
Approvals and technical requirements	Statutory, authority, site-service or technical requirements result in redesign, additional cost or program delay.	1	2	**2**	**Moderate**	• Resolve approval and authority requirements through design development. • Maintain communication with relevant approval bodies and service authorities. • Incorporate confirmed technical requirements into the design, cost plan and program before construction.	Project Manager
Regional contractor market capacity	Limited contractor or subcontractor availability reduces tender competition or	2	2	**4**	**Moderate**	• Tender a sufficiently developed and clearly defined scope.	Project Manager / Procurement

RISK IDENTIFICATION	RISK	LIKELIHOOD	CONSEQUENCE	RISK SCORE	RISK RATING	RISK MITIGATION / CONTROLS	RESPONSIBILITY
	adversely affects price and delivery.					• Consider regional delivery capability, mobilisation and supply-chain arrangements through procurement. • Undertake appropriate contractor capability and financial due diligence before contract award.	
Grant compliance	Funding conditions, milestones, reporting or acquittal requirements are not met during delivery.	1	2	**2**	**Moderate**	• Map funding conditions to project scope, milestones and reporting obligations. • Integrate grant requirements into procurement and project controls. • Maintain appropriate financial and project records throughout delivery.	Finance / Project Manager

APPENDIX 6: LONG LIST OF OPTIONS

The January 2026 Feasibility Study considered three broad development pathways: full development of the proposed Cultural and Civic Precinct, staged or reduced development, and abandonment or deferral. The Business Case builds on that work by separating staged and reduced delivery into distinct investment choices and broadening the analysis to test whether the identified need could reasonably be addressed through the existing Mary Street facilities, alternative premises or a distributed service model before major new investment is considered.

The long list draws on the documented facility constraints, community and stakeholder engagement, previous feasibility work, existing asset and accommodation investigations, and the concept and cost planning undertaken to date. Alternative greenfield sites have not been treated as a separate strategic option because the Seadragon Avenue site is Shire-owned, planned for civic use and supported by Town Centre infrastructure and public realm already delivered. Seven strategic responses were considered.

OPTION	STRATEGIC RESPONSE	DESCRIPTION
Option 1: **Maintain Existing Arrangements / Base Case**	**Continue the existing service and asset model**	Retain the CRC, library, Post Office, visitor information, community hall and limited Shire accommodation at Mary Street. Existing facilities would continue to be operated and maintained, other Shire functions would continue through current remote and visiting-service arrangements, and prospective partners would address their accommodation requirements separately.
Option 2: **Upgrade and Adapt Existing Mary Street Facilities**	**Improve the existing asset and service model**	Retain Mary Street as the principal civic and community-service location and undertake the most practical combination of refurbishment, reconfiguration, extension and service improvements. Works could address accessibility, amenity, storage, privacy, technology and functional limitations, supported by changes to the way Shire and visiting services are delivered.
Option 3: **Use Alternative Existing Premises**	**Establish a consolidated service hub within an existing building**	Lease, acquire or repurpose an existing building in Bremer Bay capable of accommodating the required civic, community, visitor and service functions without constructing a new purpose-built facility.
Option 4: **Deliver Separate or Distributed Facilities**	**Address service and accommodation needs through a combination of existing facilities, separate accommodation and alternative service delivery**	Retain and selectively improve community functions at Mary Street while addressing other service and accommodation requirements separately. This could include remote and digital service delivery, visiting-service arrangements, bookable or shared office accommodation and separate premises for the Shire, DBCA, Wagyl Kaip or other organisations. Services would remain distributed across multiple locations rather than being consolidated within a single precinct.
Option 5: **Reduced-Scope Cultural and Civic Precinct**	**Construct a smaller shared facility at Seadragon Avenue**	Retain the shared-service model but permanently reduce the scale or remove selected functions from the current concept to lower the capital requirement. The completed facility would deliver a narrower range or level of functionality than the full concept.

