

JAMES STREET CULTURAL PRECINCT DEVELOPMENT PLAN
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Prepared by:



Level 1, 289 Murray Street PERTH WA 6000 Tel. +61 8 9227 9313

and:



Pracsys Level 3, Suite 162 580 Hay Street, PERTH WA 6000

Prepared for:

Shire of Esperance Windich Street Esperance WA 6450

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ACKNOWLEDGEMENT OF COUNTRY

The land on which we live and work is aboriginal land. Aboriginal people have lived on the Australian continent for at least 65,000 years. Non-aboriginal people have lived in Australia for just 230 years.

As a practice, we are working towards an understanding of that fact, and how it might inform our relationship to the land, its original people, and the work that we do. We acknowledge that we have a long way to go. Our studios are located on Ngunnawal and Whadjuk country in Canberra and Perth respectively.

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^{*} Appendices listed in reverse chronological order - Appendices available from the shire.

CHAPTER 01 INTRODUCTION

PURPOSE OF THE DOCUMENT

This document is culmination of the James Street
Precinct Development Plan process undertaken
over the past 16 months, since commencement in
May 2020. The Project Status diagram below shows
the stages of work that have been undertaken
for this project and that the project is at Stage
5. The purpose of this document is to provide a
synopsis of the process undertaken and present
the proposed Precinct Development Plan. The
document will enable the Shire to progress the
James Street project towards implementation.

REPORT STRUCTURE

The report is broken into six chapters and supported by several appendices.

Chapter 1 – Consists of this introduction.

Chapter 2 – Provides a brief overview of the key project considerations. These were first developed following a desktop review, site visit and initial consultation with stakeholders. The considerations evolved during the project and have been updated following the most recent round of community and stakeholder engagement.

Chapter 3 – Provides a summary and reminder of the Place Themes and Guiding Principles that were

developed during the project. The Place Themes were tested during round one of the community and stakeholder engagement and were very well supported. The Guiding Principles were developed in to assist in informing the development and testing of the development scenarios, which were prepared during Stage 4A.

Chapter 4 – Provides a brief overview of the engagement processes undertaken to date.

Chapter 5 – Presents the James Street Precinct Development Plan, its key features and elaborates on further detail for each of the zones within the Precinct. An analysis of the Development Plan and a summary of the key stakeholder and place impacts is also provided.

Chapter 6 – Outlines the proposed staging of development packages and project implementation considerations.

The appendices are provided in reverse chronological order. They include a supporting Feasibility Report from Pracsys and documents and materials from prior stages of the project for ease of reference.

PROJECT STATUS

STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 4A	STAGE 4B	STAGE S
PROJECT	DESKTOP	STAKEHOLDER	ANALYSIS /	SCENARIO	COMMUNITY AND	** PRECINCT
LAUNCH	REVIEW	ENGAGEMENT	FEASIBILITY	TESTING AND	STAKEHOLDER	DEVELOPMENT
			STUDY	SUMMARY	ENGAGEMENT	PLAN



CHAPTER 02 CRITICAL CONSIDERATIONS

ESTABLISHING WHAT'S IMPORTANT

Esperance is a unique coastal town with a strong sense of community and historical ties. The James St precinct, in particular, is an area of significant potential. A development plan is being prepared to guide this precinct's development to create a meaningful and successful place in the short term and well into the future.

Site understanding and stakeholder engagement is crucial to inform the development of the plan. Following meetings with both the Shire and stakeholders, community surveys and site analysis, the following key considerations must be addressed to be part of developing the plan

COMMERCIAL OPPORTUNITIES

Stakeholders have identified potential benefits of having additional commercial activity in the precinct. This has been reinforced by preliminary investigations carried out by economic development consultant, Pracsys. Commercial activity could include tourism businesses, business incubation, hospitality, small scale retail and diversified accommodation options. Some concern has been identified that any commercial activity does not negatively impact businesses in the town centre. The majority of this activity is currently located within Museum Village.



GOODS SHED

The customs and goods shed was constructed in 1895 as a bonded store and goods shed. It was enlarged in 1896, 1902 and the 1980s. The shed was linked by rail to the town jetty (James St), where goods were imported and exported, and inland to the goldfields. While not currently listed on the State's Heritage Register, the shed is important as a reminder of the history of Esperance a port town and is valued by the community. The iconic building provides a strong focus for the precinct. The Shed has housed the Esperance Municipal Museum since 1976. Stakeholders have identified some challenges with managing the museum collection as the building is not well suited to climate control. It was also clearly identified that the history of the Goods Shed itself is overshadowed by the Museum collection housed within it.



COLLOCATION

Many stakeholders have identified that collocation (the grouping together) of complementary community, cultural and tourism uses could provide benefits to stakeholders the Shire and visitors alike. Benefits include improved user and operational experiences, additional and longer visit times, sharing resources and saving on capital and operational costs. Collocation models of development are also more likely to attract government funding than multiple stand-alone developments.



ESPERANCE COMMUNITY ARTS CENTRE

The Esperance Community Arts Centre is currently located in a tenancy on Dempster Street opposite the precinct. The Centre has identified issues with remaining in its current location and would like to explore opportunities to relocate within the precinct, potentially collocating with other community and cultural facilities.

CWA, EDRA AND COMMUNITY USE

The Country Women's Association currently reside and manage a small hall on James Street. The two small groups who operate out of the hall are very passionate about their role in the community. The hall is provided at very affordable rates for a variety of community uses. The Esperance District Recreation Association (EDRA) operated a small building adjacent to the CWA hall until recently to assist sporting groups. This building is currently untenanted which opens the option of redevelopment of this site, with the previous uses having relocated to a new location.

GREATER USE OF THE PRECINCT

A common wish for the precinct from the stakeholder engagement was for buildings and spaces to be flexible and encourage use by a more diverse range of visitors, locals and tourists alike. There was also a strong desire for the precinct to support more use at night and during hot, windy or cold/wet weather.



INDIGENOUS INTEGRATION

Indigenous history is an essential aspect of Esperance, and there is a desire within the Shire for this to be better integrated. Space for learning, sharing and experiencing indigenous culture can be created to strengthen the relationship with the community. Stakeholders indicated a lack of visibility of indigenous representation in the precinct. Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC) are the first point of contact for government and other parties who want to conduct business with traditional owners in Esperance. ETNTAC have shown an interest in supporting greater indigenous recognition in the precinct.

PARKING AND ACCESS

A parking and access strategy has been prepared by the Shire. It identifies generally a surplus of parking, particularly off-street car parking, although residents and visitors may have difficulty understanding where to find the most appropriate parking options. There are challenges regarding providing appropriate caravan and trailer parking. The strategy identified issues with vehicle dominance in the Town negatively impacting on pedestrians and suggests improvements for pedestrian connectivity and amenity.



SOUND SHELL AND EVENTS

The Sound Shell provides an outdoor venue for performances and other events. The shell appears to be popular with parts of the community. There are some significant challenges with the current configuration of the shell including; lack of visibility (promotion and safety), poor access, anti-social behaviour, and operational issues (size, flexibility, fencing for paid events). Provision of a high quality flexible outdoor space in the precinct that can be used for events and can be used more often throughout the year was highly supported during consultation. It is also seen as a barrier between James Street (including the museum) and Museum Village.

LIBRARY

The library needs replacing due to the age and condition of the existing building. Contemporary libraries offer a far more diverse range of services and spaces for community use. A library in the James Street precinct will strengthen the precinct's community and cultural offering. There are also synergies with other existing and potential community and tourism uses.

TRANSWA SERVICES

TransWA provide a bus service that collects passengers from a stop located along Dempster Street northeast of James Street. Tickets are sold from the Visitor Centre. This service must be considered in any proposals for the precinct. A historical train station waiting room was relocated to this location and has potential to be repurposed in the precinct.

MUSEUM AND HERITAGE GROUPS

The Esperance Bay Historical Society established the initial collection of objects in 1975 and the collection has developed over time to include archives. The Esperance Bay Historical Society formally handed over the collection ownership, management and care to the Shire of Esperance and continues to support the Esperance Museum. Volunteers are an important resource in the operation of the Museum and provision of visitor experiences with the museum volunteer program being run by the Shire.

PLAY SPACES

Grace Darling Park holds great sentimental meaning to many Esperance residents who grew up playing at and/or have taken their children and grandchildren to Grace Darling Park. The Park used to be home to a steam roller, but this has subsequently been removed. While the play equipment provides limited play value and newer playgrounds have been constructed nearby, the park is still popular due to its large, fenced, flexible lawn spaces and ease of access. Continuation of a play space of this nature within the precinct has been strongly supported.

VISITOR CENTRE

The visitor centre is currently located on the corner of Dempster and Kemp Streets with the Shire currently managing it. A Feasibility and Business Case Development was carried out for the centre in June 2018. The study explored and made recommendations regarding the role and functions of the visitor centre and potential new locations to improve tourism outcomes.

MUSEUM VILLAGE

Situated on Dempster Street at the northern end of the precinct, the Village is a collection of relocated historical buildings managed by the Shire. Initially, the Village was to provide opportunity for start-up and incubator businesses, however it now has a range of businesses with some having been housed for a considerable length of time. While the exterior of the buildings are authentic the interiors have been modified to support the tenant use. Each building is sign-posted and dated however there is very little other information available to assist visitors to understand the history of each of the buildings. The Village also regularly hosts popular markets. The Village is currently disconnected from the rest of the precinct due to the Sound Shell amphitheatre.

RSL AND ANZAC MEMORIAL

RSL Memorial Park provides a setting for heritage buildings and the ANZAC memorial. The survey indicated ANZAC day services as the most memorable thing to happen in the precinct. The Esperance RSL Sub-Branch currently utilises one of the heritage buildings. There are currently no plans to change this arrangement. The other building is used as a public toilet. Several people commented during the stakeholder and community engagement phase that the modern tank located in the park did not seem to have much relevance to the place, although its placement was organised by the RSL.

WAYFINDING

The precinct lacks strong pedestrian connectivity to the rest of the Town and foreshore. Stakeholder engagement has identified visitors cannot easily find their way around the precinct to enjoy all it has to offer. Car parks, streets, the Sound Shell amphitheater, the pond and the large goods shed building create barriers to pedestrian flow. The Shire is exploring ways to better connect the precinct to Andrew Street behind the Dome Café.

CHAPTER 03 PLACE THEMES + GUIDING PRINCIPLES

PLACE THEMES

The following five themes were identified following site analysis and desktop review of the Precinct, during Stage 2 of the project. The themes help to articulate the unique sense of place and positive attributes that should be reinforced in the development of the James Street precinct. PLACE Laboratory tested these themes with participants during stakeholder engagement. All of the themes were strongly supported by participants.



A TASTE OF ESPERANCE

The Precinct should celebrate everything Esperance including the natural environment, its coastal holiday vibe and its rich heritage and culture.



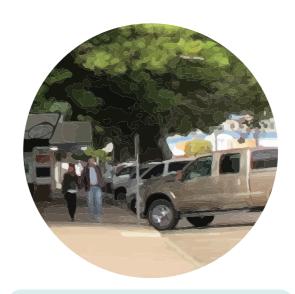
A HOME FOR ALL

The Precinct should build on its established community spirit, ensuring all locals feel at home and visitors feel welcome. Community is an essential part of what makes Esperance unique and adds tangible value to the James Street Cultural Precinct.



CULTURE CLUB

The Precinct has a cultural feel and should be enhanced including places to tell stories and gather with both day and night attractions, providing reasons to revisit.



HOLIDAY PACE

Once you enter this area you are immersed in a slower pace of life. The majestic Norfolk pine trees, ocean views, the sounds of gulls, the salty air, relaxed and low key development and the raw materials all come together to set a holiday pace. This should be emphasised with places to linger, gather, explore and reflect. Improvements should support the holiday pace i.e. pedestrians, cyclists, tourists, RV users and regular visitors.



COASTAL LIFE

Esperance experiences a Mediterranean climate with warm, dry summers and cold, wet winters. It is subject to hot summer northerly winds and southerly winter winds off the Great Southern Ocean; typically with rain. The Precinct needs diverse spaces which allow visitors to experience the raw beauty of the natural elements, while also providing opportunities for shelter and comfort.

GUIDING PRINCIPLES

The Guiding Principles are used to give strategic direction to the design development of the James Street Precinct Development Plan. These principles were initially developed during Stage 4a of the project to help develop scenarios. The principles were then in turn used to assess the scenarios, which assisted in determining the final proposed Development Plan.

- COMMUNITY FOCUSED The Precinct is an important community asset, as a place where people meet formally and informally, attend clubs, events and exercise. The masterplan should ensure the Precinct optimises community value through the creation of flexible, diverse and inclusive community spaces.
- TOURISM IN MIND The Precinct provides a
 valuable tourism commodity with valuable
 public open space in close proximity to the
 foreshore, and hosting one of the towns
 significant heritage tourism assets. The
 masterplan should offer a distinct and clearly
 defined tourism experience.
- CONNECTED TO IDENTITY The Precinct enjoys a rich natural, traditional owner and post colonial heritage that is alive today. It is important that all design moves are tied to the core identity of James street and the broader Esperance region.



CHAPTER 04 ENGAGEMENT PROCESS AND SUMMARY

The community and stakeholder engagement for this project has been comprehensive and has allowed for meaningful inputs to occur at key points in the project. It is worth noting substantial community engagement was carried out prior to commencement of this project in informing the Esperance Town Centre Master Plan, in which the key directions for the James Street precinct were established.

ROUND ONE ENGAGEMENT

Initial community consultation started back in September 2020 with key stakeholder groups and interested community members. This was achieved through a series of workshops and collation of feedback captured in engagement booklets, which included a survey.

The outcomes of this engagement provided the consultant team with insights into the character and identity of the project area and aspirations for its future. We identified places of importance in the project area, how often the project area was visited by whom and what activities were undertaken. Stakeholders and community members outlined key challenges and opportunities.

The consultant team tested project themes, which could inform the development plan. We also identified examples of other similar precincts and activities, to gain feedback on potential application to the James Street Precinct.

Refer Appendix G for the Round One Engagement Summary

SCENARIOS DEVELOPMENT

Following presentation of the outcomes of the desktop review, site visit and Round One engagement to the Sire of Esperance Council, it was determined that further work should be carried out to test scenarios of development for the precinct (as shown below). The scenarios were developed to test different ways of meeting the place themes and guiding principles. They allowed exploration of a greater range of ideas for the precinct. This allowed for greater comparison of ideas, identification of preferred or disliked aspects, and more comprehensive feedback.

ROUND TWO ENGAGEMENT

The second round of engagement commenced in May 2021. The focus of the survey was to gain feedback on the scenarios to help inform development of the final development plan. It was supported by broad advertising, community workshops, market stall and one-on-one assistance. Tools for obtaining feedback were made available online including a survey and Social PinPoint map, which allowed comments to be allocated to parts of the site and enabled written responses to comments, "likes" and "dislikes" by other participants.

Almost 5,000 visits to the online engagement website were recorded during the engagement period. Over 1,400 unique users were identified.

Almost 200 were made on the Social Pinpoint map and responded to with over 700 "likes" and approximately 140 "dislikes". Almost 50 online and hard copy surveys and 13 direct written submissions were received. The above responses demonstrated a relatively high level of engagement and active involvement by the community and stakeholders in this process.

Further detail on the Round Two engagement outcomes can be found in the Appendix C to this report.

DEVELOPMENT SCENARIOS



THE GARDEN COLLECTIVE



THE SUPER VILLAGE



THE HERITAGE SPINE



CHAPTER OS DEVELOPMENT PLAN

INTRODUCTION

A final Development Plan has been prepared in response to community and stakeholder feedback and direction from the Shire. The Development plan comprises six main zones:

- 1. Cultural and Tourism Hub
- 2. Esplanade Forecourt
- 3. Village Green
- 4. Goods Shed Flexible Space
- 5. Heritage Play Space
- 6. Kepa Kurl Gardens
- 7. James Street Activation
- 8. Museum Village
- 9. RSL Memorial Park
- 10. Andrew Street Connection
- 11. Grace Darling lawn

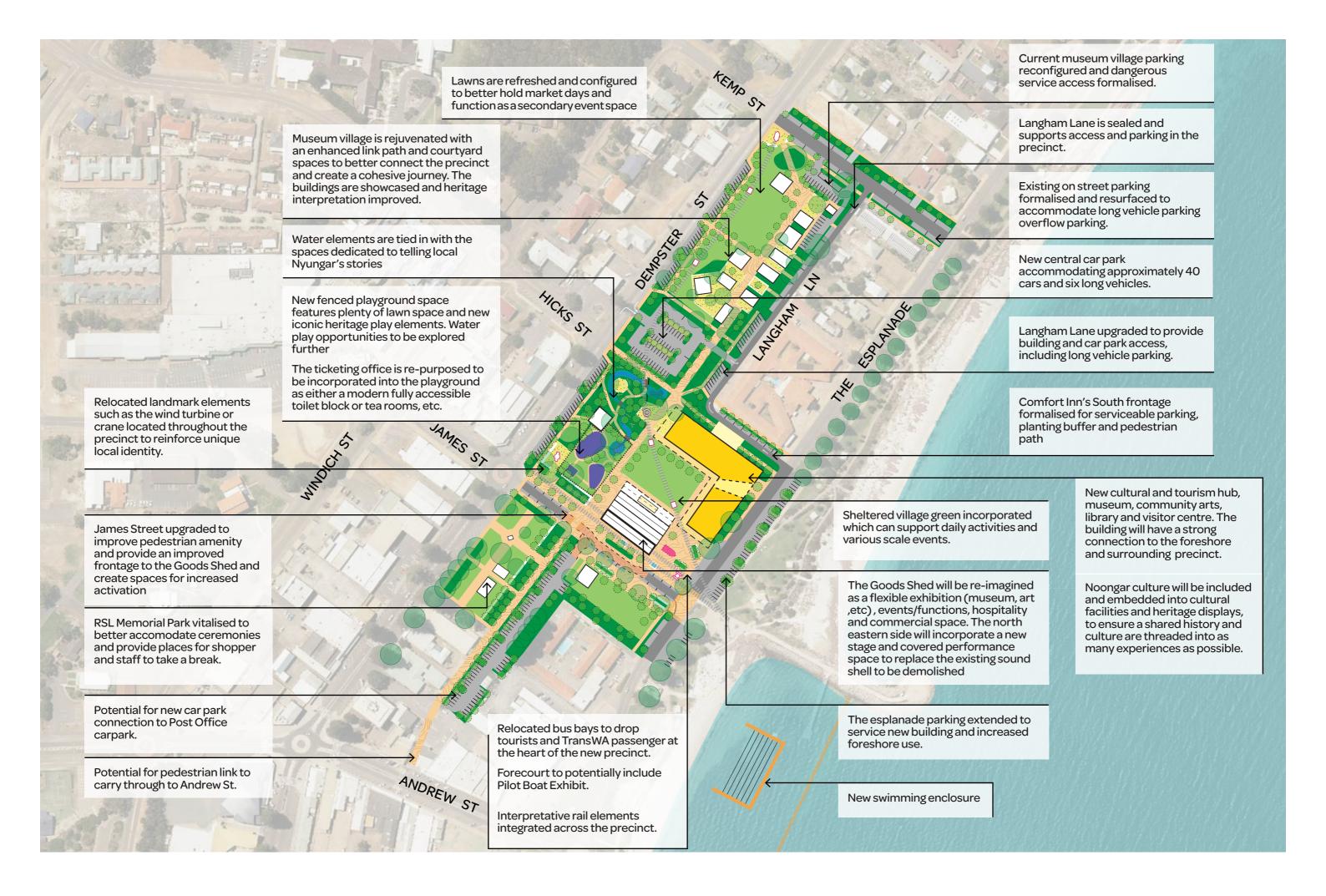
These zones are supported by connecting paths, roads, and primary and secondary car parks. The key features are outlined on the adjacent plan. Further information and supporting imagery on the following pages provide an indication of the plan outcomes.

LEGEND

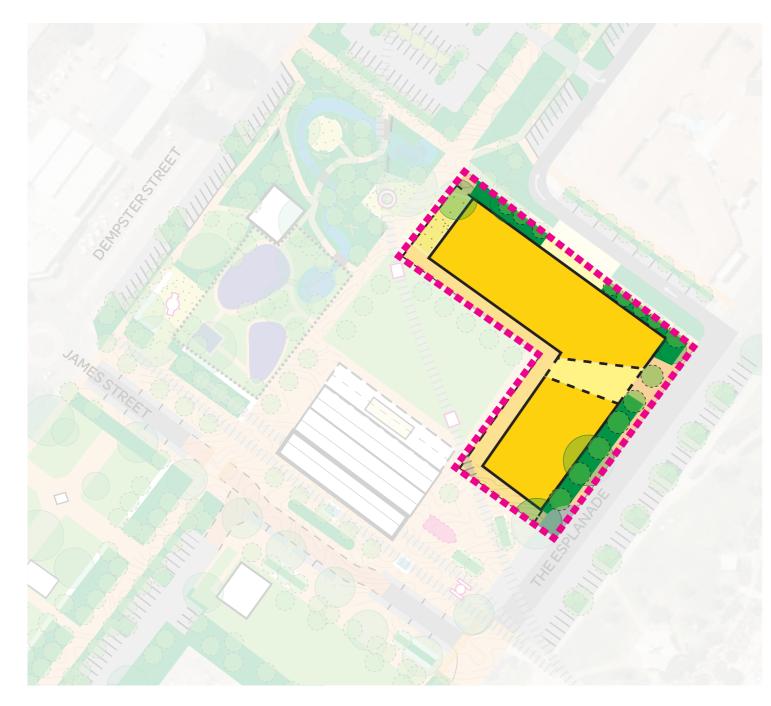
	Pedestrian area
	Roadway
	Gravel / secondary space
	Landscaping
	Formalised lawns
	Parking areas
	Fenced playground
	New buildings
	New covered facility and event spaces
	Existing structures
	Interpretative rail line
\Box	Interpretative elements that show Esperance character

Existing trees

New trees



DEVELOPMENT ZONES - CULTURAL AND TOURISM HUB



The Cultural and Tourism Hub is a new collocated facility accommodating the following functions:

- Library/information centre
- Volunteer support centre
- Flexible community spaces including for the Esperance Community Arts group
- Commercial Hospitality offering
- Museum (in some format pending further review)
- Tourism information centre including product sales

The two-storey building facility will become a new landmark destination for the community

and visitors alike. It is located prominently on the Esplanade to take advantage of views over the bay and be centrally accessible from all parts of the precinct and surrounding areas. The building will provide shelter from the wind to the Village green and maintain views to the Goods Shed.



The site planning and layout of the building will be critical to integrate it into the precinct and maximise its functionality.



The building form will maximise views to the bay and the precinct and be highly legible as a tourism and community destination.



The building should be a landmark, while complimenting the Goods Shed. Architecture should reflect an Esperance vernacular and establish unique identity.



The building shall be of a human scale and maximise user comfort and amenity. Ample shade and shelter must be provided to support activity at all times.



The building will help to improve the microclimate of the precinct and express sustainability aspirations.



A café/hospitality offering will support extended visitation. Alfresco areas will allow flexibility to support greater patronage in peak times. Larger format dining, and bar offering should be explored.



The building will present a sense of address and arrival to aid in wayfinding and clearly articulate its function.



Exhibition spaces will be purpose designed to accommodate the museum requirements and be flexible to support changing display and maintain interest.



A diverse range of museum visitor experiences will be created to attract and retain greater visitation and revisitation.



Flexible community spaces will support groups of various sizes and needs. Spaces will be welcoming, comfortable and inclusive.



The visitor centre will provide useful information in unique and innovative ways, and be a point of sale for products and ticket to museum, TransWA, etc.



Opportunities can be made to showcase local produce, craft and arts to provide a taste of what is on offer in the greater Esperance region.



The library and information centre will become an essential resource for locals and visitors, providing welcoming spaces and state-of-the-art information services.

DEVELOPMENT ZONES - GOODS SHED FLEXIBLE SPACE



A great deal of support was indicated to relocate the Museum to the new co-located Cultural and Tourism Hub building. New purpose-built museum infrastructure would also assist with the proper display and preservation of important museum assets. However, further work is required to determine the operational model for the facilities and the ideal spatial arrangement for the Museum exhibits to maximise likely visitation.

By freeing up space at the Good Shed, a diverse range of flexible uses can be explored. Potentially these uses will increase activation of the precinct and improve the visitor experience. It is proposed at least the north-western addition be demolished to expose the original heritage façade and goods shed entry to the ticket office. This would also open the space to improve connectivity through the precinct. The north-eastern addition could either be opened and retrofitted, or demolished and replaced, to better connect the goods shed to the village green and create a new covered performance space, to replace the demolished Sound Shell.



Contemporary additions can help connect the inside of the Goods Shed to the external spaces and improve the sense of address.



The internal portion of the Goods Shed on the south-western side of the steam engine and carriage (facing James Street) is well suited for temporary exhibitions and commercial activation.



Innovative and interactive interpretive elements (internally and externally) will help tell the story of the Goods Shed, train and supplement the museum experience.



The internal portion of the Goods Shed on the north-eastern side of the steam engine and carriage (facing the village green) is well suited for performances space and events.

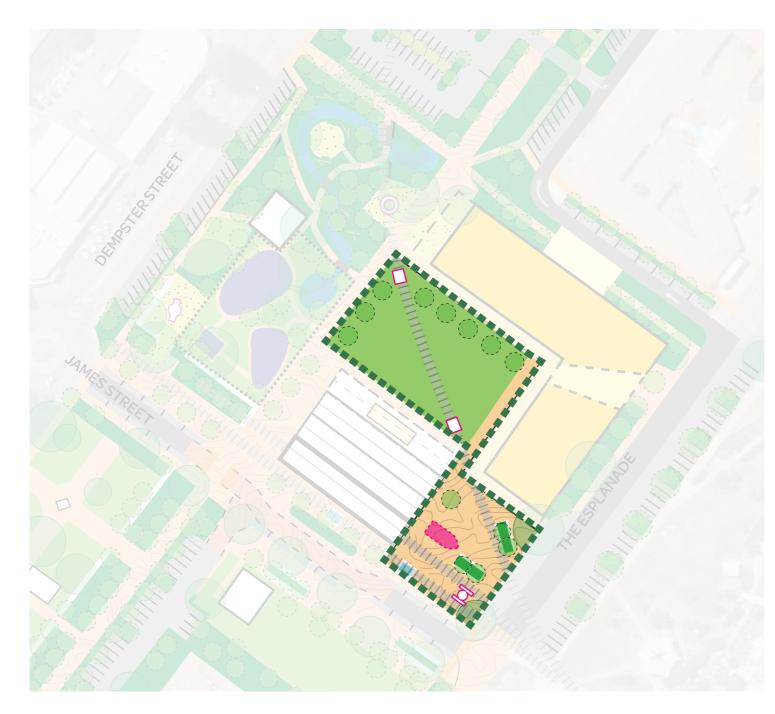


Spaces in the Goods Shed could be used for educational and other community uses, bringing all-year activity to the precinct.



Integration of flexible covered external performance and event space to replace the Sound Shell.

DEVELOPMENT ZONES - ESPLANADE FORECOURT AND VILLAGE GREEN



The Esplanade forecourt and village green provide the landscape setting for the new Cultural and Tourism Hub. The forecourt will be the welcome mat to the precinct. It is a high-profile centrepiece and the transition space from the Whale Tail/ foreshore park, James Street, the Goods Shed, Cultural and Tourism Hub and village green. The space will provide the first taste of Esperance to visitors, particularly those who arrive by coach or cruise ship and be a point of orientation to the rest of the precinct.

The village green is a flexible open lawn area. This space can support active recreation, outdoor exhibitions, markets and large-scale performances and events. The village green will be protected from wind by buildings on three sides and vegetation on one side to create a more comfortable microclimate.



The spaces will be overlooked by buildings to create a sense of enclosure and security. Subtle level changes will create interesting nooks and diverse activation.



Interpretive elements in the spaces will reinforce the rail heritage of the precinct. Interactive lighting and art will create further interest.



The flexible village green lawn will be very accessible to support a variety of activities. The layout also enables ease of fencing for paid events.



Welcome spaces will introduce visitors to the stories of Esperance and establish a unique identity. Shade and shelter will be essential for year-round use.

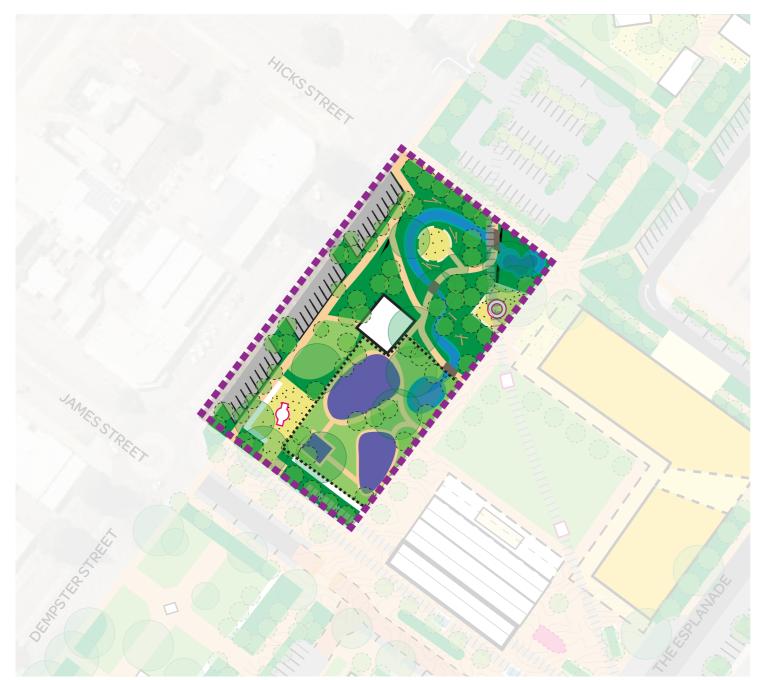


Gardens will showcase the Southwest landscape and wildflowers. Spaces should feel green, soft and cool in summer.



There is an opportunity to showcase the pilot boat externally as a landmark (currently housed within the Goods Shed annex)

DEVELOPMENT ZONES - HERITAGE PLAY SPACE AND KEPA KURL GARDENS



The zone adjacent Dempster Street is the front door to the precinct. It provides a new town centre focus while supporting the other uses in the precinct. Landmark elements opposite the Hicks and James Street intersections will draw people into the reserve. The Kepa Kurl* gardens will remind visitors or the area's original natural landscape, celebrating traditional ecological knowledge and connection to country. Yarning circles and other indigenous co-designed spaces will support and showcase indigenous culture. Water in the landscape will be reimagined as integrated stormwater management while also creating attractive water bodies and spaces for relaxation

and events such as outdoor weddings.

The heritage play space will replace the Grace Darling Park playground while still offering much of the same amenity – fenced, open lawn areas space for social gatherings. The playground will become an alternative play space to the foreshore playgrounds, more protected from the wind. The play space will have a rail heritage theme that further enhances the unique identity of the precinct.

*Kepa Kurl is the Nyungar name for what we now know as Esperance and it means 'where the water lies like a boomerang'.



Generous lawn and picnic spaces will be created in the fenced play space to support multiple social gatherings of all ages.



Nature play and water play opportunities can be integrated into the playground. This could potentially include a splash pad.



The existing heritage waiting rooms and rail carriage could be repurposed for family friendly toilet amenities and/or kiosk/café.



Exiting features in the precinct should be retained and repurposed in the gardens. Such as this sculpture.

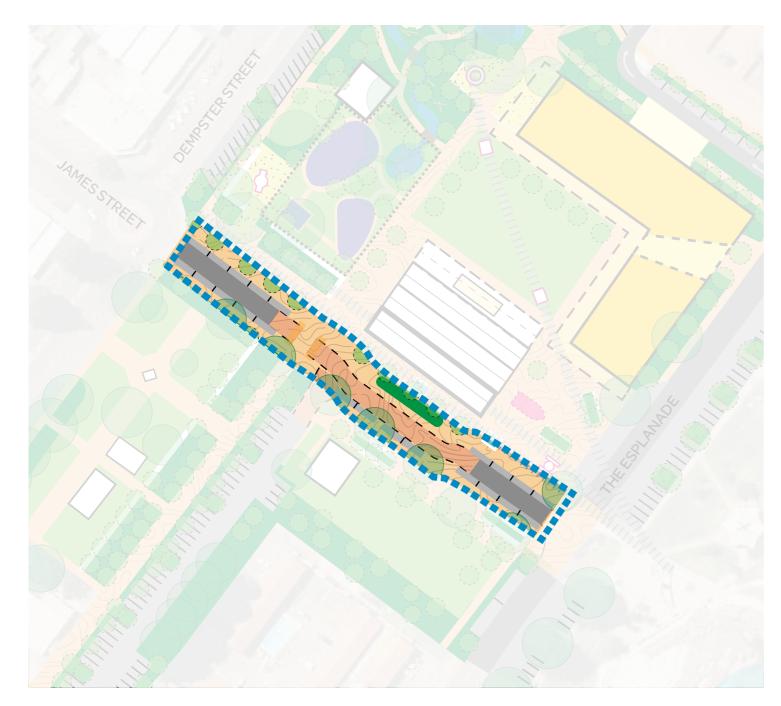


Themed play elements can create a destination playground for locals and visitors and reinforce the unique identity of the precinct.



Spaces for Aboriginal cultural activities and interpretation will be weaved into the parklands.

DEVELOPMENT ZONES - JAMES STREET ACTIVATION



James Street is an important link between the foreshore and the CBD. It is central to the precinct and is provides and essential frontage to the Goods Shed building. The Development Plan proposes to improve the pedestrian amenity and to activate the street as a place for people, while maintaining vehicle access. This will be done through introduction of traffic calming measures such as raised plateaus and carriage way narrowing and deviation, pedestrianised pavements to identify crossings and greening of the street.

Parking will be reconfigured to reduce impact and allow wider verges to enable more planting, creation of spaces for activation and generally encourage greater pedestrian and active transport activity. Additional tree planting will be provided, and powerlines will potentially be removed. The landscaping will be designed to maintain views to the bay, Whale tail and Goods Shed from Dempster and James Street.



Shade planting, wide footpaths, seating and highquality design and materials will help create an attractive pedestrian boulevard.



Level changes between the inside of the Goods Shed and the street can be addressed through use of attractive elements and encourage greater interaction between the street and the Goods Shed.



James Street should be a showcase for sustainable development and could include use of water sensitive urban design, sustainable material use/re-use and solar or wind energy for lighting and smart technologies.



Visually interesting elements and places that attract people to linger will help establish a new, more friendly identity for James Street.



Opening up the Goods Shed to James Street through new commercial activity will attract more visitors to the precinct.



Interactive interpretation elements will help tell the story of rail in James Street and the connection to the Goods Shed and other historical uses.

DEVELOPMENT ZONES - MUSEUM VILLAGE



The Museum Village is to be retained in its current location at this point in time. This will be reviewed as the other development zones are implemented to determine if a change in location or use is required. If the Village is retained as is, then some improvements can be made to the area to improve functionality and the visitor experience.



Improvements to planting and paths will help create a more cohesive feel to the Museum Village and better link it to the rest of the precinct.



Treatments to external areas could be made more relevant to the heritage of each of the buildings and better ground them in their surrounds.



Existing heritage interpretive elements should be given greater prominence and reinforced to create an interesting heritage trail.



Greater efforts can be made to improve the story telling of the buildings to better explain their heritage significance



There is an opportunity to relocate some of the farm equipment from the museum to the museum village to create an outdoor exhibit and strengthen the heritage vibe of the Village.



The car parks are proposed to be reconfigured to improve presentation of the precinct to Dempster Street and improve the lawn are for events and markets.

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DEVELOPMENT ZONES - SUPPORTING AREAS



Other supporting areas in the Development Plan include:

- RSL Memorial Park
- Andrew Street Connection
- Dempster Street Car Park
- Kemp Street, Langham Lane, and The Esplanade road and car park improvements
- Grace Darling lawn

It is envisaged the RSL Memorial Park will predominantly maintain its current function. The RSL will continue to use the clubrooms. The public toilets have the potential to be repurposed for commercial activity, but a toilet would still need to be provided for RSL members. The gardens around the memorial would be reconfigured to provide a more attractive and functional setting for ANZAC day and other ceremonies. The gardens closer to the shops could provide more opportunities for shoppers, staff and visitors to relax and provide better connectivity to the James Street precinct. The tank retention and/or location should be reviewed, as it is understood it holds no direct relevance to the local RSL or significance to the general community.

The Andrew Street connection could be either a pedestrian only or pedestrian and vehicular access with potential for increased parking. This would allow removal of parking from the RSL Memorial Park to provide greater amenity for park users. This link is essential in improving connectivity from the CBD to James Street precinct and improving access to car parking to support both areas. This proposal is subject to further negotiation between the Shire and the property owners.

The centrally located Dempster Street car park is proposed as the main entry point to the precinct for visitors arriving by vehicle. Six long vehicle/trailer bays and approximately 40 car bays (including ACROD bays) would be provided. Visitors will be attracted to the southern corner of the car park from which they can orientate themselves and determine which part of the precinct they would like to visit. The carpark will be attractively landscaped and set into the precinct gardens with plenty of shade trees.

Kemp Street could potentially be improved to formalise options for long vehicle and trailer overflow parking. Langham lane would be upgraded to improve frontage to the hotel, provide pedestrian paths links and parking and be used as the service access to the new Cultural and Tourism Hub building. Parking would also be increased along the Esplanade to support greater access to the precinct and the foreshore.

The Grace Darling playground will be decommissioned because it will be replaced by the new heritage play space and Kepal Kurl gardens. The open lawn will be retained as a flexible space for overflow events or parking in the short to medium term. The area may change in use in future to complement the precinct and support growth of the Town.

DEVELOPMENT PLAN ANALYSIS

New Built Form Existing Buildings - Retained Existing Buildings - Review

2. Built form program

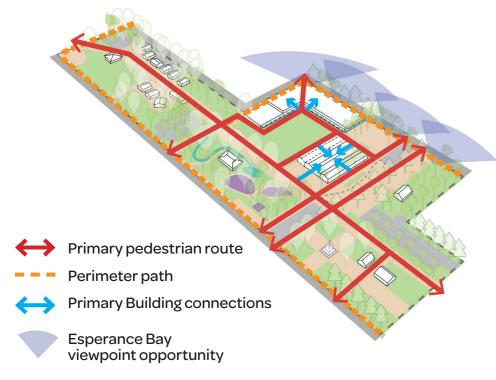


3. Event spaces and opportunities



4. Pedestrian movement and wayfinding

Existing Buildings - Removed



Note: Pedestrian connection to Andrew Street subject to further investigation

5. Vehicle movement



6. Tree strategy



All tree designations are indicative only subject to detailed design and aborist survey of existing trees

subject to further investigation design and aborist survey
Refer to Appendices for further detail on
number of types of car parks

KEY STAKEHOLDERS AND PLACES IMPACTS

Following is a short overview of the impact the development plan could have on stakeholders and special places in the precinct (listed in alphabetical order).

DEVELOPMENT PLAN

ARTIFICIAL PONDS	Reconfigured as integrated native wetland/stormwater management & ecological & Aboriginal cultural education.	GRACE DARLING PARK AND PLAYGROUND	New heritage rail themed play facilities, including fenced lawn area nearer to Dempster Street to replace existing Grace Darling Playground. Explore potential water play opportunities.
(ANNERY ARTS (ENTRE	Potential for artists products sales and occasional exhibition	MARKETS	Markets format and location to be reviewed as various phases of development plan are implemented to enable best overall activation outcomes for the precinct.
(WA BUILDING - (OUNTRY WOMENS' ASSOCIATION GROUPS	Existing building retained for now. Potential opportunity for CWA to relocation to new cultural & Tourism Hub in the future at CWA discretion.	ME(HANICAL RESTORATION GROUP	Reconsider display requirements to free up northeast façade of Goods Shed building to open onto lawn and improve precinct connectivity i.e. overflow exhibition at the Mechanical Restoration Group facility.
ESPERANCE BAY HISTORICAL SOCIETY	Continued volunteer support for Museum. Purpose built facilities provided for meeting the organisation's needs	MUSEUM VILLAGE	Retain in current location for now. Review following development of new Culture & Tourism Hub and Goods Shed redevelopment.
ESPERANCE MUNICIPAL MUSEUM /	Further assessment required to determine feasibility of relocating the core of museum to the new Culture & Tourism Hub. Some displays/exhibitions (potentially rotating) retained in Goods Shed. W' class steam locomotive either retained in Goods Shed or located to a new display. Maritime display and souvenir shop annex	PARKING	New and reconfigured parking bays distributed throughout. Approximately100 Net additional bays. Explore potential further additional bays under new Cultural and Tourism Hub building. Provision of additional long vehicle & trailer parking for tourists.
4001 SHEN BUILDINGS	removed, and new location required for pilot boat display (either in Esplanade forecourt or within new Cultural + Tourism Hub). Explore creation of flexible use space in building, improved connection to surrounding precincts & potential commercial activities.		Existing buildings and memorial retained. Gardens improved to better connect with rest of precinct. Retention/location of tank reviewed. Car park configuration reviewed providing potential connection to Andrew Street.
ESPERANCE SUB-BRANCH RETURNED SERVICES LEAGUE	No changes to RSL clubrooms. Explore commercial opportunities for public toilet building, while ensuring maintaining of ablution facilities for RSL.	SOUND SHELL	Sound shell removed to improve site connectivity. Provide new sheltered flexible outdoor performance space integrated into north east side of Goods Shed - either reconfiguration of existing building extension or replacement new build.
ESPERANCE TJALTJRAAK NATIVE TITLE ABORIGINAL (ORPORATION AND LOCAL INDIGENOUS GROUPS	Creation of Kepa Kurl Gardens, with improved outdoor interpretive information and potential aboriginal outdoor learning spaces and public art. Potential for better exhibitions in the Museum. Potential for artists products sales and occasional exhibition.	SPORTS HOUSE - ESPERANCE DISTRICT RECREATION ASSOCIATION (EDRA)	EDRA moving to new facilities. Sports House building to be demolished.
ESPERAN(E VOLVNTEER RESOUR(E (ENTRE	Relocation to new Cultural & Tourism Hub.	TRANSWA BUS STOP	Relocated to the Esplanade alongside the new Cultural & Tourism Hub forecourt, and closer to new visitor centre.
FAMILY HISTORY GROUP	Relocation to collocated community facilities	VISITOR (ENTRE	Visitor centre relocated to new Cultural & Tourism Hub/ Existing building to be re purposed to accommodate commercial use complementing to current Museum Village uses.

JAMES ST PRECINCT, ESPERANCE REVISION C

CHAPTER 06 STAGING AND IMPLEMENTATION

POTENTIAL DEVELOPMENT PACKAGES

The precinct is quite large, and the Development Plan comprises a significant amount of proposed capital works. It is therefore prudent to seek to implement the works in a staged manner. This will allow the Shire to carry out the works in a diligent manner and within their means. The creation of development packages will enable the Shire to better coordinate implementation of the works. The proposed development packages for the James Street precinct are outlined below and as shown on the adjacent diagrams.

PACKAGE 1 – CULTURAL AND TOURISM HUB

This development package consists of the collocated facility building, forecourt on the corner of James Street and The Esplanade, main car park and pedestrian connection to the existing museum Village. Langham Lane would be upgraded to support suitable access to the Cultural and Tourism Hub building, establish a connection from the main central car park, and provide improved trailer/long vehicle parking opportunities for visitors. This package would also include demolition of the Sound Shell.

PACKAGE 2 – GOODS SHED REDEVELOPMENT

Following confirmation of the make-up of the key functional features of the Goods Shed, the development package would require partial or full demolition on non-heritage additions, construction of any required new additions (including new outdoor sheltered flexible performance stag), amendments and fit out. This development

package would also include works to ensure better integration with the immediate surrounds.

PACKAGE 3 - PARKLANDS

This development package groups the main parkland site works together into the following subpackages:

- A. Kepa Kurl Gardens and Dempster Street frontage;
- B. Village Green;
- C. RSL Memorial Park revitalisation;
- D. Rail heritage themed play space; and
- E. Decommission of Grace Darling playground.