OPTION	STRATEGIC RESPONSE	DESCRIPTION
Option 6: **Staged Cultural and Civic Precinct**	**Deliver the shared facility progressively**	Deliver defined core functions in an initial stage while retaining a design pathway that allows additional components to be completed later. The intended long-term scope would be preserved, but some functions and benefits would be deferred until subsequent stages are funded and delivered.
Option 7: **Full Cultural and Civic Precinct**	**Deliver the complete shared facility at Seadragon Avenue**	Construct the current reference concept in full, incorporating Shire administration, CRC, library, Post Office, visitor information, community and event spaces, proposed partner accommodation, cultural and environmental functions and emergency welfare capability within the planned Town Centre.

Option 3 represents an obvious potential alternative to constructing a new facility and has therefore been retained in the long list for transparency. Earlier investigations, however, found that there are no unused or vacant buildings in Bremer Bay suitable for repurposing to accommodate the identified range of civic, community and service functions.[25]

In the absence of an identified asset that could reasonably be leased, acquired or repurposed, Option 3 cannot presently be developed into a credible project option. It is therefore screened out before comparative shortlisting rather than assessed against a hypothetical property with unknown size, condition, cost and availability.

The remaining responses represent materially different strategic choices for the Shire:

- **Option 1** retains the current asset and service model.
- **Option 2** seeks to address the need by improving and adapting the existing Mary Street facilities and service arrangements.
- **Option 4** responds through a distributed model combining existing facilities, separate accommodation and alternative service-delivery arrangements.
- **Options 5, 6 and 7** invest in a new shared facility at Seadragon Avenue but test different approaches to scope and timing.

Options 5, 6 and 7 are intentionally assessed separately. **Option 5 permanently reduces the ultimate scope** to lower the capital requirement. **Option 6 retains the intended long-term scope but stages delivery**, meaning some functions and benefits would be deferred until later funding is secured. **Option 7 delivers the current reference concept as a single project.** Keeping these responses distinct allows the Business Case to test the different implications for capital cost, service outcomes, benefit delivery, operating arrangements, future funding requirements and delivery risk.

[25] BlueSalt Consulting, *Bremer Bay Cultural and Civic Precinct Feasibility Study*, 2026

APPENDIX 7: WIDER STAKEHOLDERS & BENEFICIARIES

STAKEHOLDER	INTEREST	POSITION & ENGAGEMENT
Bremer Bay residents, community organisations and current facility users	Access to welcoming, accessible and flexible spaces for civic services, library activities, meetings, programs, events and informal use.	Community engagement demonstrated broad support for improved facilities. Input from the survey and workshop directly informed accessibility, functionality, flexibility and design priorities.
Visitors and seasonal residents	Access to visitor information, postal and community services, events and facilities during periods of elevated seasonal demand.	Their needs were considered through the situation analysis, engagement and feasibility work, particularly in relation to Bremer Bay's seasonal service population and visitor-servicing requirements.
Local businesses, remote workers, students and training providers	Access to meeting rooms, bookable workspaces, digital facilities and spaces for training, examinations and collaboration.	Community and stakeholder engagement identified a consistent need for technology-enabled meeting, work and learning spaces that are not adequately available through the existing facilities.
Emergency-management and welfare stakeholders	The potential role, design and operation of the Precinct in supporting evacuation and community-welfare functions.	Detailed engagement on the proposed welfare role has not yet been completed. Relevant stakeholders will need to confirm the intended function, capacity, amenities, equipment, activation arrangements and operating responsibilities during subsequent design and emergency-management planning.
Health and childcare service providers	Future service infrastructure in Bremer Bay and the potential opportunity created if existing Mary Street functions are relocated.	WA Country Health Service, Livingston Medical and Skylar Childcare were consulted during the 2025 investigations. Health and childcare functions are not included within the current reference concept. Any future use of Mary Street or separate investment in these services would require its own planning and decision process.
Regional Development Australia Great Southern	Regional development, investment readiness and the contribution of the project to Bremer Bay's services and liveability.	RDA Great Southern agreed with the identified need and expressed support for the community-focused approach undertaken during project development.
Prospective funding bodies	Strategic alignment, demonstrated need, public value, affordability, co-funding and partner commitments, project readiness and deliverability.	No external capital funding commitment is currently incorporated into the project funding position. The project will need to demonstrate a credible funding,

STAKEHOLDER	INTEREST	POSITION & ENGAGEMENT
		partner, governance and delivery model through future application and assessment processes.