PACKAGE 4 – JAMES STREET UPGRADE

The upgrade of James Street includes improving pedestrian crossings, car park amendments, traffic calming, creation of new nodes to support activation, greening, tree planting, new lighting and potentially relocating overhead powerlines underground.

PACKAGE 5 - ANDREW STREET LINK

This development package comprises two potential components, depending on negotiations between the Shire and land owners impacted by this proposal:

- Creation of a pedestrian link between RSL Memorial Park and Andrew Street; and
- Consolidation of parking along the rear of properties with direct link to the Post Office car park. This will allow potential reduction of car parking in RSL Memorial park to improve amenity for the park users.

PACKAGE 6 – OTHER ROADS AND PARKING UPGRADES

Several changes to road and parking will support the development of the precinct as well as reduce pressures on parking generated by other surrounding uses and activities. These improvements include:

- A. Kemp Street upgrade to formalise overflow parking for tourist long vehicles and trailers;
- B. The Esplanade parking upgrade northeast of the James Street intersection and southwest of the James Street intersection.

PACKAGE 7 – MUSEUM VILLAGE REVITALISATION

Pending review of the location of Museum Village once the Cultural and Tourism Hub and Goods Shed redevelopment are completed, if the Village is retained in its current location, some general improvements could be carried out to improve the visitor experience. This includes new paths, courtyards, landscaping, car parking changes and enhanced heritage interpretation.

The above development packages are indicative only. The make-up of development packages should be reviewed on a regular basis and adjusted to suit the project requirements as required.



DEVELOPMENT PRIORITIES

The potential development packages identified in this chapter have been established in order to allow them to be implemented independently of each other and programmed to be carried out at the Council's discretion. However, following consultation with the Shire, it is recommended some development packages be prioritised over others. Also, the staging of some development packages may be dependent of other external factors, such as funding, statutory approvals and land ownership and management authority.

To assist with planning of implementation the proposed development packages have been prioritised in the manner outlined below.

HIGH PRIORITY

Package 1 – The Cultural and Tourism Hub will
have the single most impact on the identity
of the precinct and driving visitation to the
area. The building will also address the urgent
need to replace the existing Shire Library and
provide much needed space for community
activities. This would also enable relocation of
the museum in part or full to the new building
(if determined the most appropriate action)
and free up the Goods Shed for redevelopment.
It will also allow the Museum to remain
operational in the Goods Shed while the new
building is built.

MEDIUM PRIORITY

 Package 2 – The Goods Shed redevelopment can be undertaken after the new Cultural and Tourism Hub is built. This will build on the capacity of the precinct as a community, cultural and tourism drawcard.

 Package 4 – The upgrade to James Street is critical for supporting the success of the precinct by creating a more attractive and activated access to the precinct and link between the foreshore, Cultural and Tourism Hub, Goods Shed and the CBD.

FLEXIBLE

- Package 3 The various parkland development packages all contribute significantly to the user experience of the precinct and help to establish a cohesive identity. These various subpackages could potentially be implemented regardless of when other packages are being undertaken as they may be less encumbered by approvals gateways and could be financed by alternative funding streams. A consideration that may impact timing of these packages may be the need to have land available to allow access, lay down and other construction activity to occur for other development packages. For example, the Village Green space may be critical to support construction activity associated with the Cultural and Tourism Hub and Goods Shed redevelopment.
- Package 5 The car park changes at the RSL memorial park are contingent on the Shire negotiating access to the rear of the two adjacent properties. This package could be brought forward if negotiations are successful, as this work was seen as beneficial regardless of the James Street Precinct redevelopment. The final path and car park configuration will be subject to detailed design consideration. Note

- the Shire may wish to retain Sports House in the interim as it may be useful as a site office during construction of of other development packages.
- Package 6 Road and parking upgrades to
 The Esplanade and Kemp Street are subject
 to demonstrated demand. Demand may be
 created by factors external to the James Street
 Precinct redevelopment and could be brought
 forward in part or in total as required.

OPTIONAL

Package 7 – While it is important to ensure
the Museum Village feels part of a cohesive
broader precinct, the improvements are the
lowest priority in terms of return on investment
as they won't fundamentally change the
user experience. Also, if the Museum was to
be relocated in the future, it would result in
redundant work if the upgrade was to take
place.

PROJECT IMPLEMENTATION CONSIDERATIONS

Once the Development Plan is endorsed by Council, an implementation plan will need to be developed by the Shire. The Implementation plan should identify the necessary steps that will need to be taken to ensure successful realisation of the Development Plan. This will require careful consideration of all the project requirements and development of actions to address the requirements. Some of the key considerations include:

- Development of a Project Risk register to identify risk and possible mitigation measures.
- Development of a Communications and Engagement Plan to ensure all parties are appropriately informed, mechanisms are in place to receive feedback and positive public relations maintained. This should also identify opportunities for ongoing direct engagement and involvement by stakeholders and the community in various aspects of the project implementation to build social capacity and ownership of the outcomes.
- Increase Aboriginal engagement as the project progresses as part of overall Reconciliation Action Plan.
- Resolve any constraints regarding land ownership, zoning or management orders.
- Carry out informing studies and enabling forward works to unencumber the main development packages e.g.
 - Carry out a study to determine the best model to configure and operate the new Cultural Tourism Hub and Goods Shed buildings in order to accommodate the

- various community, cultural, tourism and commercial activities (including development of an accommodation schedule to help inform future design of these facilities).
- · Full feature survey of the site.
- Building survey of the Goods Shed and other buildings to be retained.
- Contamination surveys and potential remediation.
- Geotechnical investigations.
- Utilities capacity review and potential upgrades.
- Potential undergrounding of overhead power lines.
- Forward demolition works e.g. the sound shell.
- Carry out a Coastal Hazard Assessment to determine if any mitigations are required to enable the project to proceed.
- Investigate irrigation water supply options to meet the project requirements.
- to determine what types of commercial activities could be allowed for and where (including repurposing existing buildings), and what requirements will need to be allowed for in the design.
- Develop a project scope for the playground in terms of size, type, amount and complexity of play experiences, and extent of inclusiveness. Scale and extent of water

- play will be a crucial consideration.
- Review and update the Parking, Traffic and Pedestrian Strategy to reflect proposed changes and inform the design brief.
- Prepare an overarching sustainability strategy for the precinct to inform the design brief.
- Identify the best procurement models to deliver the design and construction of the works. This might vary from package to package. The Shire should consider establishing EOI/s to identify the most appropriate consultants to approach by direct invite to carry out the design and the best contractors to carry out the construction.
- Gain expert advice on construction planning to minimise the amount of temporary or redundant works.
- Develop a public art plan and heritage interpretation plan for the precinct in conjunction with aboriginal and other stakeholder engagement, to tie in with design of development packages.
- Consider developing a place management model for the precinct.
- Update the Shire's Long term Financial Plan and commence budgeting for works, increase in operational and maintenance expenditure and allocation for future asset replacement.
- Obtain high level cost estimates for the design packages once the scope for the Cultural and Tourism Hub and Goods Shed redevelopment has been further developed.

 Prepare business case/s for development package/s to assist with securing external sources of funding such as the Building Better Regions Fund or Lotterywest grants.

DEMAND AND FEASIBILITY - EXECUTIVE SUMMARY

Extract from Pracys report, October 2021. Refer to Appendix A for full report.

This demand and feasibility assessment has been prepared for the Shire of Esperance to provide an evidence base for the likely demand and feasibility as well as the economic and social benefits from the proposed redevelopment of the James Street Precinct. This document should be read in conjunction with the James Street Concept plan to provide additional context of the process undertaken from a community engagement and design point of view.

NEEDS AND OPPORTUNITY ANALYSIS

Esperance is the main population centre within the Shire of Esperance and serves as a subregional centre within the Goldfields Esperance Region. The Shire, in collaboration with the Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry prepared the Esperance Town Centre Revitalisation Plan in 2015. This plan identified the James Street Precinct as a potential hub for culture and tourism.

An analysis of the demographics and visitor profile to the Shire identified that revitalisation of the James Street precinct should needs to balance the varied age demographics of the Shire as well as the needs of residents and tourists. This includes providing high quality and varied tourism attractors, and additional retail and hospitality offerings to increase tourism visitation. At the same time, the needs of residents must be met to ensure year-round use. This includes the relocation of the community assets, like the library, and as well as providing opportunities for community organisations and volunteers within the redeveloped precinct.

DEMAND ANALYSIS

Potential land uses within the James Street
Precinct were developed to leverage the existing
strengths of place, culture, and history, whilst
addressing the gaps in services for both the local
populace and visitors. This resulted in the design of
the following precinct elements:

- Museum
- Library
- Flexible space
- Community gathering place in RSL park Visitors Centre
- Community facilities
- Soundshell and performance space
- Village green common area

The use of conservative estimates and benchmarking to similar areas suggests that the project could provide considerable benefits without the need for stimulating additional tourism demand. Put another way, by upgrading, modernising, and co-locating the existing assets, the existing base of visitors and residents can be more effectively serviced providing the considerable economic and social benefits.

Benchmarking of the precinct elements to similar tourism developments suggests annual visitation to the Museum of 25,000; annual visitation to the visitor centre of 43,100; annual visits to the library of 4,580 and annual visits to the playground of 21,600.

ECONOMIC AND SOCIAL BENEFITS

The potential economic and social impacts were assessed to develop an understanding of the potential magnitude of project benefits. Where possible, the identified benefits were monetised using the 'benefit transfer' method – drawing values from high-quality studies and applying them to the context in question. Due to the nature of the benefits associated with the project, only certain benefits can be successfully expressed in monetary value, therefore the total benefits of the project is expected to be higher than quantified. The project is expected to generate the following benefits:

In addition to the assessed benefits, the project is expected to deliver the following:

- Value generated through the release of the library and visitor centre for higher better uses.
 This could involve a lease to interested parties or selling the land
- Operational cost savings by sharing infrastructure and resources
- Employment opportunities in the wider economy brought about by increase in tourism visitation

Benefits		Present Value
©	Additional tourism expenditure	\$3.64 million
	Population attraction and retention (increased retail expenditure)	\$6.35 million
B	Additional museum revenue	\$1.06 million
6	Intrinsic value of museum attendance	\$2.88 million
	Educational value of museum	Qualitative
A	Health benefits of active infrastructure	\$565,000
(ثْنُ)	Playground social and emotional skill development	Qualitative
m	Value of preserving heritage	\$5.89 million
Ů	Volunteering benefits	\$3.63 million

PROJECT RISKS AND STAGING

A preliminary analysis of the risks and staging of the project suggests that there are limited roadblocks for the development to go ahead. Latent demand is likely to exist given the performance of attractions against benchmarks. This suggests that the core drivers for visitation to the precinct, including the museum, visitor centre and library, can be developed in the near future. Following this, links to the town centre should be developed including upgrades to James Street and the inclusion of additional retail to the south of James Street.

APPENDIX A DEMAND AND FEASIBILITY REPORT

PRACSYS



SHIRE OF ESPERANCE

JAMES STREET PRECINCT CONCEPT PLANNING

DEMAND AND FEASIBILITY BRIEFING NOTE

SEPTEMBER 2021

James Street Concept Planning: Demand and Feasibility Analysis

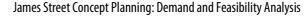


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Disclaimer

This report has been prepared for the **Shire of Esperance**. The information contained in this document has been prepared with care by the authors and includes information from apparently reliable secondary data sources which the authors have relied on for completeness and accuracy. However, the authors do not guarantee the information, nor is it intended to form part of any contract. Accordingly, all interested parties should make their own inquiries to verify the information and it is the responsibility of interested parties to satisfy themselves in all respects.

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EXECUTIVE SUMMARY

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Needs and Opportunity Analysis

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Potential land uses within the James Street Precinct were developed to leverage the existing strengths of place, culture, and history, whilst addressing the gaps in services for both the local populace and visitors. This resulted in the design of the following precinct elements:

- Museum Visitors Centre
- Library Community facilities
- Flexible space Soundshell and performance space
- Community gathering place in RSL park

 Village green common area

The use of conservative estimates and benchmarking to similar areas suggests that the project could provide considerable benefits without the need for stimulating additional tourism demand. Put another way, by upgrading, modernising, and co-locating the existing assets, the existing base of visitors and residents can be more effectively serviced providing the considerable economic and social benefits.

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3



Economic and Social Benefits

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Benefits		Present Value
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A	Health benefits of active infrastructure	\$565,000
(Å)	Playground social and emotional skill development	Qualitative
	Value of preserving heritage	\$5.89 million
ů,	Volunteering benefits	\$3.63 million
L21	Social capital uplift	Qualitative
Total Benefits		\$24.0 million

Note: rounding has been applied to these numbers

In addition to the assessed benefits, the project is expected to deliver the following:

- Value generated through the release of the library and visitor centre for higher better uses. This could involve a lease to interested parties or selling the land
- Operational cost savings by sharing infrastructure and resources
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Project Risks and Staging

A preliminary analysis of the risks and staging of the project suggests that there are limited roadblocks for the development to go ahead. Latent demand is likely to exist given the performance of attractions against

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James Street Concept Planning: Demand and Feasibility Analysis



benchmarks. This suggests that the core drivers for visitation to the precinct, including the museum, visitor centre and library, can be developed in the near future. Following this, links to the town centre should be developed including upgrades to James Street and the inclusion of additional retail to the south of James Street.



2 INTRODUCTION

Esperance is the main population centre within the Shire of Esperance and serves as a sub-regional centre within the Goldfields Esperance Region. The Shire, in collaboration with the Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry has prepared the Esperance Town Centre Revitalisation Plan. This plan has highlighted the James Street Cultural Precinct as a key focal point for heritage assets and hence and area to provide infrastructure to support growth in the tourism sector and cultural and community uses. A number of preferred uses have been identified for the precinct, including:

- Museum
- Library

Shire of Esperance

- Flexible space
- Community gathering place in RSL park
- Visitors Centre
- Community facilities
- Soundshell and Amphitheatre
- Village green

Pracsys has been engaged to assess the potential uses for this precinct and to identify which options will provide the greatest benefit to the community. This demand and feasibility assessment has been prepared to provide an evidence base for the likely demand and feasibility of project elements, the likely economic and social benefits, and the identification of any risks. Precinct assessment has been undertaken to identify the impact the potential developments will have on the community, including increased tourist visitation, population retention and induced health benefits Additionally, our analysis utilises the six principles of activation to guide the development of the precinct in a way that will maximise activation and expenditure capture for businesses. The layout of the report is as follows.

Section 3 - Need and Opportunity Analysis details the need for development, potential opportunities and relevant trends that will impact this precinct going forward.

Section 4 - Concept Development Process provides an overview of the concept development process undertaken to this point.

Section 5 - Preferred Option provides an overview of the demand analysis, with estimations of expected visitation to precinct elements. Utilising this demand analysis, economic and social benefits related to the amenity have been quantified to assess the options that will provide the greatest benefit for the community.

Section 6 - Activation Assessment utilises the six principles of activation to provide advice on strategies that can be used to maximise exposure, expenditure capture and activation for businesses within the precinct.

Section7 - Project Risks and Staging provides an overview of the project risks and the likely staging of elements.



NEED AND OPPORTUNITY ANALYSIS

This section provides analysis of the trends and industry needs considered relevant for the James Street Precinct. This includes an overview of the local area's demography, tourism trends, industry needs to support employment in the area, and current trends in hospitality related employment.

3.1 Demographic Trends

Population

Esperance is the second largest town in the Goldfields-Esperance region. With the town's population of around 10,421, 73% of the Shire's total population, it is the largest population centre within the Esperance and Fitzgerald coast of Australia's Golden Outback.

The Shire of Esperance has experienced modest population growth between 2001 and 2016, adding approximately 1,484 persons. WA Tomorrow population projections from the Department of Planning, Lands and Heritage estimate that the population will reach 14,240 in the year 2031. A stable population projection indicates that the Shire may lack key services needed to attract and retain residents in larger numbers such as entertainment, health, or retail services.

Figure 1. Population Trend Shire of Esperance

Source: ABS 2001, 2006, 2011, 2016, WA Tomorrow 2016

The *Esperance Region Economic Development Strategy* highlights the importance of stronger population growth to the economic prosperity of the region. Similarly, it highlights the importance of filling specialised positions through talent attraction. This provides an opportunity for the James Street precinct to integrate into the Economic Development Strategy by driving resident retention and attraction to the Shire through creation of an activated place.



Shire of Esperance



Implications: A revitalisation of the James Street precinct should balance the needs of the current population with the Shire's aspirational goals of population attraction, in particular working-age population and families

pracsys

Age Profile

Figure 2. Age profile of the Shire of Esperance



Source: ABS 2016

An area's demographic profile is a key driver of the mix of services demanded by the local population. A large population of children will lead to increased education demand, whilst young adults will demand entertainment and recreational activities. Figure 2 illustrates the age profile of the Shire of Esperance compared to the Regional WA average. The Shire's population tends towards families and older residents, with a clear gap in young and middle-aged adults. This demographic profile is reflective of the fact that the Shire's working-age population tends to leave the Shire to explore education and employment opportunities.

A by-product of the Shire's skewed age profile is that household expenditure is less than areas with a flatter age distribution - older residents are more budget-conscious and expend less of their income than young adult and middle-aged persons. This reduces the revenue captured by local businesses, making the area potentially less attractive for future delivery of population-driven services.

Implications: Planning for the James Street precinct needs to consider the requirements of the Shire's older demographic. Simultaneously, the precinct has the potential to provide services that may attract or retain residents to the Shire. In light of the Shire's demographic profile, it is critical to provide services that will attract younger adults and families to the Shire. The area also has potential to create employment opportunities that will also support population goals. Uses such as cafes, restaurants, shopping, active recreational areas and cultural venues will be demanded by a younger demographic, and so delivery of these elements will assist the Shire in realising its goal of resident attraction and demographic diversification.

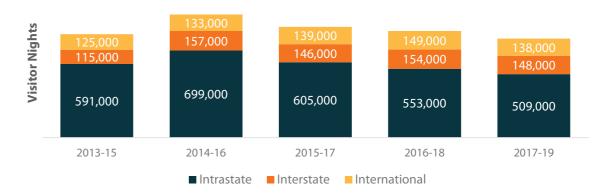
3.2 Tourism Trends

The *Esperance Region Economic Development Strategy* lists economic diversification as a goal, leveraging the natural assets of the region to increase the share of tourism within the regional economy. The Esperance Town Centre Master Plan similarly supports this aim, identifying the James Street precinct as the future hub for culture and tourism.

Figure 3 illustrates the number and source of tourists to the Shire of Esperance between 2013 and 2019. Tourism within the Shire of Esperance significantly varies year-on-year, having recorded a three year high of nearly 1 million visitor nights over the 2014-16 period, to a low of 795,000 visitor nights in the 2017-19 period. The majority of this variance occurs as a result of fluctuation in intrastate visitor numbers. Compared to 2013-15 levels, 2017-2019 visitation nights have dropped by 14% for intrastate visitors.

Attracting and supporting intrastate tourism has a potential to bring the highest benefit to the Shire. This is particularly true in the short-term with COVID-19 travel restrictions in place, limiting the amount of interstate and international visitation that the Shire can attract.

Figure 3. Shire of Esperance Visitor Nights by Visitor Type (Rolling Three-Year Average)



Source: Tourism WA 2020

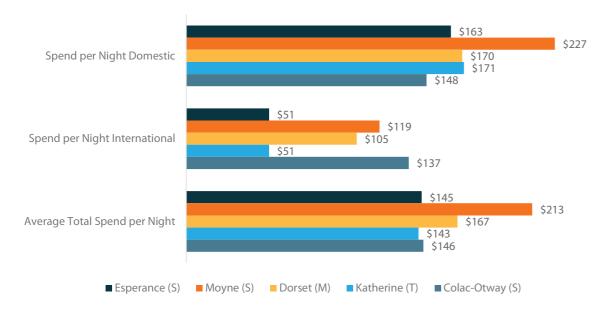
Shire of Esperance 11 Shire of Esperance



Tourism within the Shire of Esperance was benchmarked against similar destination local government areas (LGAs) around Australia. These LGAs were chosen to compare how the Shire of Esperance performs against LGAs with similar supply and demand conditions. Benchmark LGAs were selected based on exhibiting a relatively isolated location, a similar number of yearly visitors and a comparable visitor profile (high proportion of domestic and international overnight night visitors with low domestic day visitors). These areas were also chosen for a similar climate, with all but Katherine being located along Australia's southern coastline or Tasmania.

Figure 4 illustrates the average trip spend for domestic and international overnight tourist visitors to the Shire of Esperance and benchmark areas. The low levels of tourist spend in the Shire of Esperance is likely to reflect both the accommodation choices available to visitors and the lack of amenity for tourists in Esperance.

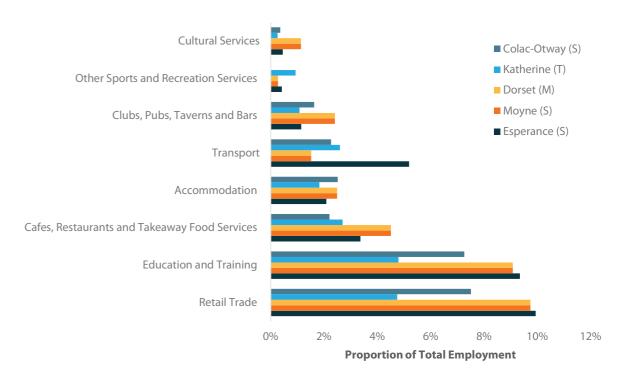
Figure 4. Average Visitor Spend per Night



Source: Tourism WA 2020

The results of consultation with residents and tourists conducted for the Esperance Town Centre Revitalisation Master Plan highlighted a lack of restaurants, cafes and bars for mature aged people, a lack of retail diversity, and limited opening hours of local shops as key concerns. This suggests that tourist expenditure is not being fully captured through the current provision of goods and services. This is further illustrated by the Shire's lower concentration of employment in tourism-related industries than selected benchmarks (see Figure 5). While Esperance's airport is a clear benefit for the Shire, which is reflected in its higher proportional share of Transport employment. However, Cultural Services, Clubs, Pubs, Taverns and Bars, Accommodation, Cafes and related food services all employ proportionally less people in the Shire of Esperance than Moyne, Dorset and Colac-Otway.