The engagement undertaken to date provides a strong understanding of the immediate facility requirements and the wider service relationships affected by the investment. It confirmed community support, identified the operational needs of prospective building users and highlighted opportunities associated with visitor servicing, cultural and environmental activity, emergency welfare, health and childcare services. The next stage requires a shift from consultation about need and design toward formalising the participation, accommodation, operating and financial arrangements of the organisations that would use the facility. Engagement with emergency-management stakeholders will also be required to confirm the proposed welfare role.

APPENDIX 8: SOCIAL & ENVIRONMENTAL IMPACT ANALYSIS

Social Impacts

The social impact of the shortlisted options is not simply a question of whether they provide better facilities. It is a question of how each option changes people's ability to access services, participate in community life and make use of the civic infrastructure that supports everyday life in Bremer Bay.

This is particularly important in a remote community where a relatively small number of facilities perform multiple functions. Infrastructure Australia recognises that libraries, community facilities and cultural infrastructure can play an important role in social inclusion, connection and community life, particularly in regional communities where they often operate as multipurpose social infrastructure.[26]

SOCIAL SIGNIFICANCE OF THE INVESTMENT

Bremer Bay already has an established community and a range of civic and community services that are actively used. The social issue is not an absence of services, but that the infrastructure supporting them limits how easily they can be accessed, what activities can occur and the range of services that can be delivered locally.

These constraints have particular significance in Bremer Bay. The town has a median age of **53 years**, compared with 38 years across Western Australia, and **35.6% of households comprise one person**, compared with 25.4% across the State. Seasonal residents and visitors also create service demand that is not fully represented by the permanent resident population.[27]

The social case therefore does not depend on substantial future population growth. It rests on providing better social infrastructure for the community and service population Bremer Bay already supports.

DISTRIBUTION OF SOCIAL IMPACTS

The benefits are broadly distributed across the community, although their significance and the extent to which they are realised differ between groups and options.

- **Residents and everyday service users**: Improved access to CRC, library, postal, visitor, Shire and community services under each new-build option.
- **Older people and people with accessibility needs**: Greater benefit from accessible circulation, amenities and locally available services, reducing physical barriers to participation and service access.
- **Families, young people and community groups**: Improved access to learning, activity, meeting and informal gathering spaces.
- **Traditional Owners**: Potential for a stronger local organisational and cultural presence through Wagyl Kaip, subject to confirmed participation. Capacity for larger cultural gatherings differs between the new-build options.
- **Visitors and seasonal populations**: Improved access to visitor information and civic services, with the Full Precinct providing the greatest event and potential emergency-welfare capacity during peak periods.

[26] Infrastructure Australia, Australian Infrastructure Audit 2019 – Social Infrastructure, 2019, pp. 388, 440–445
[27] Australian Bureau of Statistics, *Census of Population and Housing 2021 – Bremer Bay State Suburb*

- **Shire and other service providers**: Improved local working and service-delivery conditions, with the new-build options also requiring management of temporary transition and relocation impacts.

EVERYDAY PARTICIPATION AND ACCESS

The strongest social impact of the investment is the creation of an accessible place where **everyday services and everyday community participation can occur together**.

For Bremer Bay, improved accessibility is not simply a building-compliance outcome. It affects whether people can independently and comfortably use the library, access government and Shire services, participate in activities and spend time in community spaces. This becomes increasingly important as communities age. The World Health Organisation identifies accessible environments, local services and opportunities for social and civic participation as important components of age-friendly communities and continued participation in community life.[28]

The library and CRC are particularly important in this context. WA's Public Libraries Strategy recognises libraries as places for learning, digital access, work, study, social connection and community participation rather than simply book-lending facilities.[29] Infrastructure Australia similarly notes that libraries in regional and remote communities can become focal points for social and cultural life.[30]

Bringing accessible civic services, library and CRC functions, meeting spaces and community activity together creates more opportunities for people to participate locally, whether through a program, a meeting, study, accessing a service or simply using a shared public place.

This core benefit is substantially retained across Options 5, 6 and 7. The main difference between them is not access to everyday services, but the scale of community activity that can be supported beyond those core functions.

A CIVIC HEART FOR BREMER BAY

The location and co-location of services is important socially. The Shire has already invested in the civic square, playground, skate park, trails, parking and other Town Centre infrastructure around the proposed site.[31] Locating the CRC, library, Post Office, Shire services, visitor information, community activity and proposed partner organisations alongside this existing public realm would strengthen its role as the social and civic focus of the Town Centre. Residents and visitors would have multiple reasons to use the area as part of ordinary life rather than civic and community functions remaining dispersed across separate locations.

The social value of an active centre extends beyond additional foot traffic. Siting social infrastructure alongside everyday services and public spaces can increase opportunities for regular and incidental interaction, contributing to connection, belonging and use of local places.[32]

For Bremer Bay, the result is a more recognisable **civic heart**, a place where services, community activity and public space reinforce one another Co-location would also make movement between services easier and create greater opportunity for interaction and coordination between the organisations operating from the Precinct.

These outcomes will still depend on how the precinct is operated and programmed. The building creates the conditions for a stronger shared civic environment; the operating model will determine how fully that opportunity is realised.

---

[28] World Health Organization, *Global Age-friendly Cities: A Guide*, 2007
[29] State Library of Western Australia, *WA Public Libraries Strategy 2022–2026*, 2022
[30] Infrastructure Australia, *Australian Infrastructure Audit 2019 – Social Infrastructure*, 2019
[31] BlueSalt Consulting, *Bremer Bay Cultural Precinct Building Situation Analysis*, September 2025
[32] Victorian Department of Transport and Planning, *Planning for Neighbourhood Activity Centres*, 2024

Options 5, 6 and 7 all establish this core Town Centre presence. Option 5 does so at a permanently reduced level of community and event functionality. Option 6 establishes the core civic hub from Stage 1 but defers the complete community and event function. Option 7 provides the complete civic and community proposition from commencement.

CULTURAL PARTICIPATION AND LOCAL PRESENCE

The cultural impact of the project is strongest when it is understood as creating **cultural presence rather than simply cultural representation**.

WA's Cultural Infrastructure Framework recognises fit-for-purpose cultural infrastructure as important to cultural participation, identity and social cohesion and specifically identifies the need to improve access to cultural infrastructure in regional and remote communities.[33]

For Bremer Bay, the opportunity is particularly relevant to Wagyl Kaip. The project provides a potential permanent local base to support its role in the joint management of the Mamang Maambakoort Marine Park, together with spaces capable of supporting meetings, interpretation, engagement and Aboriginal-led cultural activity.

This provides a stronger social outcome than incorporating cultural imagery or interpretation alone. It creates a physical platform for ongoing participation, knowledge-sharing and cultural engagement within the everyday civic life of the town.

The core opportunity is retained under Options 5, 6 and 7, subject to Wagyl Kaip's participation. The principal difference is the capacity for larger cultural gatherings and events, which is permanently reduced under Option 5 and delayed under Option 6.

COMMUNITY WELFARE AND RESILIENCE

Emergency welfare is one of the social impacts most directly affected by the choice between the new-build options. Earlier project planning identified a need for a fit-for-purpose evacuation and welfare centre close to existing emergency services, capable of supporting daytime and overnight welfare needs.

The significance of this capability is heightened by Bremer Bay's seasonal visitor population, when the number of people requiring information, shelter or assistance during an emergency may substantially exceed the permanent resident population.

The option choice materially changes this outcome. Option 5 permanently omits the community hall and full commercial kitchen and therefore cannot be assumed to provide the same welfare capacity as the full concept. Option 6 preserves the intended capability but delays the hall-dependent component until Stage 2. Option 7 provides the strongest opportunity to deliver the intended welfare-capable facility from commencement.

The comparison highlights an important point: the reduced option does not remove the core social case for investment. Accessible civic services, the library and CRC, co-location and a stronger Town Centre presence are substantially retained. What it permanently gives up is the wider social value associated with a new community hall, larger gatherings and events, full intended welfare capability and complete release of Mary Street.