Figure 5. Tourism Employment by ABS Tourism Satellite Account Industry



Source: ABS 2016

Implications: Tourist spending data suggests that the Shire is underperforming in its ability to provide a compelling holiday location for tourists. The James Street precinct, as a hub for culture and tourism, should leverage complementary services that appeal to tourists including attractions like a museum, retail and hospitality and a visitors' centre to provide an enhanced all-year-round destination for travellers.

There is a great opportunity for Esperance to provide activities that will attract additional domestic visitors and encourage day-trippers to prolong their stay. Domestic visitors is the key market segment for the Shire that can bring significant benefits.

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3.3 Industry Needs

The demographic and economic composition of a town drive the supply and demand for services, ultimately shaping the mix of businesses. A key distinction when analysing the service composition of a locality is the differentiation between population-driven and export-orientated employment.

Population-driven activity refers to industries or jobs directly related to servicing the needs of a specific catchment population. As such, its concentration will be largely determined by the location of population growth, as well as activity centre hierarchy and maturity. Population-driven services include retail, health care and education.

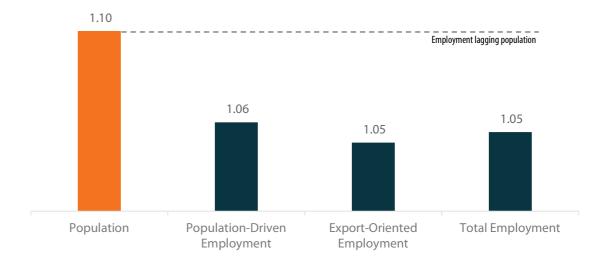
Export-oriented employment refers to jobs in industries through exporting goods and services. Export jobs occur in strategic industries such as mining, agriculture, and defence.

Economies need a mix of both population-driven and export-oriented employment, to ensure that quality of life is driven by economic development as well as provision of amenities, services, and lifestyle choices.

Population-Driven Employment

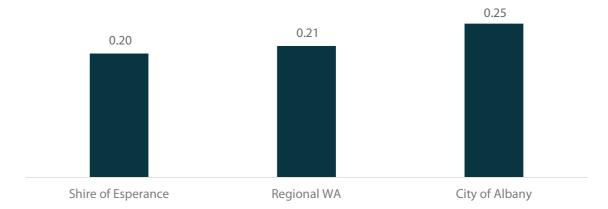
Comparing the change in population of an area to the change in employment types can be used to measure the provision of services. Between 2006 and 2016, the population of the Shire of Esperance increased by 10% whilst the level of total employment only increased by 5% (Figure 6). The lagging employment growth may be explained by the Shire's older demographic, who are less likely to participate in the labour force. Population-driven employment increased (marginally) more than export-oriented employment over the same period, though current population driven employment provisions are lower than both the Regional WA average and the City of Albany (Figure 7). This means that there is likely undersupply of community services that is connected to the quality of life.

Figure 6. Change in Employment and Population (2006 to 2016)



Source: ABS 2006, 2016, Pracsys 2020

Figure 7. Population-Driven Employment Ratio (2016)



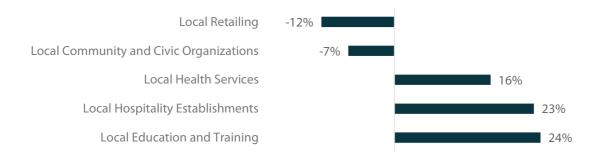
Source: ABS 2016, Pracsys 2020

Although the overall level of population-driven employment increased, not all industries experienced employment growth. As might be expected, the large proportion of school aged children in the Shire resulted in education services employment expanding by 24% within the Shire (Figure 8). Similarly, with an ageing population within the Shire, the demand for health care services increased by 16%.

Retail employment decreased between 2006 and 2016, mostly impacted by a reduction in specialised retailers such as car, department store, clothing and furniture retailing, whilst supermarket and grocery stores increased its employment. Employment in community and civic organisations decreased by 7%, suggesting that the Shire may be have a greater reliance on volunteer community organistations when compared to 2006.



Figure 8. Proportional Change in Local Population-Driven Employment by Industry (2006 to 2016)



Source: ABS 2006, 2016, Pracsys 2020

Implications: Existing volunteer community uses within the James Street precinct should be included into future land use planning. Improved facilities within the precinct may encourage community participation.

3.4 Hospitality Employment

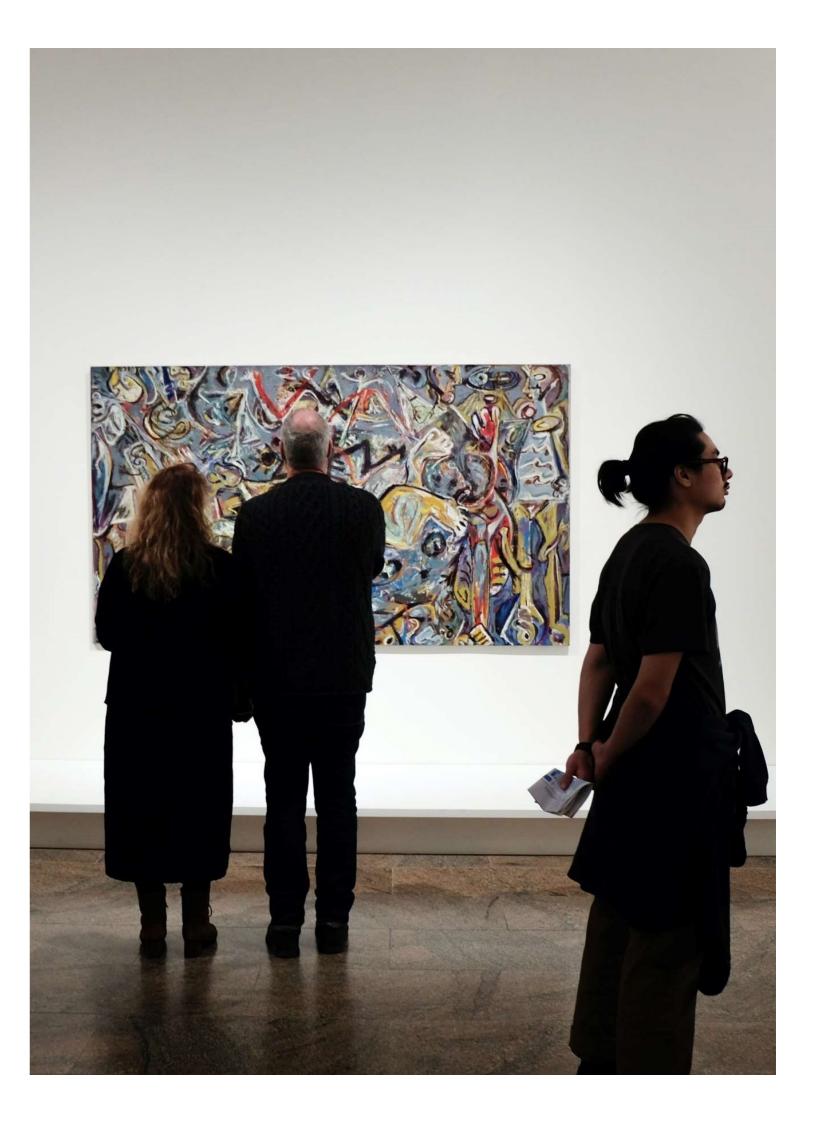
Although Figure 8 shows an overall increase in local hospitality employment, sector growth mostly occurred in takeaway food services, representing 33 additional takeaway food service jobs or 65% of the employment growth in the sector (Figure 9).

Figure 9. Change in Hospitality-Related Employment (2006 to 2016)



As previously discussed in Tourism Trends, community consultation highlighted a lack of restaurants, cafes and bars for mature aged people, a lack of retail diversity and limited opening hours of local shops. The James Street precinct can potentially work to solve some of the current gaps in provision of these services.

Implications: Growth in dine-in restaurants is needed to provide a sense of atmosphere and liveability within the Shire of Esperance. James Street precinct serves as an ideal location for hospitality offerings, given its location near the foreshore and its categorisation as a tourism hub.





4 CONCEPT DEVELOPMENT PROCESS

The concept development process included five distinct stages, taking the project from inception to this demand and feasibility analysis and report. The following section sets out the work undertaken by Pracsys with key findings detailed.

The Concept Development Process included an in-depth analysis and review of the demographics, tourism, and local industry within the Shire of Esperance. This information was used to identify key needs which could be addressed within the James Street Precinct. The analysis also involved a review of potential precinct elements which could be incorporated into the precinct. These elements were analysed to determine what benefits would be likely to materialise, given the demographic and tourist profile for Esperance. The results of were fed into the community consultation conducted by PLACE Laboratory.

Following the initial community consultation within the Shire, a more thorough approach to concept development was agreed. This was developed so that the final outcome of the precinct would better represent the desires of the Shire and its residents.

This resulted in three distinct design scenarios being prepared by PLACE Laboratory. Each design incorporated the key themes identified for the precinct, which are:

- A taste of Esperance
- A home for all
- Culture club
- Holiday place
- Coastal life

The three designs included:

- Garden Collective which leveraged the natural beauty of the precinct to develop a nature lead development
- Super Village which maintained the core character of the precinct whilst addressing the gaps in retail
 and entertainment
- Heritage Spine which created a walkable precinct with history and heritage at the forefront

The distinct designs were analysed and ranked on their ability to address the most important needs and opportunities for the Esperance community. An assessment criterion was developed and workshopped with PLACE Laboratory based on the results of the background review, community consultation and in discussions with the Shire. The use of the assessment criteria allowed for an objective ranking of the most appropriate design and precinct elements, reducing the likelihood of bias or heuristics in decision making.

The detailed assessment criteria included 22 different criteria attached to three broad categories of; Tourism in Mind, ensuring the precinct addressed the needs of tourists; Community Focused, to ensure that the local

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populace was catered for and invited into the precinct; and Connected to Identity, to ensure that the history and heritage of the precinct was maintained.

Overall, the best elements of these options were selected and brought forward into the preferred option analysis conducted within the report.



5 PREFERRED OPTION

This Section provides an estimation of expected demand for potential amenity to be included at the James Street Precinct. Utilising this demand and further research, identification and quantification of benefits that will be generated by this amenity has been undertaken. This will allow for the identification of the redevelopment options that will generate the greatest return to the community.

The preferred option will include the following elements:

Museum

Visitors Centre

Library

- Community facilities
- Flexible space for events and exhibits
- Soundshell and Amphitheatre
- Community gathering place in RSL park
- Village green

The concept plan explains and illustrates these elements in greater detail.

COVID-19 Demand Impact

COVID 19 has been a highly disruptive event for Australian tourism. Today, the outlook remains uncertain. Discussions of dealing with outbreaks through regional lockdowns are giving way to vaccination rates, quarantine arrangements and travel bubbles suggesting that a return to normalcy may be on the horizon. However, throughout this period of disruption, some areas throughout Australia have seen an increase in visitation as domestic tourism has flourished. Although visitation data is not available for the past financial year, anecdotal reports from Esperance suggests that there has been increase in visitation above pre-COVID numbers.

To ensure that this exogenous shock is not carried into future visitation projections, all data sources and forecasts have utilised pre-covid numbers. Therefore, the underlying assumption utilised throughout the feasibility study is that in the long term (5 years +) visitation patterns will return to a pre-COVID state. This will ensure that the overall demand estimated for the project is conservative, and that the demand and feasibility is not reliant on inflated COVID tourism numbers. This also reflects the uncertainty in tourism recovery scenarios. Tourism Research Australia is expecting Australian's propensity to travel internationally to recover comparatively quickly reducing the potential domestic market.

5.1 Demand Analysis

The redeveloped precinct will deliver many attractions and activities that will assist in increased visitation from both the local population and visitors to Esperance. Figure 10 below illustrates the core attractors for the James Street Precinct by user group. The unique characteristics which transform the individual elements into a destination precinct are also listed as multipliers for visitation. These are expected to contribute towards creating a differentiated unique selling proposition for the precinct and contribute to Esperance's tourism assets.



The elements in bold are the primary drivers of visitation demand and have been used to quantify overall precinct visitation. Non-bold elements are considered to support these primary drivers with benefits derived in section 5.2 - Benefits Analysis.

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Overall, State Government projections for population growth outlined in WA Tomorrow, have the population of Esperance remaining mostly steady into the future. As such, the population and demographic profile of Esperance has been held as constant across the 20 year evaluation period.

Similarly, Tourist visitation to Esperance has remained mostly constant over the previous years, averaging around early 200,000 visitors. Therefore, no growth in tourism has been included within the modelling. Although the project is intended to increase visitation to the Shire, the exclusion of visitation growth has been used to ensure that the benefits and demand are realistic and evidence based.

Figure 10. Visitation Demand Framework

Visitation Attractors

Drivers of visitation to the precinct

Population Library Volunteer Centre	Both Playground Café Flexible Spaces Events	Visitors Visitor Centre Museum
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Multipliers for Visitation

Unique characteristics which create a destination precinct

Heritage	Design	Foreshore
Co-Location	Walkability	Events

Source: Pracsys 2021

Visitor Centre Visitation

The current visitor centre is located along Dempster Street in the museum village. It exhibits a modern floorspace footprint and is located away from the Town Centre, limiting incidental visitation from foot traffic. The redevelopment will see the visitor centre moved to a co-located facility with the museum and library, with views of the foreshore. This will provide greater opportunities for visitors to the other tourist attractors (museum and foreshore) to visit the visitor centre, subsequently increasing the awareness of the Esperance region and its tourist products.

To estimate the likely visitation to the new visitor centre, data from Tourism Research Australia was applied to the tourism profile of Esperance. This provided an estimated visitation of 30,480. To quantify the improvement in moving the visitors centre to the James Street precinct, the intrastate visitor usage rate was improved from the average of 9% to the interstate visitor centre usage rate of 17%. This represents the benefit that a convenient location could bring in raising awareness and accessibility for intrastate tourists – the largest market for Esperance. Therefor this results in a total of 43,100 visits to the visitor centre 41% above the current estimate (Figure 11).

Although this increase is considerable, it is not without precedent. The Albany Visitor Centre increased its visitation by 89% when moving to a co-located facility on its main street in 2018. This is discussed further in Precinct Multipliers below.

Figure 11. Estimated Visitation to Esperance Visitor Centre

	Visitor centre usage	WA	
Visitor	average	Visitors to Visitor Centre	
Interstate		17%	6,120
Intrastate		17%	26,860
International		39%	10,140
Total			43,120

Research from Tourism Research Australia found that of non-users of visitor centres, nearly all said that they would stop at a visitor centre in the right situation¹. Additionally, those who visit a visitor centre are more likely to visit national and state parks, heritage buildings or sites, museums, and art galleries, and/or take an

organised tour. Therefore, increasing the convenience of accessing the visitor centre is expected to reduce

the barriers to access and have a positive effect on the tourism economy.

Museum Visitation

Currently, the museum is open for only three hours on Thursday to Sunday, limiting the number of visitors it can serve. Additionally, the museum runs on a cash-only basis, which risks turning away potential customers.

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¹ Tourism Research Australia, 2015, The Influence of Western Australian Visitor Centres on Tourist Behaviour



It is expected that the visitor centre will be used to sell tickets and potentially merchandise with an expanded payments system.

It is also assumed that the new museum will be open longer in peak seasons with restricted opening hours in winter. As visitation to Esperance is concentrated in the summer months, the restricted winter opening hours are unlikely to materially affect museum visitation numbers.

Visitation to the museum was estimated based on average museum visitation for Australia by age group as reported by the ABS. Therefore, once completed the museum is likely to host 25,000 visitors from both Shire of Esperance residents and visitors. At current admission rates, this is likely to generate \$204,000 per annum, of which, \$137,000 will be additional revenue to current visitation.

Museum Visitation FY 18/19

Museum Visitation FY 19/20



iM:

8,836 visitors

8,190 *visitors*

Estimated Redeveloped Museum Visitation



25,000 *visitors*

Source: Pracsys 2021, Shire of Esperance 2019,2020, ABS Attendance at Cultural Venues and Events 2017-18

A sense check to ensure the veracity of this figure was conducted by comparing the expected attendance at the redeveloped museum to similar museums around Western Australia. As can be seen in Figure 12, the estimated attendance at the James Street Precinct Museum as a proportion of overall LGA visitors is below other LGAs, suggesting that is an appropriate estimate.

Figure 12. Benchmarking of Museum Attendance

Museum	Attendance to Musuem (a)	Visitors to LGA (b)	Percentage of Attendance to LGA Visitors (a)/(b)
Estimated James Street Precinct	25,000	220,000	11%
Museum of Geraldton	42,801	313,000	14%
Museum of the Goldfields (Kalgoorlie)	35,830	237,000	15%
Museum of the Great Southern (Albany)	85,574	470,000	18%

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Albany Heritage Park and	65,642	470,000	14%
National ANZAC Centre			

Source: Tourism WA LGA Factsheets 2020, City of Albany Annual Report 2019, WA Museum Annual Report 2019-20

Playground Visitation

The visitation to the playground was estimated based on playground frequency of participation (Figure 13) and participation by age statistics (Figure 14) based on a 2018 study of playgrounds in Canberra². The breakdown was applied to both the resident population and the expected museum visitation for those aged 0 to 12³. Of the 25,000 visitors to the museum, 6,500 are expected to be tourists aged 0 to 12⁴. An assumption that each child will play in the playground once has been made. This is expected to provide a fair balance between those who do not participate and those that will participate more than once over their visit to Esperance.

Figure 13. Frequency of Participation (playground)

Frequency	Proportion of Participants (%)
Daily	9
3 times per week	19
Weekly	55
Monthly	8
Fortnightly	6
Once or twice a year	3

Source: Hope et al. 2018

Figure 14. Participation by Age (playground)

Age Group	Participation rate (%)
0 to 1	35
2 to 5	36
6 to 8	19
9 to 12	9

Source: Hope et al. 2018

Based on the demographics of the Shire, it is estimated that 60,000 visits are demanded for playgrounds per year. These visits have been distributed across the four large playgrounds within the Shire to develop an estimate of 15,100 visits to the precinct's playground from local residents.

Based on these benchmarks, there is expected to be 21,600 visits from visitors and local residents when completed.

² Hope et al, 2018, Canberra Destination Playgrounds Study

³ Age demographics of museum visitors was estimated based on visitation profile of the Geraldton Museum. Western Australian Museum, 2013, Western Australian Museum annual rolling visitor research report

 $^{^4}$ Visitation to the museum from the resident population has been excluded from this figure to avoid double counting.

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Library Visitation

Vastation to the library was estimated based on the attendance data to libraries as reported by the ABS. This has been applied to the resident population only, as it is not expected that the library will appeal to tourists. It is important to note, that the integration of the library and museum may include opportunities for cooperation that could increase visitation to the library from residents and tourists alike, however, this has not been quantified in this report.

Figure 15. Library Visitation

Age Group	Attendance Rate	Visits per annum
5 - 14 years	53%	1,075
15-24	33%	566
25-34	30%	481
35–44	37%	637
45–54	30%	623
55–64	26%	473
65–74	33%	447
75 and over	29%	278
Total Visitors		4,580

Source: Pracsys 2021, ABS Attendance at Cultural Venues and Events 2017-18

Precinct Multipliers

The "precinct multipliers" are expected to increase visitation to the precinct. Although it is difficult to directly quantify the benefits of these elements as they are not mutually exclusive, research and data on heritage and co-location suggests that an increase in visitation is likely.

Trends in visitation collected over 2014 to 2017 suggests that the visitor segments for aquatic and coastal, natural beauty and history and culture have sustained consistent growth (Figure 16).

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Figure 16. Tourism Australia Activity Segments 2014 to 2017



Source: Tourism Research Australia 2019

The location of the precinct with views of the foreshore, as well as the integration of the existing heritage elements through the goods shed and museum is expected to appeal to these growing visitor activity segments. When integrated into the wider tourism marketing for Esperance, additional visitation is likely to occur.

Case Study: City of Albany Visitor Centre

Visitor centres play a critical role in informing and educating tourists about local areas and attractions. It has been found that visitor centres make an immediate financial contribution in their local area, and more broadly enhance the quality of visitor experiences and encourage future advocacy by visitors to the region.

In 2018, the City of Albany moved its visitors centre from a small building on the fringe of the main street to a co-located library facility in the heart of town. The impact of this move can be seen through the increase in patronage to the visitor centre (Figure 17). The year following the relocation, visitor centre patronage nearly doubled whilst overnight visitors to Albany remained mostly constant. The City also recorded increase in visitor spend between 2017 and 2018, with Domestic Overnight visitors recording a 13% increase when compared to the year prior⁵.

⁵ Tourism Research Australia, 2019, LGA Factsheet Albany



The success of the relocation was such that patronage was greater than the estimate of overnight visitors, suggesting that visitors made multiple trips to find information on the area, and to book services and tours. Before the COVID-19 pandemic required the visitor centre to close for 3 months in 2019/2020 FY, patronage was on track to eclipse 18/19 FY. This case study demonstrates the benefits of collocating and relocating the visitors centre with an expected increase in visitation to both the visitors centre and the museum.

Figure 17. Visitor Centre Patronage (FY 2017 to 2020)

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5.2 Benefits Analysis

New Visitor Centre and Additional Spend

Based on Tourism Research Australia research, 13% of Western Australia tourists who have stopped at a visitor centre have extended their stay in a location as a result.⁶ The proportion was even higher in the Golden Outback region, particularly in more remote locations – 21% of tourists have increased their duration-of-stay due to the visitor centre. The average increase in length of stay was two nights.

Visitors also report improvements in their knowledge, perceptions and experience in an area as a result of their visitor centre stop, that can improve the overall image and perception of Esperance as a worthy accompaniment to a longer road trip.

Together with the increased amenity, food and beverage options, and information on wider offerings within the Shire, the improved location and larger format visitor centre within the precinct has the potential to increase the length of stay for visitors.

By moving the visitors centre to the precinct, it is estimated that an additional 12,640 visitors per year will visit the visitor centre and, subsequently, 13% of them (or an additional 1,643) will extend their stay in Esperance. Applying an average overnight trip visitor spend of \$144 per day⁷ for two days to this number of visitors results in a present value benefit of \$3.64 million over the 20-year modelling period.

Additional Museum Revenue

As mentioned in Section 5.1, visitation to the museum is expected to increase from current levels of 8,100 to 25,000. This represents an additional 16,900 paying visitors to the museum. To determine the value of this we can apply the current admission cost to the age demographic of museum visitors. The present value of the additional museum visitors over 20 years is \$1.06 million.

Operational Cost Savings and Value of Released Land

In addition to the revenue from additional museum visitors, the consolidation of the library, museum, and visitor centre into one facility will provide opportunities to reduce overheads by sharing resources. This is expected to provide operational cost savings to the Shire.

Furthermore, the consolidation will allow the Shire to use the existing library and visitor centre location for higher value uses. This may include selling the land or leasing for other developments. This revenue could then be used to offset the costs of constructing and maintaining the redeveloped precinct. This value has not be quantified within this report.

Additional Tourism Employment

⁶ Tourism Research Australia, 2015, The influence of Western Australian Visitor Centres on Tourist Behavior Summary, pg. 5.

⁷ TourismWA, 2020, Shire of Esperance



The additional revenue generated by the precinct from museum visitors and the visitor centre will support additional employment throughout the Shire. The ABS National Input-Output tables was used to estimate the effects of employment that the additional tourism expenditure could support.

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Based on an estimated additional expenditure of \$473,000 per annum from the increased visitation to the visitor centre and an average output per FTE of \$135,0008 per employee, it is estimated than an additional 3.51 FTE employment opportunities could be supported in the wider Shire of Esperance. It is important to note that this figure only accounts for the increased length of stay resulting from the additional visitors to the visitor centre based on holding tourism constant. Should additional visitation to Esperance occur as result of the project, additional employment opportunities will be created which are not quantified in this report.

Population Retention and Attraction

The project will increase the liveability of Esperance, by providing additional employment opportunities, amenity and improve community and recreation space. This is likely to increase the attraction of Esperance for prospective population demographics and retain current residents, through increased attraction and tourism business opportunities.

The analysis conservatively assumes that the improved liveability will support the rate of population growth that is projected in the long-term. It is likely that Esperance could exceed the conservative State Government population projection of Band C to Band D⁹. This results in an 96 households attracted or retained within Esperance over the 20 year modelling period.

This retained and attracted population will contribute to sustaining and growing jobs in the Shire. A number of the Shire's industries are population-driven and require a certain concentration of people to be viable. This includes key services such as health, education, and aged care. Of total household expenditure, retail expenditure is the most likely to be spent locally. Based on the Household Expenditure Survey, the average weekly household retail expenditure is around \$424 per week (\$2016)¹⁰. That is \$23,600 (2021) per year, per household. The present value of this attracted and retained population is \$6.35 million.

Intrinsic Value of Museum Attendance

Museum visitors are likely to experience enjoyment from viewing the museums exhibits and interacting with the precinct's interpretive elements. The future museum is slated to showcase the importance of Esperance, and the contribution of indigenous and colonial history. There is a standardised value of leisure time that can be used to estimate the intrinsic value of cultural activities (it has been used in libraries, museums, and sporting facilities evaluations)¹¹ .This value of leisure time is \$15.30 per hour per person in 2021 dollars¹².

As discussed above, the museum will conservatively attract around 25,000 tourists per annum. Applying the value of leisure time to all museum visitors results in \$2.88 million present value of intrinsic value of museum attendance over the 20-year evaluation period.

Educational Value of Museum

Museums play a valuable role in both directly and indirectly contributing to educational attainment. As technology has changed the way that classes and curriculum are delivered, museums and community facilities such as art galleries are playing an increasing role in the delivery of specialist learning packages. Research from the United Kingdom on the value of museums found that museums inspire learners across all age ranges and genders, build self-esteem and confidence, can motivate disadvantaged individuals and groups, and can stimulate vulnerable pupils and those that find learning difficult¹³.

The Esperance Museum has a history of integrating education into the museum through events like the library Family Stargazer Night at the Museum. An expanded and improved museum, as well as the co-location of with library is expected to increase this future education benefit.

Active Infrastructure Health Benefits

Community playgrounds offer a multitude of benefits that go far beyond aesthetics and giving kids something fun to do. They are the heart of a community and an indispensable gathering space that can benefit everyone.¹⁴

High-quality playgrounds create an opportunity for children for free play. Playgrounds provide critical space for children to be given opportunities to move and be encouraged to advance into the next stage of development. The lack of physical fitness among children poses a danger to their health as adults, and playground equipment is one avenue to promote physical activity of children. In addition, a playground with a unique and innovative design can be a destination, attracting resident families and visitors alike.

There are significant health benefits attributable to participation in physical activities. It has been linked to a reduced risk of developing a number of chronic diseases and improved mental health. An Australian study found that each hour that an individual engages in moderate physical activity brings \$3.02 (in \$2010) per hour of health benefits. The benefit represents savings to the healthcare system. In 2021 dollars this equates to \$3.63 per hour of physical activity. It is assumed that children will play for one hour per visit and receive the same benefits from participating in physical activity as adults. This present value benefit over 20 years is therefore estimated as \$565,813.

The actual benefit is expected to be higher, as current estimates do not include benefits gained by adults who spend time with their child at the playground or children older than 12 who will use the playground.

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⁸ Average of Retail and Food and Beverage services output per FTE

⁹ Department of Planning, Lands, and Heritage, 2016, WA Tomorrow

 $^{^{\}rm 10}$ ABS, 2016, Household Expenditure Survey, Australia: Summary of Results, 2015-16 .

¹¹ State Library Victoria, 2018, The Socio-Economic Value of Public Libraries to Victorians, pg.26

¹² Ibid

¹³ Department of Culture, Media and Sport, 2004, Inspiration, Identity, Learning: The Value of Museums

¹⁴ Landscape Structures, n.d., Benefits of Community Playgrounds, https://www.playlsi.com/en/playground-planning-tools/resources/park-playgrounds/community-benefits/

¹⁵ Trubka, R., Newman, P., Bilsborough, D., 2010. The Costs of Urban Sprawl – Physical Activity Links to Healthcare Costs and Productivity



Playgrounds Social and Emotional Skill Development

Playgrounds provide crucial and vital opportunities for children to play. There is substantial research showing the clear link between play and brain development, motor-skills and social capabilities. All learning—emotional, social, motor and cognitive — is accelerated, facilitated, and fuelled by the pleasure of play. Playgrounds that promote different types of play are vital for a child's cognitive, emotional, physical, and social development.

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Research on brain development shows that the most crucial time for a child's development is in the earliest years. The act of play by a child stimulates brain development and function and has a key role in building the foundation, organization, and capabilities of the brain. ¹⁶¹⁷Play is the primary vehicle for development of the imagination, intelligence and language. The playground maximizes opportunities to engage in a greater amount of play with their peers. Through the act of playing, children learn social and cultural rules, experiment with various emotions and explore the socially shared system of symbols. ¹⁸

Value of Preserving and Maintaining Heritage

Heritage is what is to be inherited or passed on for future generations¹⁹. Academics have refined and expanded on this definition to attempt to value heritage, breaking its community value into use and non-use values. Non-use values include the following²⁰:

- Existence value: individuals value heritage items simply because it exists
- Option value: the wish to preserve the heritage items in order to leave open the option for future use
- Bequest value: individuals wish to preserve the heritage items for future generations

Through willingness-to-pay surveys, multiple studies²¹ have determined the value of heritage. SGS Economics and Planning developed a heritage valuation tool based on the results of a number of attribute valuation surveys. The median willingness to pay for the preservation of heritage assets was estimated to be \$118.13 per person per year, with a range of values reported between \$173.90 to \$0.07 depending on the significance, quality, access, and other factors.²²

The project will update and improve accessibility to the public of the unique heritage of the area, through increasing the hours of operation for the Museum, and adaptive reuse of the goods shed.

It has been conservatively assumed that the current precinct achieves only 50% of the potential median value for heritage, based on its current form and limited community uses. The project is likely to improve this value

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to the median. The present value of the preservation and adaptive reuse of the area's existing heritage assets over the 20-year evaluation period is estimated to be \$5.89 million.

Additional Volunteering Benefits

Esperance has a proud history of volunteering, spearheaded by its volunteer centre. The project will create additional opportunities for the local community to come together and volunteer. The expansion of the museum and its opening hours, as well as the re-located volunteer centre, will create new opportunities for community involvement and volunteering.

Many museums use volunteers to assist in both front and back-of-house operations. A study of the economic and social contribution of cultural facilities in central NSW²³ – which included a review of five museums and four community use spaces - found that over 11,900 volunteer hours of work were performed in addition to paid work across 12 study facilities.

Volunteering provides productivity, civic and individual benefits to society. Volunteering WA has estimated the value associated with each component of volunteering²⁴:

- Productivity benefit (benefits which consumers of volunteering receive, enabling them to be more
 effective and efficient in their chosen employment) \$24 per hour spent volunteering in 2014 dollars
- Civic benefit (the cost of replacing volunteers to provide the same community-wide standard of living) - \$48 per hour spent volunteering in 2014 dollars
- Individual benefit (benefits of well-being and satisfaction) \$25 per hour spent volunteering in 2014 dollars

The current Esperance Museum is an entirely volunteer-run organisation, with its strategic plan identifying 50 active volunteers working at the facility in a broad range of roles including researching, archiving, and operating a small gift store²⁵.

Volunteering Australia estimates the average person volunteers 2.6 hours per week, equating to 136 hours per year per volunteer at the Esperance Museum²⁶. Assuming that the redeveloped Museum will be open for an additional 936 hours a year²⁷, an additional 17,000 volunteer hours per year will be created. It is important to note that the co-location with the library and visitors centre will reduce the liability of volunteer hours, as services may be shared. Therefore, this is expected to represent the upper bound of volunteer hours. The City of Albany has instituted a 'Local Legends' initiative at the National ANZAC centre, which has grown 40% to 3,807 volunteers over the 17/18 to 18/19 financial years. This allows locals residents to provide volunteer tours

¹⁶ Rivkin, M. Outdoor Experiences for Young Children. ERIC Digest, 2000.

¹⁷ Perry, B., Hogan, L., Marlin, S. Curiosity, Pleasure and Play: A Neurodevelopmental Perspective. Haaeyc Advocate, 2000.

¹⁸ Frost, J. Child Development and Playgrounds. Parks & Recreation, 1997.

¹⁹ Tonkin, S, n.d., What is Heritage?, https://www.environment.gov.au/system/files/pages/f4d5ba7d-e4eb-4ced-9c0e-104471634fbb/files/essay-whatisheritage-tonkin.pdf

²⁰ Throsby, D, 2007, The Value of Heritage, https://www.environment.gov.au/system/files/resources/da10a766-2ef7-4989-b202-edac0f5d6f3e/files/economics-value.pdf

 $^{^{\}rm 21}\,\text{SGS}$ Economics and Planning, 2018, The Value of Heritage: Literature Review

²² SGS Economics and Planning, 2018, The Value of Heritage: Summary Report

²³ Museums & Galleries NSW, 2009, Value Added! the economic and social contribution of cultural facilities and activities in Central NSW, https://mgnsw.org.au/wp-content/uploads/2019/01/Value_Added_V8_for_Web__131126.pdf

²⁴ Volunteering WA, 2015, The Economic, Social and Cultural Value of Volunteering to Western Australian, pg.108.

²⁵ Shire of Esperance, 2017, Esperance Museum Strategic Plan 2017-2023,

https://www.esperance.wa.gov.au/sites/default/files/publication/files/2017_08_museum_strategic_plan.pdf

²⁶ Volunteering Australia, 2015, Key facts and statistics about volunteering in Australia, https://www.volunteeringaustralia.org/wp-content/uploads/VA-Key-statistics-about-Australian-volunteering-16-April-20151.pdf

²⁷ Bencmarking to similar museums suggests and opening 10am to 4pm, 5 days a week. It is assumed that these hours will be varied in the peak summer months and reduced in the off-season averaging at 30 hours per week.



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for their friends and family – a form of volunteering. This shows how innovative methods can be used to increase the hours of volunteering to meet the needs of an upgraded facility.

Application of the aforementioned volunteering benefit metrics to the precinct results in an estimated per annum productivity benefit of \$440,000, civic benefits of \$878,000 and individual benefits of \$458,000. The present value over 20 years of the most conservative benefit, productivity, is estimated to be \$3.63 million.

Social Capital Uplift

Social capital is broadly defined as the trust, norms and networks established in the community that facilitate coordinated actions²⁸. Community infrastructure underpins community wellbeing and fosters social interaction, which is a key component in building social capital.

Two measures of social capital are place dependence and place identity. They are seen to reflect an individual's estimation of how important the place is in achieving life goals and their emotional attachment to the place, respectively. Consequently, they are used to gain an understanding of belonging and commitment to a local area and community. A study²⁹ of regional community facilities found that museums helped residents understand local history and heritage, enhanced their connection to and with their community, and helped to develop a sense of place. The study also found that the respondents who visit these facilities more often had an increased place identity.

The redeveloped precinct includes many elements and features that bring the community together and that encourage community participation. As many organisations and community groups already frequent the area it is likely that the precinct will be further activated for community events. The precinct's proposed playground will encourage children to play and interact and the museum will offer opportunities for heritage and cultural learnings including the display of Aboriginal culture through interpretative elements and within the museum.

While it can be difficult to measure the value of social capital, there are specific measures that can be used to demonstrate its benefits. Studies have identified direct links between high levels of social capital and positive changes in society such as lower crime, better health, higher educational attainment, and better economic growth³⁰. In addition, a strong sense of place can lead to increased retention of a skilled and educated population.

5.3 Benefits Summary

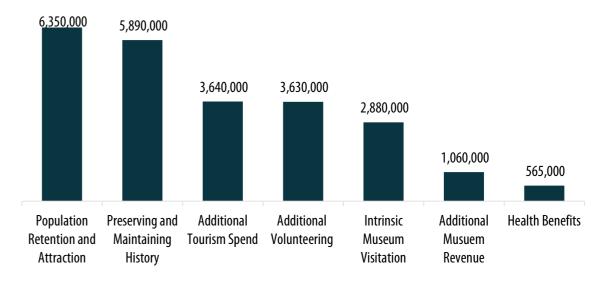
The project has the potential to bring significant benefits to the Shire of Esperance, its local populace and for local tourism businesses. Overall, the largest potential benefits are in increasing and retaining residents and their retail expenditure, preserving and maintaining the history of the goods shed and museum, and in providing an outlet for visitors to enjoy their stay through the museum and visitor centre (Figure 18Figure 18. Present Value Benefits).

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Figure 18. Present Value Benefits



Source: Pracsys 2021

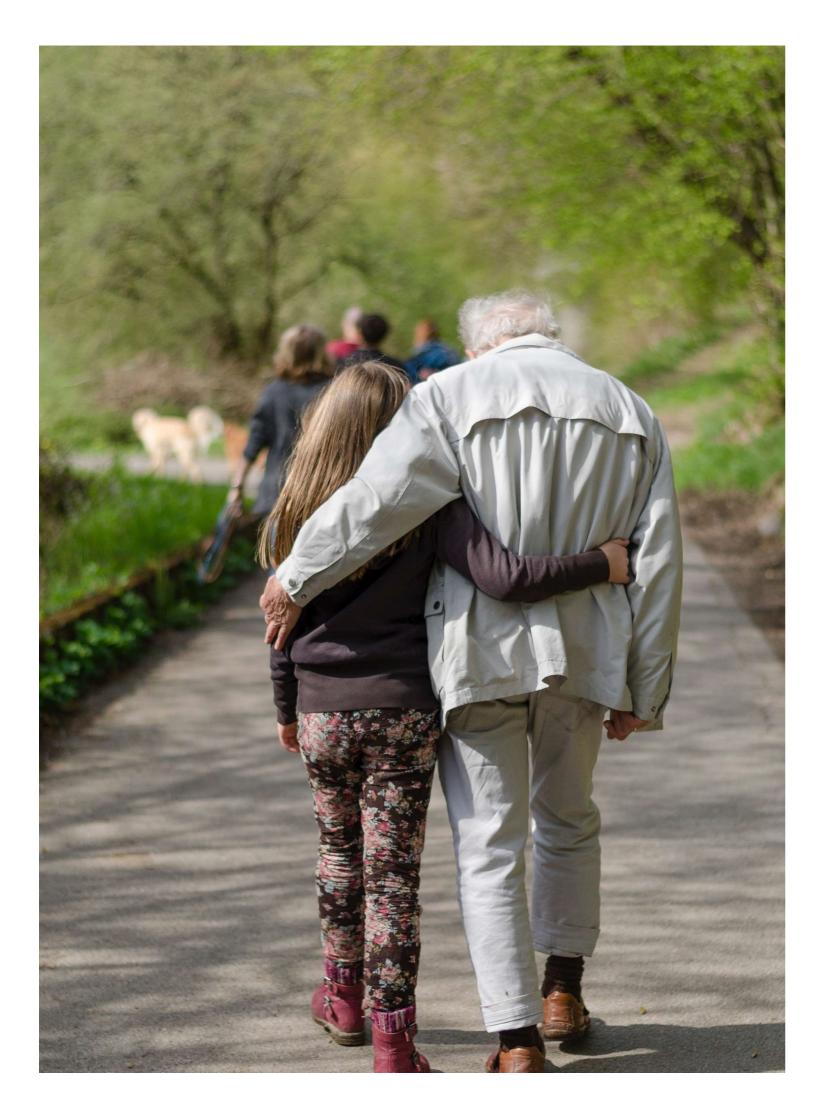
In addition to the benefits quantified, the project is expected to deliver additional qualitative benefits including:

- Value of the released land through relocating the library and visitor centre
- Education benefits brought about by the library and museum
- Social capital uplift for residents
- Employment opportunities in the wider economy brought about by increase in tourism visitation
- Operational cost savings by sharing infrastructure and resources

²⁸ Cox, E 1995, Raising Social Capital, pg. 3

²⁹ National Museum Australia, Understanding Museums: Regional Museums

³⁰ Halpern, D, 2009. The Hidden Wealth of Nations





6 ACTIVATION ASSESSMENT

This section applies the six principles of economic activation to assess the proposed actions relevant to the James Street Precinct. Economic activation relates to the quantity and frequency of transactions in a centre. Designing places with consideration of economic activation increases community cohesion, business viability and the overall sense of place.

The six principles of economic activation consist of the following:

- Purpose
- Access
- Exposure
- Origins
- Destinations
- Control / Strategic Sites

Detailed analysis of each principle is reported below.

Figure 19. Economic Activation Assessment of the James Street Precinct

Principles	Description and Assessment Consideration
Purpose of Place	This is used to determine what the James Street Precinct represents to its target
	user group (residents, tourists) and how it nests within the Esperance Town
	Centre.
	Place Statement
	James Street is full of opportunity; it will utilise the existing heritage, culture and
	creativity and look towards the future. James Street will be the place of discovery and
	celebration of all things Esperance - and extend from the town centre onto the
	foreshore. As a cultural and tourism hub, it will be a fun and engaging place for
	visitors and locals, at all times of the year.
	Considerations
	Value is added by designing places which maximise both frequency and
	concentration of transactions
	Assessment
	Esperance's off-season weather and afternoon winds will shape usage
	patterns
	Actions
	The precinct has been designed with outdoor areas that provide cover from
	wind to enable greater utilisation



Principles	Description and Assessment Consideration		
	The precinct elements also provide indoor activities will be used to drive		
	winter visitation		
Access	Areas from which the precinct is accessed		
Arrival Points	Considerations		
	Decisions about access begin 5km from the place		
	 Good design funnels users into the core of the place 		
	Assessment		
	Pink Lake Road / Andrew Street as well as Derwent Street and The Esplanade		
	will be the main access routes for tourists.		
	Actions		
	Vehicle wayfinding signage should be considered along main entry routes		
	to allow for ease of access to the visitors centre.		
Origins	Origins are areas from which pedestrian movement begins		
Car Parking and	Primarily consists of car parks in and around the Town Centre as well as		
hotels	hotels.		
	Considerations		
	Parking and public transport arrival points are the drivers of pedestrian		
	movement		
	Strategic distributions of origin points will maximise pedestrian movement		
	Origin points should be spaced around the precinct to encourage		
	pedestrian flow whilst exposure onto retail and precinct elements		
	 Locations of origins are more important than the number 		
	Assessment		
	Parking is limited on the Hicks Street side of the precinct which is to be		
	remedied through the new carpark.		
	 Parking is generally well provided for around the precinct. 		
	Hotels and accommodation immediately to the north and the south of the		
	precinct will provide baseline activation due to proximity		
	Carparks linked to business fronted on Dempster street restrict movement to and visibility of the Procinct.		
	to, and visibility of the Precinct		
	Actions		

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Principles	Description and Assessment Consideration		
	Carparks in and around the James Street Precinct should be redeveloped to		
	encourage pedestrian flow between the town centre and James Street		
	Parking needs to consider caravan and RV sizes		
Exposure	Exposure indicates active frontages that are exposed to high levels of		
Pedestrian	pedestrian traffic.		
Movement	Exposure areas were determined through:		
	Assessing the connections between origins and destinations		
	Identifying active frontages along with these connections		
	Considerations		
	Pedestrian movements should be channelled through activated frontages		
	as retail sales are directly related to pedestrian traffic		
	Assessment		
	Retail is not the primary focus of the James Street Precinct, however the		
	same principles can be applied to drive visitation to the museum, library and		
	other precinct elements		
	Dempster Street and The Esplanade are most likely access routes for		
	pedestrians not parking directly at the precinct		
	Pedestrian movement and flow between the precinct and the town centre		
	of Dempster Street is somewhat restricted by the layout and function of the		
	area behind the Dempster Street shops. Creating a well-designed, inviting		
	route between the two precincts will likely improve the function of both		
	through enhanced walkability.		
	Exposure of Precinct elements towards the foreshore and the Whale Tail Advantage of the standard on it is a destination for the towards and		
	sculpture should be considered as it is a destination for the tourists and residents alike.		
	Actions		
	Consult with landowners to identify opportunities to activate frontages Destruction to a restrict and the restrict area.		
	between the precinct and the retail core		
	The ability to link the Town Centre to the precinct will likely drive viability of retail and food and beverage to the south of James Street.		
	of retail and food and beverage to the south of James Street.		
	 Pedestrian wayfinding signage should be considered at main destinations within Esperance to provide awareness for other attractions/amenity 		
	maximising trip length		
	maximising dip length		

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Principles	Description and Assessment Consideration	
Destinations	Destinations are areas that attract high concentrations of visits. The main	
Major Attractions,	destination must be clearly defined.	
Anchors	Major destinations include entertainment and recreation venues, supermarkets and retail, and population services	
	Considerations	
	 User behaviour Maximise the impact of attractions through supporting uses to encourage multi-purpose trips and longer length of stay 	
	Assessment	
	 The town centre has numerous destinations that drive visitation. These include the foreshore and whale tail sculpture, the retail core along Dempster Street, the Boulevard Shopping Centre and numerous hotels and accommodation providers. The James Street Precinct is and will continue to be a destination. The inclusion of a library will increase its attraction to residents who may not have had a reason to visit the museum. Actions Once completed, the co-located precinct is expected to be a prominent tourism destination within the Shire. Additionally, the library and volunteer centre will drive use from the local populace Linking the destinations around the town centre together should become a priority to ensure length of stay is maximised 	
Control	Key Sites are locations that could be considered as future destinations and/or	
Strategic Sites	suitable sites for anchor tenants. Tenure control is a significant advantage for	
J	overall development success	
	Considerations	
	Identify active frontages and promote their usage	
	Corner sites determine uses on either side and are prime activation locations	
	Selectively choose active places – not all areas need to be active	
	Assessment	
	The precinct provides considerable opportunity to drive visitor and	

community use

Principles	Description and Assessment Consideration
	Museum Village and grassed land along James Street will provide
	opportunities to continue to grow the precinct or to capitalise on private
	interest
	Action
	Opportunities for greater density of accommodation directly adjacent to
	the James Street Precinct should be explored. This will increase origins,
	increase activation, and increase safety due to passive surveillance
	The Shire should look long-term to consolidate supporting tourism
	infrastructure around the James Street Precinct to maximise visitation and
	linkages to the foreshore. This may include further accommodation, retail
	and entertainment offerings.