Staging avoids that permanent trade-off, but shifts it into the future and creates the risk that some benefits remain unrealised if Stage 2 is delayed or does not proceed.

[33] Department of Local Government, Sport and Cultural Industries, *Western Australian Cultural Infrastructure Framework 2030+*, 2020

OVERALL SOCIAL IMPACT AND TRADE-OFFS

The social assessment shows that Options 5, 6 and 7 all retain the core value of providing more accessible civic and community services, stronger co-location and a more active Town Centre presence. The principal difference lies in the broader functions supported by the community hall and commercial kitchen.

Option 5 permanently foregoes the new hall-based community, event and intended welfare capability and retains reliance on the existing Mary Street hall.

Option 6 preserves these functions as part of the intended end-state but delays their delivery and exposes them to the risk that Stage 2 is deferred or does not proceed.

Option 7 preserves these functions as part of the intended long-term outcome but delays their delivery and exposes them to the risk that Stage 2 is deferred or does not proceed. It also creates a second period of construction disruption if the later stage proceeds.

The **Base Case** avoids the disruption associated with construction and service transition, but leaves the existing accessibility, capacity and service constraints substantially unchanged.

The social decision is therefore not whether the new-build options create public value; all three do. It is whether part of that value should be **permanently foregone under the Reduced option, deferred and exposed to future completion risk under the Staged option, or delivered from commencement through the Full Precinct**.

Environmental Impacts

Environmental impacts are not a primary driver of the investment, but they remain relevant to option selection and to the design and delivery of any new facility. The new-build options involve different levels and timing of construction, while also creating an opportunity to improve the environmental performance of a long-life public asset and provide local infrastructure that supports environmental management and community engagement.

The assessment therefore focuses on three matters: the direct impact of construction, the environmental performance of the completed facility, and the extent to which each option supports environmental stewardship.

DIRECT ENVIRONMENTAL IMPACT

The Base Case avoids a major new construction program at Seadragon Avenue, although the existing Mary Street facilities would continue to require operation, maintenance and future renewal.

Options 5, 6 and 7 would develop the currently undeveloped Seadragon Avenue site. The site is relatively flat, located opposite retained native vegetation and within a designated Bushfire Prone Area. The current concept estimate includes allowances for tree removal, site clearing and formation, imported fill, potential rock excavation, paved areas, parking and landscaping.

Construction would require materials and transport and create temporary waste, noise, dust, traffic and other site impacts. These would need to be managed through normal construction and environmental controls and any requirements identified through subsequent design and approval processes.

The scale and timing of the impact differs between options.

Option 5 is expected to have the lowest direct construction impact of the new-build options because it permanently omits the community hall and full commercial-kitchen scope.

Option 6 reduces the initial construction scope but does not necessarily reduce the ultimate physical extent of development if Stage 2 proceeds. It would also result in a second period of mobilisation, construction traffic, noise, dust and waste associated with the later hall and kitchen works.

Option 7 involves the largest construction scope at commencement but delivers the complete intended development through one construction program.

ENVIRONMENTAL PERFORMANCE AND RESILIENCE

Construction impact is only one part of the environmental assessment. Once built, the precinct is expected to operate for several decades, making energy use, water use, climate responsiveness, material durability and adaptability important to its whole-of-life performance.

Bremer Bay's exposed coastal conditions, prevailing winds, seasonal weather and bushfire-prone setting have already influenced the concept design. Early design work considered solar orientation, access to natural light, shelter from prevailing south-westerly weather and material durability within the coastal environment.[34]

This approach is consistent with passive-design principles, where orientation, glazing, shading and response to local climate can reduce reliance on mechanical heating and cooling and improve the efficiency of a building over its operating life.

Long-term resilience is also relevant. The WA Climate Adaptation Strategy identifies continued drying in south-west Western Australia, reduced water availability and longer fire seasons among the climate changes expected to affect the State. These conditions reinforce the importance of designing long-life public infrastructure for future as well as current operating conditions.[35]

The current concept already provides a basis for improved environmental performance. The Concept Design Estimate includes provision for a 30kW solar PV system, stormwater collection and disposal, and electric rather than gas kitchen and hot-water services.