The location of access, exposure, origin, destination and strategic sites around the James Street Precinct have been identified through a spatial economic activation assessment (Figure 20).

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pracsys.



Figure 20. Six Principles Assessment



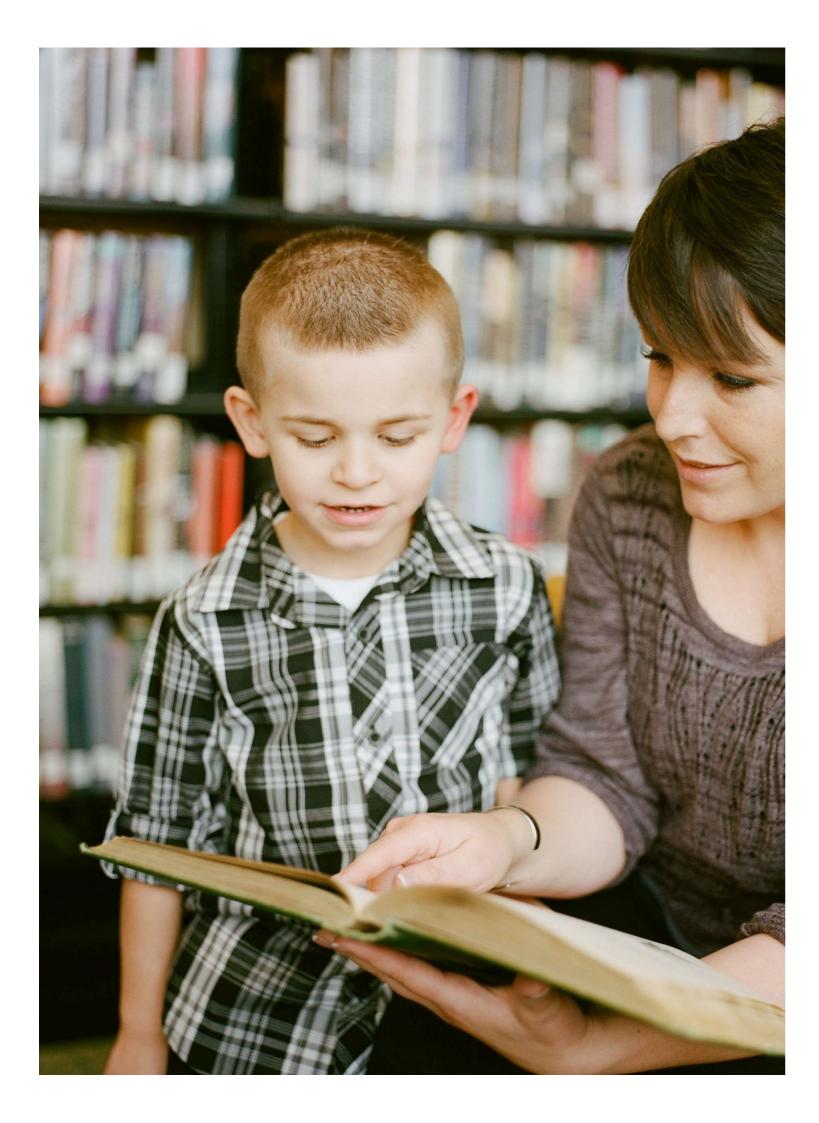
Source: Pracsys 2021

Note: Exposure lines within the James Street Precinct align with likely future precinct buildings

6.1 Activation Summary

- Once completed, the Precinct will become an attractive destination for tourists and the local populace.
- Parking needs to be provided for near the precinct. In current plans this has been provided for along
 Hicks Street. Large vehicles and caravans have also been considered to facilitate traffic to the visitors
 centre. To assist with wayfinding to the visitor centre, signage needs to be developed at the entrance
 to Town.
- To maximise visitation to the precinct, linkages to the town centre along Dempster Street need to be
 developed. This will encourage longer visitation within the Town Centre / James Street, allowing for
 increased economic activity. Once these linkages have been developed, opportunities for activated
 retail will develop, further increasing economic development.
- Existing destinations along the foreshore include a number of hotels and holiday accommodation.
 This will provide the James Street precinct with a baseline of activation throughout the year, especially during the peak months.
- Future sites around the James Street precinct are strategic to the Shire due to their potential for future development. The Shire should therefore monitor the ownership and approved land uses of these sites. This will allow the Shire to maintain a degree of control over the eventual development outcomes of the precinct area, allowing for maximisation of the effectiveness of the precinct as a community cultural and recreation hub.

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7 PROJECT RISKS AND STAGING

This section provides an overview of potential risks for the redevelopment of the James Street Precinct. Assessing and considering these risks throughout the development process can help to mitigate or reduce potential issues. Additionally, this section details considerations relevant to each stage of this development.

7.1 Project Risk Analysis

As part of any long-term plan, a thorough risk analysis must be undertaken. This analysis must identify the key project risks to safeguard the overall feasibility and successful delivery of the project. The following sections describes the key risks for the project.

Sensitivity to Small Fluctuations

Several elements of the project rely on assumptions of population growth and tourism visitation. Although conservative figures have been used i.e. population has been projected to remain constant, the small overall population base makes the benefits highly sensitive to any changes which may materialise. Should an event occur which increases the attraction of residents to Esperance, it is likely that the feasibility of the precinct will be enhanced. Similarly, should a situation occur where the Shire's residential population decreases, the benefits of the project may be lower than estimated.

Coordinated Town Centre Revitalisation

The Shire of Esperance conducted a Town Centre Revitalisation Master Plan in 2015. The plan seeks to ensure that the 'central heart' of Esperance is a great place to experience. With a 20-year outlook, the plan highlights social, economic and cultural development opportunities.

The James Street Precinct redevelopment is a core element of the overall Town Centre Revitalisation. Furthermore, given that the land is controlled primarily by the Shire, it is also one of the more straightforward redevelopment projects within the revitalisation strategy. However, given that surrounding areas are primarily privately owned, there are potential challenges for integrating the James Street Precinct into the wider town centre. This creates the risk that the James Street Precinct may not be well-integrated into the overall town centre, reducing the overall effectiveness of the Precinct when viewed from an economic activation point of view. Similarly, this may supress private investment in surrounding areas from retail, accommodation, and food and beverage businesses seeking to capitalise on the increased visitation and development.

As highlighted in both the Town Centre Revitalisation Master Plan and the economic activation assessment, addressing the walkability of the town centre is required to improve precinct linkages.

Design Costs

The final design costs have not been estimated. This leaves some uncertainty as to the costs of the project. However, due to the magnitude of the benefits estimated above brought about by the realisation of visitation

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from tourists and the population, it is expected to receive a positive benefit cost ratio. Additionally, the ability to release land through the relocation of infrastructure can offset any development costs.

Possible Stakeholder Conservatism

The James Street Precinct has existed in its current form since the late 1970's when the old railyards were converted to a public open space with a water feature. At the same time, the RSL and CWA increased their presence in the adjoining areas. In the years that followed, further accommodation and retail was developed along the Esplanade and Dempster Street.

Given the significant history and heritage of the precinct, stakeholder groups will be invested into the redevelopment of the precinct. The project thus far has involved continuous consultation which should continue to ensure that concerns can be addressed and mitigated where possible.

Tourism Visitation Changes

COVID-19 has been devastating to tourism-based businesses Australia wide. The cessation of most interstate and international travel as well as the ongoing threat of 'lockdowns' has curtailed demand for tourism activities. However, interstate and international border restrictions have prompted many Western Australians to explore their local regions, causing a boom in visitation in some regional areas (of which Esperance is one).

A significant benefit of the precinct is its ability to appeal to and drive visitation from tourists. However, the ongoing uncertainty with tourism recovery poses a risk that tourism will not return in the same form as previously.

Tourism Research Australia have developed several scenarios for tourism recovery in Australia. TRA anticipates that Visiting Friends and Relatives (VFR) travel will be one of the first sectors to return as borders reopen, as people will be eager to reconnect with friends and family. This may be a positive for Esperance, given its large VFR travel share. At the same time, TRA anticipates that Australia's desire to travel internationally will also rebound quickly, potentially reducing domestic visitation in the short term.

To be conservative, visitation assumptions utilised in benefit estimation have only incorporated pre-2020 data; however, structural changes to tourism visitation increases the risks inherent to the project.

Tourism Attractor

An opportunity for the project is that the development may create earned media³¹ enhancing the awareness of Esperance as a destination, increasing visitation. This effect can be seen for the City of Albany's Heritage Park and National ANZAC centre. In the year after opening, the museum was awarded the gold medal for 'New Tourism Business' and the Heritage Tourism award at the WA Tourism Awards. Visitation over the 2015/16 financial year was 21,000 more than initially projected, with 67,687 visitors attending the museum against 46,000 projected. This over-performance is likely at least partially attributable to positive media coverage.

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Asset Use Changes

Technology is increasingly disrupting our day to day lives. This poses challenges and opportunities for industries and services within information services, such as libraries. As technology has permeated Australian cities and towns, library visitation and physical borrowing has decreased. COVID-19 has also required that services adapt to a no or minimal contact operating model. This has seen click and collect services at the Esperance library be introduced, as well as a home delivery service.

As with tourism visitation, it is uncertain what changes will remain post COVID-19. This adds to the risk that the library may be over provided for within the new precinct given the long-time horizon of the project. The co-location of the library with other complementary services and facilities, the flexible design mandate for the facility, as well as the adaptability of the library to respond to threats and changes, suggests that this risk can be mitigated internally.

7.2 Staging of Elements

Project risks, likely capital expenditure, ability to address identified needs and the magnitude of expected benefits have been used to guide the effective staging of project elements. Within this framework, some precinct elements are ready for development in the near future due to reaching the end of their useful life or due to capacity or other constraints limiting growth and development. Although this analysis attempts to consider the delivery of elements holistically, construction and other cost pressures may dictate that elements are delivered before they are required.

Near Term

In the near term, the focus of the development should be on setting the character of the precinct by prioritising the core drivers for visitation to the area. This will include the construction of the co-located museum, library, and visitor centre building. As this building is detached from the existing museum, it is likely that the existing museum will continue operations until ready for relocation. This will minimise the loss in visitor servicing which would occur should the museum/goods shed be developed first.

The construction of the parking facilities in vicinity of Hicks Street and along Langham Lane should be prioritised. This will allow for precinct accessibility for tourists and residents and ease traffic pressure on Dempster Street and James Street, once the first stage of the precinct is upgraded. Similarly, elements which allow for events and performances to occur should be prioritised. This will capitalise on the expected positive press and surge in demand from project delivery.

Given the results of successive community consultation, the identification of tourist needs and the inherent strengths of the precinct's location, a large format café within the co-located building should also be developed for the purpose of servicing both the traffic to the building and the precinct. Although conflict may exist between a desired earlier opening for the café when compared to the library/museum, a small kitchen serving breakfast and lunch is expected to be viable. Alfresco dining should also be considered as a means of

³¹ Earned media is un-paid, free exposure through positive reviews, critical acclaim etc.



balancing the ability to service peak visitation in summer while also optimising floorspace during off-peak winter periods. As the precinct will be developed to include a flexible event space for art or visiting museum exhibits, consideration for an alcohol licence and sufficient space for event food preparation should be made. Depending on construction servicing requirements and capital costs for the above works, the playground may also be developed in the near term, to be finished at the same time as the co-located facility. However, the playground is a supporting element for the precinct, as there are existing playgrounds at Grace Darling Park and along the foreshore.

Medium Term

Following the delivery of the first stage of the project, the focus should turn to bridging the links to the Town Centre along Dempster Street. By this point, the James Street Precinct would be established, allowing for improvements to James Street and the southern portion of the precinct. As links are developed with the Town Centre, additional specialty retail can be added, capitalising on the foot traffic between the precincts. At this stage, an additional café or food and beverage stand may be required in vicinity of the RSL.

Long Term

Areas on the periphery of the precinct have been identified for further development. In the long term, private investment is expected to develop in the area, looking to capitalise on the benefits of the redevelopment. Therefore, the Shire's role throughout all stages should be in facilitating and guiding this future development to maximise investment in the area.

Large developments in locations similar to James Street have gone on to increase private investment in the local area. This can be seen through the private investment occurring along Busselton foreshore following its foreshore redevelopment. This has seen a large brewing company setting up operations within the area and the future development of a Hilton Hotel.





8 CONCLUSION

This demand and feasibility assessment has been prepared for the Shire of Esperance to provide an evidence base for the likely demand and feasibility as well as the economic and social benefits from the proposed redevelopment of the James Street Precinct. This document should be read in conjunction with the James Street Concept plan to provide additional context of the process undertaken from a community engagement and design point of view.

Esperance is the main population centre within the Shire of Esperance and serves as a sub-regional centre within the Goldfields Esperance Region. The Shire, in collaboration with the Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry prepared the Esperance Town Centre Revitalisation Plan in 2015. This plan identified the James Street Precinct as a potential hub for culture and tourism.

Following a review of demographics, tourism and local industry within the Shire of Esperance, several key needs were identified which could be addressed within the James Street Precinct. Consultation conducted in 2015 highlighted a lack of amenities, facilities, and services for tourists. This was confirmed in analysis of local industries as a lack of diverse retail offerings, restaurants, and cafes was identified. Similar analysis of tourism trends and markets identified that there is scope for the Shire to increase its capture of tourism spend by increasing the attractions on offer within the Esperance town centre.

Potential land uses within the James Street Precinct were developed to leverage the existing strengths of place, culture, and history, whilst addressing the gaps in services for both the local populace and visitors. This resulted in the design of the following precinct elements:

- A new co-located library, museum and visitor centre
- A village green with a soundshell and performance space
- The preservation and reuse of the Goods Shed as a flexible space to be used by the museum and for other events
- Upgrading of James Street into a shared pedestrian street
- Additional retail and activation opportunities

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The precinct elements were analysed against other benchmarks to estimate the likely resulting demand. The co-location of precinct elements, heritage integration and foreshore setting are liking to create demand for the precinct above what the individual elements could achieve. This results in an estimate of annual visitors at the museum of 25,000; annual visitation to the visitor centre of 43,100; annual visits to the library of 4,580 and annual visits to the playground of 21,600. This increase in demand will create significant benefits including the retention of residents, additional tourism spend in the Shire and additional volunteering opportunities.

A preliminary analysis of the risks and staging of the project suggests that there are limited roadblocks for the development to go ahead. The use of conservative estimates and benchmarking to similar areas suggests that

development to go anead. The use of conservative estimates and benefiniaring to similar areas suggests that

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the project could provide considerable benefits without the need for stimulating additional tourism demand. Put another way, by upgrading, modernising, and co-locating the existing assets, the existing base of visitors and residents can be more effectively serviced providing the economic benefits.

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9 APPENDIX A – BENEFITS MODELLING ASSUMPTIONS

9.1 Assumptions

First Year of Operation

For the purposes of the benefit estimation, it is assumed that the construction will be completed by 2025, with the Precinct and all elements operating from 2025.

Additional Costs and Benefits

For the purposes of the analysis, only the additional costs and benefits that would not have occurred but for the Project were evaluated. This means that only the benefits from additional visitation to the Precinct and additional impacts on current and future residents were included in the report.

Discount Rate and Present Value

For monetised flows to be directly comparable future benefits need to be discounted back to current dollar terms. This reflects society's preferences, which place greater weight on consumption occurring closer to the present, and inherent risk and uncertainty. In the analysis, all future benefits are discounted to obtain the present value of benefits. A standard 20-year timeframe was set for this analysis; after 20-years, present value costs and benefits become very minor.

The rate that converts future values into present values is known as the discount rate. The office of Best Practice Regulation (2016) requires the calculation of present values at an annual real discount rate of seven percent (7%). This is consistent with NSW Treasury (2007) and USOMB (2003). As with any uncertain variable, sensitivity analysis was conducted, so in addition to the 7% 'central' discount rate, the net present values were also calculated with real discount rates of 3% and 10%.

As recommended by the Office of Best Practice Regulations (2016), present values are calculated at an annual real discount rate of 7%.



APPENDIX B
EXISTING PARKING
DESKTOP REVIEW AND
DEVELOPMENT PLAN
PARKING SUMMARY

PLACE LABORATORY

JAMES STREET PRECINCT

AND SURROUNDS

EXISTING CARPARK COUNT

LEGEND

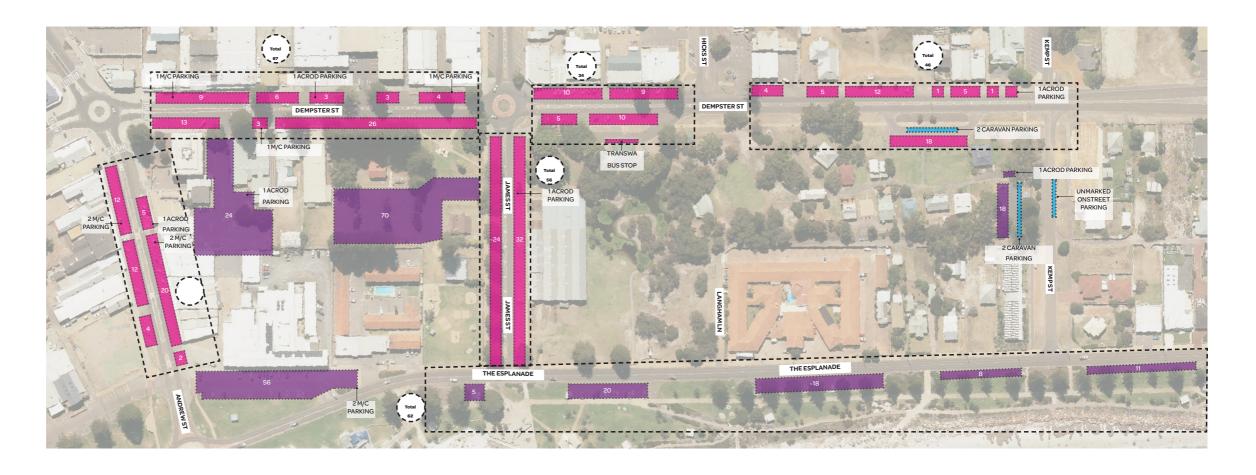
90º CAR BAYS

ANGLE CAR BAYS

PARALLEL CAR BAYS

LONG VEHICLE BAYS





PROPOSED ROAD AMENDMENTS AND CAR PARKING

LEGEND

90° CAR BAYS

ANGLE CAR BAYS

PARALLEL CAR BAYS

*ACROD, M/C + CARAVAN PARKING NOT INCLUDED IN TOTALS

LONG VEHICLE BAYS





APPENDIX C
ROUND TWO
ENGAGEMENT RESULTS AND
SUMMARY OF FINDINGS

SHIRE OF ESPERANCE

IDEAS AND SUGGESTION





Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	1	Current layout of village buildings doesn't tell a story. Landscaping is mostly non-existent. Needs a connection to make the story. (Maryborough Qld has Mary Poppins) Esperance could have Tommy Windich or the pirate Blackjack. Signage storyline etc.	1	1
/	1a	Love this idea of story boards & giving it purpose, just relocate the village to Grace Darling Park/CWA/Sports House area & get the landscaping & amp; paths to tell a historical story along the way.	2	
/	1b	Perhaps not using a person who raped and murdered others. In Manjimup the old buildings are set up and have displays in them based on what their purpose was such as a school room or doctors surgery. They are "historically" landscaped and there is interpretive signage.	0	0
/	2	It would be great to look at a way to incorporate an area for people who are sleeping rough. Design it so that they can shelter there, with the ability to have services visit/access.	0	0
/	3	Useful, open grass spaces are really important. The foreshore is amazing, but it reduced the areas along the seafront where families and groups can play, picnic etc as all the grass areas are split up into sections. The bushes and trees look great but provide places for people and animals to hide and rubbish to accumulate.	6	0
/	4	I don't know how, but it would be good to get a better flow of traffic along the Esplanade near James St for large vehicles (eg RVs, big caravans) as we have a lot come into town and their is limited space available for them.	4	1
/	4a	Yes I agree with that. We went up to the Pilbara last August and every time we went to a larger town we had to look for large caravan spaces to park and they are not always available. Please make sure there are some RV spaces for parking near the visitor centre.	2	0
/	5	The waiting room is a cute, historical building. I would like to see reproductions built and utilised around the town. They could be used as small shops in museum village, beach food vans and the like. They could be hired or leased out by the Shire and could become iconic to the area.	4	0
/	6	Great image idea for consideration in re-purposing the Goods Shed?	2	1
/	7	The Goods Shed (if the Museum is moved elsewhere) could be used in a similar way as Fullers Co+Op, in Bunbury. An area with small 'pop up' style shops (local artists, artisans and specialty sellers who aren't big enough for a full shop, and who would pay less rent for a shared space), also coffee, and maybe a cafe that doesn't cook onsite but has a range of products from all the local cafes and bakeries. There would still be room for functions/events. fullers.net.au/pages/coop	10	2
/	8	I like the idea of both the shared road (vehicles and pedestrian) as well as fully pedestrian only. Imagine having specialised paving.	1	0
/	9	A shared zone such as the one in Fearn Avenue in Margaret River would be great here. It could be closed using events (such as Night Markets) using bollards and it would encourage more pedestrian activity in that end of town.	3	0
/	10	Can the war memorial be moved back to the corner of the lawn area nearest to the Leopard tank? The services on ANZAC Day resulted in a significant number of people congregated on the road, which was fraught, especially at dawn with the roads still being open.	3	13
/	10a	I think that the memorial should stay in the current location. Better planning and road closures for the yearly event can alleviate the people congestion.	3	0

IDEAS AND SUGGESTION

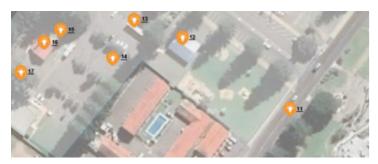


Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 11	Is there any potential for closing the Esplanade between the two hotels? To provide a complete pedestrian only thoroughfare from the whale tail into the precinct through to Dempster St?	6	9
/ 11a	Great idea! The Shire should be pursuing shared spaces more enthusiastically to encourage people to drive less and get out and about more.	0	1
/ 12	I would like to see the CWA group become a part of other community group areas rather than being stand alone. Having a community space where each group has their own area and shared facilities will help reduce organizational running costs - plus brings our community groups together as a working community hub where we can support each other.	10	0
/ 12 a	Great idea!	1	0
/ 12b	Totally agree, the CWA building is an eyesore, and not connected to anything else around it. Especially when the Sports house next door is demolished (another eyesore) it is going to be horrendous keeping the CWA where it is in the current building. It really needs to go.	2	0
/ 13	I would like to see the library shifted (from Heritage Spine Scenario) from the Dempster St side of the museum and the building put on the EDRA site. This allows for the Museum, as it's an iconic building in the town, can be seen from Dempster Street and The Esplanade.	2	3
/ 14	Cafe, restaurant or wine bar with big glass windows! I've never known a town as beautiful as this one to have so few cafes and places to eat out and enjoy it. A cafe that looks over the playground for parents with kids.	2	0
/ 15	Could this area have shade sails installed (could be removed over winter) and possible paved underneath with seats included - all the way between the RSL building and the toilet block. This would provide a nice area over Summer and save the RSL having to put up all the marquees for ANZAC and Remembrance Days.	5	1
/ 16	Leave this building and surrounds as it is. Do not consider moving the Memorial, as it would be of no advantage to improving the size of crowds on commemoration days. The short amount of time people are required to wait on the street in limited. The street is normally closed and has the protection of the police.	14	0
/ 17	It would be great if this area was beautified and enhanced with paths, gardens, seats, lawn and possibly a water fountain or other feature (as long as it is low maintenance).	7	0

COMMENTS



Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes		wn tes
/	18	If money is to be spent moving these buildings they should be moved according to the Super Village scenario not the Heritage Spine Scenario. The buildings are too far back from Andrew St to spark interest here. They are mostly visited by tourists, drawn by the Visitors Centre. The location is also too far for many people to bother walking to from no matter how wide and inviting the path is. Hardly any visitors from cruise ships make it this far as it is - a central location would be best.	0	0	
/	19	The Village businesses are barely visited by people living in Esperance - move these buildings towards the town centre as per the Super Village model, and they will be better frequented. The land can be used to support the vision for the James St Precinct, whether that be selling it off or leasing for an income stream. The money to build our new Library/Museum/Arts Centre isn't all going to come from state and federal government, and it's a better option than increased rates.	1	0	
/	20	We don't need more buildings here with their backs to Dempster St - the Museum Village is already too removed from the town centre and Dempster St. The Garden Collective concept of having more buildings facing inward here would shut this area off even more, and make the attractions less visible from the street - I really disagree with the Garden Collective vision for this area. It will also mean no line of sight from Dempster St, and more opportunity for anti social behaviour.	1	0	
/	21	Maybe Esperance needs a "Big" something like big ram, big prawn, big banana etc etc. Maybe the Big Leafy Sea Dragon, shark etc.	0	3	
/	21a	We have a big Whale Tail and a Big Ocean with Big Islands. Let's rely on what has always sold Esperance, our natural environment and beautiful scenery, and not go cliched or try to copy anywhere else. We are unique. Up the road in Kal there is a big hole, we have a big pile of woodchips. Keep it classy. Plenty of big things around!!	6	0	
/	21b	I dont think we need a 'big' something. What we need is a friendly open community spaces that invite all types of opportunities - for retail, community groups and events.	5	0	
/	22	In the super village option, this leaves this area available to house other community groups (like senior citiz & CWA). Even community health (although this is probably better neat to existing similar services, perhaps near the hospital) and then all the land opposite The Boulevard / next to the Shire Offices is vacant & could be used to expand the shopping centre area and car parking, which will be required in the long term.	1	0	
/	23	Dont like the spine idea. The village should tell a story better than it does. Miles in QLD has one of the best period villages.	1	1	
/	23a	Agree, I don't like the spine idea either. The Garden collective idea is good only for the village museum part - not the rest of cultural precinct Someone did say the public would would see the back of the buildings - so plant some small shrubbery and do some artwork on them. I think go with the garden collective idea for the museum village part only.	1	0	

COMMENTS



Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	24	I absolutely love the garden village concept it's incredible I love the idea of incorporating the new features into nature, the nature playground and water play. I really like that it will add to the existing museum village. Love the whole concept.	4	1
/	25	I believe that the current format of the sound shell lends itself to anti-social behavior. A more open area with wide terraces for people to either sit on picnic rugs or chairs may discourage this behaviour by being visible to traffic on Dempster Street.	5	0
/	26	I think the sound shell restricts the precincts flow. Removing it would open up the space. Also the community needs reasons to frequent these spaces. So need coffee shops, shire buildings and businesses open. Ideally the community can walk all the way through the area with as many reasons to do so as possible.	5	0
/	27	Consideration for garden collective scenario, children safety when it comes to the nature play and water feature.	1	0
/	28	This comment is based on the Heritage Spine Scenario, which is my preferred option. In order to make it work however I believe the following changes need to be made:	1	1
		1. Move 3 across to where the existing bus shelter is located to maintain the Museum park green space.		
		2. Combine 2 & Damp; 3 into one building and add the Visitor Centre at the Museum Park end of the building. This building will now need to stretch into the existing sound shell space.		
		Further details in comments below due to word limit.		
/	28a	 continued from original comment 3. Relocate sound shell so that it interfaces with the Museum Village so that it can be used on market days to add activity. 4. Use the existing Visitor Centre as a home for the Volunteer Centre. 	0	0
/	28b	continued again from original	0	0
,		4. Include specialised museum curatorial and archival space in the Visitor Centre, Library building to ensure valuable artifacts and information is protected, but leave the rest of the exhibits where they are.		
/	29	I'm worried about the ducks and other wildlife that exists here. Changing it to a playground would remove the birds from their habitat, would be possible to revamp this spot without completely removing it??	4	0
/	29a	Could a small pond be retained for the wildlife? It is a relaxing place to sit and enjoy nature.	2	0
/	30	A co-located building should not include the museum. I would prefer to see library, visitor centre, art gallery, family history centre. The art gallery should be large enough to accommodate museum event displays. I would prefer to see these in Dempster St, where Visitor Centre currently is. The building will be necessarily large and would detract from the heritage aspect of the museum building. We need to treasure the small amount of historical buildings we have remaining.	3	5
/	30a	We already have a beautiful heritage art gallery at the Cannery Arts Centre on the foreshore which attracts large exhibitions. Please don't duplicate this.	1	0
/	30b	I strongly believe the Museum needs a new home so our heritage can be preserved for the future - the Museum building wasn't designed with the preservation of historic items in mind, and the historic collection is deteriorating. The best thing to do is have a purpose built Museum, with proper storage facilities, and use the current building for other purposes. We can still acknowledge the important historic aspects of the building, and it would make a spectacular event venue.	1	0

COMMENTS





Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	30c	Definitely more stories but please NOT a statue of Black Jack Anderson - he was a murderer, rapist and abductor. Maybe tell his story but the truth as far as we know it and not a glorified pirate a la Pirates of the Caribbean.	0	0
/	31	I love the idea of the collocated library/museum here. Would be great to see if a university would come onboard to have a space, whatever that looks like (study, research, historical etc).	6	1
/	31a	As a trainee/student, having a space to study with other students would be great	2	0
/	31b	Leave the library and museum where they are.	0	2
/	31c	Agree that a new space incorporating at least the Library with community spaces is needed. If this is with the museum and visitors centre it will encourage use by locals as well as visitors to all within.	2	0
/	31d	I strongly agree with collocation - connection of services (sewer, electricity, etc) is much cheaper, and a strong community vibe can be created. It would be great to have a cafe/bar, the Arts Centre should have a home here as well as the Library and Museum - the Museum collection is degrading in the current storage conditions, it needs specialised storage to preserve it for our future. The best bang for our buck is going to be with collocation, and we'll also get a vivid public space.	1	0
/	32	Landscaping	1	1
/	34	Having James St as a shared vehicle/pedestrian street is a great idea, as long as it's made one way for vehicles. I hope this concept makes it through to the final design, I'd like to see the street closed off for the Village markets - great use of space, brings more vibrancy to the town centre.	0	0
/	35	Good Landscaping	1	0
/	35a	Just a note: Landscaping without kikuyu grass lawns abutting garden beds, to save work. Lawns alongside concrete paths is best for ease of maintenance. Please keep the James St as a road with parking. It is needed. The James St access from the Esplanade to the Boulevard is essential, as it saves congestion at the Andrew St and Dempster St intersection.	0	1
/	36	I really like the idea of co-locating the Visitors Centre, Museum and Library as it means it will be a vibrant area, and - for example, people who visit the visitor's centre are more likely to visit the museum. I also like co-locating as it means Shire staff can be used more flexibly - eg if visitors centre gets really busy, someone from another area can assist.	29	0
/	37	I love the idea of a co-located Visitor Centre, Museum, Library and Volunteer Resource Centre.	15	1
/	37a	Leave the museum and surrounds alone. The visitors centre is in the ideal place, entry into town. There is no reason to move the library	0	3
/	38	Do not change the façade of the toiled block but utilise it for some other purpose as I would expect there would be another ablution block constructed for the use of the public.	5	1
/	38a	The building is very unique and I like the idea of it being repurposed for a retail outlet. Toilet facilities can be incorporated in another way into the area or be a part of a public building - like the library or community spaces.	2	0
/	39	I like the Super Village concept best, but whatever concept gets up I think it's important that the walkway through to Andrew St from the Heritage Spine concept is included, to encourage and invite pedestrian flow through.	18	5

ACCOMODATION



Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 40	I'm really liking the super village scenario!!! Co-location into the super village scenario results in cost savings for the ratepayer with maintenance and staffing, along with producing a vibrant hub. In addition, it would enable the land where the museum village was to be sold. The money would be spent on developing the Super Village and the developer who purchased the land would then provide high class accommodation.	7	8
/ 40a	Selling this piece of land for the purpose of building a hotel will give nothing back to the people of Esperance in the long-term, The Museum Village as it is, is probably the most charming and unique retail space in the town and loved by all the tourists for this reason. It also hosts the museum village markets which are valued by tourists and locals.	4	1
/ 40b	I think this precious community space in the centre of town should NOT be lost to holiday accommodation (there is already plenty of that in this area).	1	2
/ 40c	Totally supporting the Super Village scenario. The Museum Village is often completely empty, not a person to be seen, and the businesses there suffer. Put it all in one vibrant location, there are so many advantages - not the least of which is cost savings for ratepayers!	0	0
/ 41	Include short term accommodation in collocated building to cater for growing tourism and for income stream.	0	1

COMMUNITY ART CENTRE



Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 42	If Visitor Centre moves to nearer the museum then this space could be repurposed to Community Arts facility - either utilising the existing Visitor centre building or relocating the existing building amongst the other Museum Village shops and creating a purpose built community arts facility.	2	0
/ 43	Having a community hub for arts and other local community groups in this area would be ideal.	8	1
/ 44	A visitor centre, community art centre and library in one community building that encourages social connections for all ages and abilities. One that sees economies of scale for the Shire and increased benefits to the community in the way it brings people together and encourages linkages between different activities.	12	1
/ 44a	Agree, but not in this location	1	0
/ 44b	Add a museum into the mix and it would be perfect.	1	0
/ 45	I really like the idea of the goods sheds being changed to an exhibition space. The high ceilings would be excellent! Building a purpose built museum, with the library and visitors centre, would ensure our historical items are safe from damage for years to come.	20	3
/ 45 a	There already is a gallery with high ceilings in a heritage listed building at the Cannery.	1	1
/ 45b	We can have more than one location for a gallery space. I too like the idea of the Goods Shed becoming a multi use place. It can be multi purpose for more than exhibitions. It would be good to have a space like this for inside events during the winter months such as markets or community days.	5	0
/ 45c	Yes I love the idea of having the original goods shed here on display without being surrounded by the museum extensions. Making it multi purpose is a stroke of genius & amp; can be utilised all year for loads of things like winter markets, concerts, functions, weddings, events. A purpose built museum, library, visitor centre also a stroke of genius as "like" interests are together, it's purpose built / temperature control, maximises resources staff/ volunteers & amp; becomes a hub of activity.	7	0
/ 45d	There is a lot of potential to use the Goods Shed for community activities - workshop space and exhibition space - maybe an indoor mobile coffee cart and all weather sheltered seating - especially if it can be opened up so that it is very light and airy and has views of the Bay.	3	0
/ 45e	Leave the museum and surrounds alone.	0	2
/ 45f	The Goods Shed as a mixed area would be fantastic for community activities especially if connected to the outside space and surrounding buildings in a way that would allow for festivals and events.	1	0
/ 46	I would love to see Museum, Library and Community Arts co-located.	4	0
/ 46a	Why move the museum? Leave the library where it is and build a Community Arts Centre other side of the shire offices.	0	2

LIBRARY





Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 47	I'd like to see the Museum Village area redeveloped with the library, an outdoor event space and community arts and community group spaces. Then move the old village buildings down to the Museum end with lots of interpretation, community history, play spaces and retail outlets.	5	7
⁄ 47a	This centre needs to be open and inviting not the poky little building. eg McClarenvale etc.	1	0
/ 47b	Moving the buildings would be extremely expensive and most of the buildings wouldn't handle being moved again. I love the museum village as it is a village which should be linked to the museum with an proper link ie interpretative walking trail. There is ample room for a library and cultural center on the esplanade between the comfort inn and the museum, this would have beautiful view of the bay.	2	1
/ 47c	I really like the layout of the current retail spaces in the village, but feel that the visitors centre and library and museum should be collocated closer to the current museum space. Getting rid of the hill of the sound shell would open up the flow through these spaces. Developing an outdoor arena for movies, community events that is weather proofed would be a more valuable use of the current soundshell space.	1	0
/ 48	Like the idea of a Library and collocation in this corner to act as wind break and the centre area being a village green set up for markets, outdoor events etc.	6	0
/ 48a	My priority is for an meeting place for local community members that is welcoming and inclusive, safe, comfortable, sheltered, that celebrates diverse local stories and languages (Indigenous, multicultural), that can be used in flexible ways for large community events and small events, that is also an inviting space for individuals who want to sit alone or make connections with others. Collocating museum library and community arts around a sheltered garden space would support this very well.	2	0
⁄ 48b	I agree that this would be a wonderful meeting place-with the right design it would be very flexible, used for different occasions.	2	0
⁄ 49	Love the idea of the co-located library, Museum, Visitor Centre creating a square that is protected from the wind as in the Super Village concept. It would be great to be able to incorporate some of the rail heritage a shown in the Heritage scenario with this.	16	0
/ 49a	I like the idea of the library and visitor centre (possibly) being in this spot with views of the ocean - especially a big room upstairs where people can enjoy the views.	2	0
⁄ 49b	it would be great to add some indigenous heritage into this mix as well. Visitors and locals would appreciate this added history.	4	0
⁄ 49c	Considering the Esperance wind, a protected square is a fabulous idea. Looking out onto one another, connecting the library, museum, visitor centre, sound shell & amp; goods shed. Makes the space user-friendly. However wouldn't like to see it as a boring plane L shape building. Use the opportunity to make it an architectural statement building, with ceiling to floor glass walls ocean side a MUST! allowing the outside form the inside.	4	0
⁄ 49d	Why not big bi-fold windows on a balcony area overlooking the ocean on the upper story - enabling an open space in good weather with the ability to close the windows and add heating when weather is inclement. Also, an interior area still utilising the views for people not wanting to venture outside, linked to a cafe and the library (even relocate the book store) enabling people to read while having a coffee. The interior walls could be designed as a space to display the Municipal Art Collection.	2	0
/ 49e	And a gas fireplace to sit by on those cold winter days. Start celebrating the weather in Esperance.	1	0
⁄ 50	The library needs replacing, the museum building is not climate controlled, so building a facility large enough to incorporate both of those makes sense, especially if the information held within can be accessed by the public for local history research purposes. Including the visitors centre will make sense, as staff will be able to support volunteers, enabling the facility to be open every day.	20	1
/ 50a	Support new library (& doc storage for museum) plus new visitors centre & cafe on Esplanade overlooking foreshore. Would like to see historical museum & museum village retained. Quite unique & very well regarded by visitors. Historical info paving link back to museum & extended sound shell (new use as Community Arts centre) & museum village. Maybe even utilize & extend rail track for train ride (children or adults)	1	1

LIBRARY





Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/	Up Votes	/ Down Votes
/	50b	I think this location needs to focus on the Museum and visitor centre and a retail space and café to take advantage of our foreshore views. I like the idea of the library and community spaces on the other side of the park area and we have a connection of the green space between the two areas.	2		0
/	50c	I also support library (doc storage for museum) plus new visitors centre & cafe on Esplanade overlooking foreshore. Retain museum village where it is. Keep train in museum and historical elements of the goods shed as a link to past goods train usage, don't do too much to building and retain its heritage look. Love the idea of a multi use new building where visitors can visit the visitor centre, see the museum, use the library and grab a coffee overlooking the water, all with a heritage flavour.	4		0
/	50d	Leave the museum and surrounds alone. If we need a new library, build it on the existing site. Don't move the tourist centre.	0		3
/	51	The library should be located here, with a coffee shop included in it (that opens later than 2pm).	5		1
/	52	An inviting community library would do a great deal for every age and demographic in the shire.	4		0
/	53	Combine library, visitors centre and museum	3		1
/	53a	The museum must remain seperate from library and visitor's centre. It is run by volunteers who have an interest in our history. Rebuild the library and visitor's centre if that is required but leave them where they are now.	0		3
/	54	A new library with indoor and outdoor spaces, enough space to run events, to have individual rooms to hire for visiting business and work requirements or study, to include new technologies, to have a large book collection, a specific youth area and children's area (attached to enclosed outdoor space) a cafe, study area, recording area, book sale area. To be combined with family and local history, museum, visitors centre, community arts area, community group areas, outdoor performance area.	1		1
/	55	I like the idea of the Super Village where the existing museum village buildings are moved here. I find the Esperance CBD too spread out, and the idea of redeveloping the existing Museum Village site and re-locating the Museum Village buildings appealing.	18		5
/	56	I like the idea of the village buildings moving to this area. We could really improve our historical connection with the Goods Shed and the interpretation of the area and have an area focused on that historical connection.	5		3
/	56a	Much too crowded if you moved them into this area and the public love them where they are - so don't agree with shifting them.	1		5
/	56b	I don't agree with shifting the buildings , expensive and detrimental to the buildings themselves , the ones that have been concreted in will not survive .	1		5
/	56c	Moving the museum village building here would be awesome. So much better than CWA & Description of the street and suzz of activity & Description of the street and suzz of activity & Description of the Street and Street would thrive. Imagine of the Esperance cafe looking at the ocean, or gift shopping within easy walking distance to The Main Street	4		0

MUSEUM VILLAGE

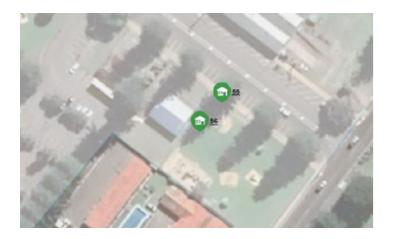






Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	57	I like the idea of more buildings here to increase the size of the village and the opportunities for more local/craft/boutique shops.	6	1
/	58	Land between the village and Langham Lane has been raised to provide shelter from our winds. If the Village is moved to the Esplanade there will be no shelter, with the possibility of reduced patronage. The Village needs to remain in the same basic area but needs more buildings to make it more viable. At present there too little variety. Reproduction waiting rooms such as beside museum, could be ideal for small businesses.	5	2
/	58a	Is it more important to leave the businesses operating within Museum Village in their current locations, or ensure that wherever they are located takes the impact off wind into consideration and provides protection for both the businesses and their patrons?	0	0
/	58b	There many ways of creating creature comfort,. Shade sails, green hedges, glass domes, trees etc. It needs to be secure, open not congested.	1	0
/	59	Open pavilion space in style of existing building providing shaded area for functions, markets, potential bar area for night markets, shaded seating overflow for cafe and can be used as a music and arts area, on old Blacksmith's site. Full plans already drawn up and available, site overview and front elevation attached on this comment and the one following.	2	2
/	60	Open pavilion space in style of existing building providing shaded area for functions, markets, potential bar area for night markets, shaded seating overflow for cafe and can be used as a music and arts area, on old Blacksmith's site. Full plans already drawn up and available, site overview and front elevation attached on this comment and the one following.	1	3
/	61	Image 2.	0	1
/	62	Let's not lose the ambiance of our Museum - let's focus on a better space for it. Having a purpose built Museum will help with preserving our precious artefacts for future generations. At present they are not stored or conserved to Museum standards. No climate control, covered in dust & amp; affected by the sea salt because the building is a shed. A new purpose built facility that retains the eclectic nature & amp; feel of the existing museum would benefit the community & amp; visitors.	4	0
/	62a	A purpose built facility for the archives doesn't necessarily need to be with the physical artefacts or Museum displays. This can be incorporated within a new library facility – proper climate controlled archives storage rooms & proper support and the community who are doing research. Lets focus on a better space without losing the unique Museum experience that we have.	0	1
/	62b	Totally agree	0	1
/	63	I'd like to see the museum expanded to accommodate all of the information and artefacts in relevant sections as opposed to be all jammed in together higgledy-piggledy (eg, place all the farm machinery together in order (oldest to newest) in a manner that actually tells a story). Use of QR codes etc must be part of this. The museum needs to be expanded to enable this to happen as it is currently too congested.	6	0
/	64	Visitors love that the museum is in an old building, however it fails internally. To enable interactive and other displays requiring modern technology, the interior should be modernised. Archives and office space could be moved out of the building, family history group could be given a more appropriate space elsewhere and a proper cafe could be set up, perhaps using a reproduction waiting room in the design. We might then attract more volunteers, enabling us to increase opening hours.	3	0
/	64a	I think that there needs to be serious consideration in regards to the Goods shed building itself. We need to look at the building as a building and not as a Museum. Being one of the very few historical buildings that we have in town we need to make sure that it is preserved, maintained and cared for. Peel away all of the additions and bring it back to the original building. Most importantly a heritage conservation plan needs to be in place.	2	0
/	64b	By modernizing the building you are taking away from the historical context of the building. We can have a purpose built facility for the Museum and still use the Goods Shed building as an exhibition space.	1	0