ENVIRONMENTAL STEWARDSHIP

The project's most distinctive positive environmental opportunity lies beyond the physical performance of the building itself.

Bremer Bay is a local base for the management of significant marine and terrestrial environments. The Mamang Maambakoort Marine Park was established in 2024 and is jointly managed by DBCA and the Wagyl Kaip Southern Noongar Aboriginal Corporation. The approved management framework addresses protection of cultural and ecological values, joint management, research and monitoring, sustainable use and community and visitor engagement.[36]

Both organisations have identified a need for local accommodation in Bremer Bay. DBCA currently has no office accommodation in the town and expects its local operations to expand, while Wagyl Kaip requires a local base associated with its joint-management responsibilities.

The proposed building provides local infrastructure for the organisations responsible for environmental management and a public-facing place through which environmental information, interpretation, consultation and education can occur.

This aligns with the Joint Management Plan's emphasis on joint management, public participation, research, monitoring and communication, and creates opportunities for DBCA and Wagyl Kaip staff to coordinate locally while engaging residents and visitors with the environmental values of the area.

---

[34] BlueSalt Consulting, *Bremer Bay Cultural & Civic Precinct Feasibility Study*, 2026

[35] Government of Western Australia, *Climate Adaptation Strategy: Building WA's Climate Resilient Future*, 2023

[36] Department of Biodiversity, Conservation and Attractions and Wagyl Kaip Southern Noongar Aboriginal Corporation, *Mamang Maambakoort Marine Park Joint Management Plan*, 2024

The scale of the facility affects how far that role can extend. Options 5, 6 and 7 all retain the core partner accommodation, meeting and interpretation functions, meaning the day-to-day environmental stewardship opportunity is largely preserved across the three new-build options. The difference is in the capacity to support larger community-facing activity.

Without a new community hall, Option 5 provides less capacity for larger environmental workshops, public briefings, community consultation, exhibitions, presentations or visiting-speaker events. Option 6 preserves that opportunity but delays it until Stage 2. Option 7 provides both the core operational base and the larger community-engagement capacity from commencement.

The distinction is therefore not that the larger option necessarily produces better ecological outcomes. It is that it provides a broader platform through which environmental management, education and community participation can be brought together locally.

The environmental differences between the new-build options are therefore relatively clear. Option 5 has the lowest expected direct construction impact while retaining the core environmental-stewardship functions. Option 6 preserves the wider long-term opportunity but introduces a second construction period and delays larger community-facing activity. Option 7 has the greatest construction footprint but provides the complete stewardship and engagement platform from commencement.

Detailed design should confirm site-specific environmental requirements and establish appropriate energy, water, material and construction-management measures for whichever new-build option proceeds.

OVERALL ENVIRONMENTAL IMPACT

Environmental considerations do not identify one option as clearly preferable in isolation.

Option 5 is expected to have the lowest direct construction and permanent operating scale while substantially retaining the core environmental-management and interpretation opportunity.

Option 6 reduces the initial construction task but does not necessarily reduce the ultimate physical scope if Stage 2 proceeds. It also introduces a second construction period and delays the larger community-engagement functions.

Option 7 has the largest upfront construction scope and potentially the greatest total operating demand, but provides the complete environmental-management and community-engagement platform through a single delivery program.

The environmental-management opportunity is therefore substantially retained across all three new-build options, subject to confirmed participation by DBCA and Wagyl Kaip. The main differences relate to the scale and timing of construction, the permanent size of the asset and the capacity available for broader community environmental engagement.

Detailed design should confirm site-specific environmental requirements and establish appropriate energy, water, material, resilience and construction-management measures for whichever new-build option proceeds.

Environmental impact is therefore an important design and delivery consideration, but is not expected to be the determining factor between Options 5, 6 and 7. The more material distinctions between the options arise through their social outcomes, economic value, capital and whole-of-life affordability, funding requirements, program and delivery risk.

Prepared by:

BLUESALT CONSULTING

Shire of Jerramungup
Discover Diversity

T (08) 9835 1022
E council@jerramungup.wa.gov.au

8 Vasey Street
Jerramungup WA 6337

PO Box 92, Jerramungup WA 6337
www.jerramungup.wa.gov.au