PARKING



Figure diagram	me of James	Street Precinct

PATHWAYS



Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 65	Off street parking, with disability access would be an advantage in this area.	7	0
/ 65a	except should ideally be closer to the action (library, arts centre etc).	4	0
/ 65b	There is room to out in more off-street parking where the cars park during markets near the sound shell alongside Dempster St, opposite Hicks St.	0	0
/ 66	Plenty of room for parking here.	1	2
/ 67	Relocate the bus bay to here (with the Visitor Centre located adjacent) so that the two of them are linked.	2	1
/ 67a	I think that the bus bay should be away from the main area. The bus needs space to park and be able to drive around.	2	0
/ 68	Need access to Andrew St	0	3

/ [Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 7	71	Preference for meandering pathways rather than straight. Encourage taking time, looking and relaxing, not moving straight from A-B	4	3
/ 7	72	I like the idea that this bit of James St does not have cars- pedestrians, cyclists only.	12	0
/ 7	73	Love the idea of pedestrians only and closing Kemp and James St. Would be good to close a portion of the Espanade too so it becomes a completely traffic free flowing area.	6	1
/ 7	74	I like the idea of the James Street road being a shared space – the area can be blocked off for events & open again for general work week access. Having all one level would help with disability access. We need to make sure that we have enough parking and disabled access in the area.	11	0
/ 7	74a	Yes, the James St road provides direct access from the Esplanade to the Boulevard and also essential parking spaces, needed if the library is relocated.	2	0
/ 7	74b	The more I think about it levelling the road would be amazing. Easy connection and access for everyone. and removing the curbing from the base of those beautiful fig trees might encourage them to grow even more.	4	0

PATHWAYS

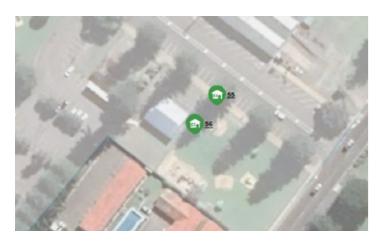


Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 75	I definitely think a path connecting the entire area to Andrew Street is a fabulous idea. Having been a business area in both the village and the main square, I believe this will bring a connectedness for the business community and ease of use for customers.	13	0
/ 75 a	Should be more than a path. needs to to invite a leisurely stroll and interaction (see Vasse area) The connection is a good idea with the smell of coffee etc	3	0
/ 75b	i love the idea of the footpath being a connection. Consideration needs to be given to disability access - clear open pathways for people with wheelchairs, families with prams or people on mobility scooters.	3	0
/ 75 c	Is there Shire land available to put a path right through?	0	0
/ 75 d	Agree a path to connect is a fabulous idea, but an interactive path that has artistic pieces or points of interest along the way	3	0
/ 76	Vasse. Leisurely stroll	1	0

PLAYGROUND



Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	77	The Super village playground location makes sense as Grace Darling and the accessible playground on the foreshore are currently so close together.	13	0
/	77a	And a park located here would be protected from the wind more so than in Grace Darling Park.	3	0
/	78	The current Grace Darling Park is a fantastic space, but relocating it to the central part of the precinct with activities around it (including a coffee shop) would enhance it. By relocating it slightly it would also make it a more protected space meaning that it is likely to be usable at times when the foreshore parks are too exposed to wind.	18	0
/	78a	I think this is a fantastic idea, relocating to the central part of the precinct and adding extra pathways to link the museum area to the museum village in an attractive and intuitive manner.	2	0
/	78b	I think relocating the Grace Darling Park to this location way from the foreshore is a great idea. We do not have many enclosed parks for our kids that is protected from the winds. Having a cafe close by would also be great to grab a coffee.	3	0
/	79	Would be great to collocate sheltered nature play areas, water feature near library and museum and community arts - include interactive sculptures by local artists celebrating local stories and linked in with interpretative signage.	2	0
/	79a	Leave the library where it is. Build a community arts centre other side of the shire building. Don't clutter the area around the museum with other buildings	0	2

RAIL INTERPRETATION



Figure diagrams of James Street Precinct

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
/ 80	The rail heritage should be incorporated irrespective of the scenario.	17	0

RETAIL ACTIVATION



Figure diagrams of James Street Precinct

/	/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	/		I like the Super Village scenario - sounds awful but looks good! I can imagine bustling markets happening on the proposed village green and being able to visit exhibitions and the library at the same time.		0
/	/		If you moved the museum village to there it would be a very windy place on market days. Unless you planted trees and then you wouldn't have the ocean views anyway. Just improve access walkways from the village museum to the new museum cultural precinct.		1
/	/	82	Have a bar/restaurant on the top level of a collocated building.	0	0

SOUND SHELL



Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/ Up Votes	/ Down Votes
/	83	I think the sound shell is completely underutilised, however turning it into a cafe/restaurant with big windows and incorporating a replacement Grace Darling park that is completely enclosed in this area would be a lovely and safe space for families with young children.	6	0
/	84	the sound shell needs to be more open to the road and have better pathways in and around. This will open up the area and stop itinerants living there. Maybe more community activities could be held there then.	3	0
/	84a	To build on & utilize what we have-The sound shell built onto the southern side to be a new Community Arts Centre & to keep the existing space currently carols, movies use. Open up zone linking historical info paving & interactive space. Expand zone for a regular music & artists evets in keeping with fortnightly markets (left where they are) & invite more variety of artisans to market & weekend events. Continue paving through to new build on foreshore for interactive multiuse library & cafe.	1	1
/	84b	The sound shell does need to be redesigned so there is better line of sight, public safety and use for events. An amphitheatre design open to the areas around it will allow people to use the space more when there aren't events in it.		0
/	85	I agree with relocating Sound Shell. It is awesome to have - but it is hard to manage paid events there because people wander in from surrounds and also can feel unsafe when walking through.		3
/	85a	Repurpose the soundshell site with a new age library / community learning arts centre. (Bennalla Vic) The library will need to cater for a "big data" digital world.		0
/	85b	Agree! Having the sound shell easily closed off for ticketed events would be of great benefit	1	0

TREES



Figure diagrams of James Street Precinct

/	Data Points	/ Comment	/	Up Votes	/	Down Votes
/	87	This area would be ideal for a garden exploration/seating area. Shoppers could meet in a protected, beautified area for coffee, a chat; small groups could hold open air meetings; the gardens could be educational; and the area could become a focal point of the town. It is central, protected, has nearby parking and close to amenities.	3		0	
/	88	Effective Landscaping	0		0	
/	89	Needs stunning landscaping well described				

VISITOR CENTRE



Figure diagrams of James Street Precinct

VISITOR CENTRE



/ Data Points	/ Comment	/ Up Votes	/ Down Votes		
90	It would be ideal to utilise some of this space to add to the existing visitor centre to create a centre of appropriate size, or relocate the existing building elsewhere within the village area and build a totally new visitor centre to modern day requirements in its current location.				
90a	I like the idea of the Visitor Centre as a business staying in it's existing location, with a new building that includes a 1 unit accommodation, above, for a care taker, bus drivers or tour operators. As well as the Visitor Center to incorporate the bus stop in this area. Relocating the old bus shelter and visitor center buildings into the Museum Village for other business use is a good idea.				
Collocate the Visitors Centre in this area to activate this space with visitors. This will allow the Museum to be open 7 days again as there will be less pressure on volunteers. I include a decent cafe, open 7 days, where people want to come and spend time. WIFI access and long vehicle parking. Retook at the Museum Village shops so they reflect a village. These shops should be interesting and provide a shopping experience, not massage and employment services.		4	1		
/ 91a	91a RE: collocating the visitors centre to anywhere near the museum would not relieve pressure on volunteers would have a very negative effect. There would be no volunteers				
/ 92	A visitors centre, with a cafe attached to take advantage of the foreshore views would look great in this area.				
/ 92a	Good idea.	0	0		
/ 92b			0		
/ 92c	Good idea - the library should also come under this building with said cafe. A cafe would attract more people to the library and really activate it as a community centre.	2	0		
/ 93			0		
/ 93 a	Definitely. Currently the visitors centreand the museum village are too spread out. The Super Village concept brings things together, and when combined with shared arts/library space, there is a real sense of vibrancy possible. Would be awesome to include Esperance Community Arts into this space.		0		
/ 94	Relocate the Visitor Centre to here so that it can also be the entry point for the museum, enabling the museum to open longer and more often and to take the pressure of the volunteers.	4	2		

/ Data Points	/ Comment	/ Up Votes	/ Down Votes
95	a little water park will go great in there for the kids	8	1
96	Incorporating a garden space, water feature and nature play area showcasing local plant species and celebrating Nyungar seasons and culturally significant plant would be fantastic.	3	0

INTERPRETIVE DESIGN



Figure diagrams of James Street Precinct

/	Data Points	/ Comment		/ Down Votes
/	97	Tell the history ,natural, indigenous, current. (ps I do know we are not on the Oregon trail)	1	0
/	98	I really like the Kodja centre in Kojonup with how the history is woven into the experience through the rose garden and the storyplace. Then there is the gathering place which allows for cultural learning and for bush food's. The visitors centre is connected and there is a cafe attached www.Kodjaplace.com.au	0	0
/	99	I think that it is important for the rail heritage to be incorporated into the whole area from Kemp Street to James Street. We have very little interpretation of our history, culture and heritage in town and we need to improve this. Highlight the purpose of the area, what it was used for, how it was used, the milestone events (such as the rail lines coming all the way to Esperance), how rail lines extended to the James Street Jetty for cargo transport.	6	0
/	99a	I think that there needs to be serious consideration in regards to the Goods shed building itself. We need to look at the building as a building and not as a Museum. Being one of the very few historical buildings that we have in town we need to make sure that it is preserved, maintained and cared for. Peel away all of the additions and bring it back to the original building. Most importantly a heritage conservation plan needs to be in place.	4	0
/	99b	We lack good historical context in our town. It's time to place it as a focus moving forward. I like the idea of the Goods shed building being re-purposed as a multi-functional space – not as a museum. The Goods Shed is just that – a shed. Not the ideal environment for a museum. By modernizing the building you are taking away from the historical context of the building. We can have a purpose-built facility for the Museum and still use the Goods Shed building as an exhibition/multiuse space.	2	0
/	99c	And don't forget the beginning when the goods shed was built, the camel trains using the area, the salt shed and how cargo came and went from the area.	1	0
/	100	Museum, Cultural Centre, and Visitor Centre collocates will provide quality & Description (approximately service to visitors and locals.	8	0
/	101	Incorporate interpretive signage and public art - invite local Nyungar artists to design and create a meeting place that looks out over the bay from Kepa Kurl to Mandaboornap. Include Nyungar place names.	2	1
/	101a	There was an amazing cultural weaving garden designed and constructed in Queensland that had the plantings that were all the local plants for weaving with instructions and sculptural elements of woven objects. Would be wonderful if there was a section in the design based on local elements and history.	0	0
/	102	Pathway that encourages visitors (and locals) to move between the two areas. So including interactive/cultural/interesting features	12	1
/	102a	Love this idea.	1	0

SUMMARY OF FEEDBACK

In general, the Super Village scenario was the most positively received. The idea of collocated facilities were heavily supported as was the principle of making the precinct more vibrant and better connected with Andrew Street and the town centre retail area.

The following is a summary of each of the individual elements.

ACCOMMODATION

The idea of accommodation being included within the James Street Precinct was not well supported. It had less than 50% support within the survey responses and a similar outcome within the comments and votes on the map. The majority of the responses were focussed on the potential repurposing of Museum Village with little commentary around including it as part of a significant collocated building.

COMMUNITY ART CENTRE

Incorporating a community arts facilities into the James Street Precinct is predominantly supported, more so within the same area or collocated with museum, library and visitor centre. There was also support for the ability to utilise the good shed for community activities and exhibitions as part of repurposing it to a mixed use community facility.

LIBRARY

The overwhelming preference is for the library to be a significant part of a collocated facility, with the majority preference for this to be on the foreshore and linked to providing a sheltered grassed performance space and children's playground area behind it. There were several alternate locations suggested including where Sports House

is currently located, on the current Museum Village site and rebuilding (or renovating) on the library's existing site. None of these alternate suggestions received significant support.

MUSEUM VILLAGE

Adapting the existing buildings to provide an additional short stay accommodation option was not supported, however there was strong support both for relocating the Museum Village businesses and leaving them where they are presently. An option would be to leave relocation open for further discussion in the future, after building the collocated facility and improving linkages with the removal of the existing Sound Shell. At this stage the impacts on the Museum Village businesses should be better understood and they can be included in a final decision regarding whether they stay where they are or relocate. A shorter term decision would need to be made on the café - it would be appropriate to give them the option to relocate as part of the collocated facility as there is overwhelming support for a café to be incorporated. Whether this results in the current café closing permanently and the building being repurposed or provides an opportunity for another operator would need to be made at that time (obviously if the current operators didn't want to relocate then an opportunity for a new operator would occur).

Telling the story of the buildings and turning them into part of a heritage trail within the precinct was supported.

MUSEUM

The Museum received significant comment (although a lot of it was within the context of

collocated facilities). There was a mix of opinions regarding relocating it to a new facility versus maintaining it is the existing facility, although there is significant support for a couple of changes:

- / Ensuring those items that require a higher standard of protection (climate controlled environment etc) have an appropriate facility built for them.
- Better interpreting the Goods Shed and its history. The importance of the Goods Shed was identified by everyone – the differing opinions really revolved around the best way to honour it – either by moving the museum out of it to enable it to shine in its own right or to maintain the museum within it in order to leverage off its history.

The consensus really revolved around the Museum needing to either remain where it is, be relocated into a collocated facility with library, Visitors Centre and possible some Community Arts Space, based on the Super Village concept, or a mixture of the two.

PARKING

Parking only received limited commentary, with most of it consisting of identifying options for locating it. The overarching opinion consisted around parking being important, but ensuring an appropriate amount was achieved, and in the right areas, was easily achievable and needed to be designed in context once the other elements locations were finalised.

The relatively low level of importance attached to parking in the survey results reinforced this view.

PATHS

Paths and movement throughout the precinct was identified as important. Much of the comment was wound into discussion around other elements, as a way of linking things together. The Heritage Spine was seen as too 'rigid', with a desire for linkages to be more organic and meandering, although including the heritage interpretation of the precinct within the walkways was supported.

The link to Andrew Street is strongly supported, while making James Street more pedestrian friendly is also supported. The middle ground of a shared street that doesn't remove all the parking and maintains the existing entry point to the RSL carpark is probably the best way forward. Connecting Museum Village to James Street is strongly supported, with the need to remove the existing Sound Shell favoured for this reason.

PLAYGROUND

In general, relocating the playground from the existing Grace Darling Park up to its Super Village location was supported. The majority of comments identified the benefits of providing a playground that largely replicates the existing park (fenced, large lawned areas between each piece of playground equipment and tables etc for birthday parties) was required, but the location would be better for a number of reasons:

- Protection from the wind currently the there are three parks along the foreshore plus Grace Darling Park, none of which have significant protection from the wind.
- / It makes more sense to have playgrounds spread a bit further apart – rather than the all-abilities

- / playground and Grace Darling Park being so closely situated.
- Bringing a playground into an active space that includes coffee shop, library, visitor centre etc means the space if becoming a vibrant area that attracts a broader section of our community and our visitors.

RAIL INTERPRETATION

Limited direct commentary, but significant support for incorporating rail heritage interpretation irrespective of other elements when all comments are taken on board.

RETAIL ACTIVATION

In general, there is support for limited retail, activation within the space. Obviously continuing with the existing uses of Museum Village is supported. Additionally, there is support for small retail elements within any new development providing they enhance the core activities that are incorporated into the precinct (eg, coffee shop aligned with a collocated facility and servicing a children's playground).

The key concern was ensuring that any retail/ commercial options didn't compete with or adversely affect the commercial properties in the town centre.

SOUND SHELL

There was virtually no support for the Sound Shell to remain as it is. At the bottom end was a desire to see it enhanced, with the majority of responses supporting it being removed and replaced in line with the Super Village scenario. There was a couple of options floated for repurposing the building rather than demolishing it, but work would need to

be done to see if this was cost effective even if it was possible.

There was support for ensuring that the replacement facility also has the capacity to be enclosed to enable it to be utilised for paid events.

TREES

This drew very little commentary – the focus of the comments that were received were really on ensuring that landscaping was done well.

VISITOR CENTRE

There is little support for maintaining the Visitor centre in its current location and virtually none for it remaining as it is – even those comments supporting its current location believe it needs to be expanded and modernised.

The collocation option with the library and museum is the most supported, with a number of comments also supporting it being the entry point to the museum in the event that the museum is maintained in its current location. Including a coffee shop is also well supported.

WATER FEATURE

There was limited commentary around a water feature, although what there was, was really in support of a water park or similar. There was quite a lot of comments spread throughout the process supporting retaining a pond of some description within the area – ideally improving on the pond that is currently there.

OTHER COMMENTS

Several comments were made supporting the CWA building and either relocating CWA to another space with a new building or having them collocate with other community/arts entities.

This is obviously opposed to Council's previous assurances that CWA would only change if they supported the option, which they have clearly demonstrated that they don't at this time. It may be necessary to look at assisting CWA to upgrade the façade of the building to ensure that it meets the amenity upgrades of the rest of the precinct.

Repurposing the Goods Shed had a large amount of support – predominantly with the idea of ensuring that the history of the Goods Shed itself was incorporated into the building in a much more significant manner.

Upgrades around the RSL building were also supported, with a desire to see the space become much more inviting. Landscaping and street furniture (benches and tables etc) to make it into a lunch spot along with improvements in access between the toilet block and the RSL building were identified.

The ability to repurpose the existing RSL toilet block is also largely supported – although replacement of the toilet block close to the RSL building would be needed as there isn't a toilet inside the RSL building.

The need for genuine and extensive heritage interpretation throughout the precinct was identified. This covers the previous rail uses, the goods shed (as mentioned previously), the RSL building and its history as well as the buildings within Museum Village. The need to the precinct to 'tell a story' was raised several times. These stories should enable someone visiting when businesses and facilities are closed to still get an understanding.

APPENDIX D CONCEPT MASTERPLAN SCENARIO ANALYSIS

PRACSYS

SEPTEMBER 2020

PURPOSE OF THE SCENARIO ANALYSIS

The Masterplan scenario analysis considers the effectiveness of each scenarios against criteria for each of the guiding principles. Pracsys and PLACE Laboratory will conduct an appropriate assessment is undertaken after receiving initial feedback from the Shire.

COMMIC TOURISM IN MIND	MINITY FOCUSEC	COMNECTO	TEDTO	ASSESSMENT CRITERIA	SCENARIO 1 THE GARDEN (OLLECTIVE	SCENARIO 2 THE SUPER VILLAGE	SCENARIO 3 THE HERITAGE SPINE
	C) (Tourism attraction potential for families			
	C) (Tourism attraction potential for interstate travellers			
	C) (Revenue and employment from tourism			
	C) (Tourism accommodation			
\circ				Activities for families			
\circ				Activities for older demographics			
\circ				Activities for younger demographic			
\bigcirc				Revenue and employment from community (direct and indirect)			
\bigcirc				Additional volunteer opportunities			
\bigcirc				Meeting community needs			
\bigcirc				AlignmentwithotherShireprojects/precinctplansdevelopment			
\bigcirc				Health benefits			
\bigcirc				Commercial viability / magnitude of Shire's subsidy			
\circ	C)		Heritage integration			
\bigcirc	C)		Connection to and opportunity for traditional owners			
\bigcirc	C)		Ecological outcomes			
\bigcirc	C)		Level of aspiration			
				Evening/night-time place activation			
				All year round activation			
				Day time place activation			
\bigcirc				Improved sense of community			
				Education benefits			
				Strengthening of Esperance's brand			

APPENDIX E
CONCEPT SCENARIO PLANS,
DIAGRAMS AND IMPACTS

PLACE LABORATORY

FEBRUARY 2021

SCENARIOS INTRODUCTION

THE GARDEN (OLLECTIVE



The Garden Collective takes a holistic view to the Precinct, creating an immersive landscape setting connected to Esperance's identity.

New buildings are integrated and embedded within the landscape creating a series of sheltered micro-climates spaces. The spaces form the basis for the garden rooms each with a key activities focused on supporting diverse community needs and providing unique tourism experience.

Collocation will be less formal/looser and rely on outdoor rooms/links to create the cohesion for the collocated facilities.

THE SUPER VILLAGE



Abuzzing hub will be developed, packed with interesting and exciting opportunities for tourists and locals alike. The village centered on James Street will provide a logical starting point for visitors to get a taste of Esperance and then head off to explore the Town and beyond. Connections to the Town Centre and Foreshore will be invigorated by a cluster of activities.

Collocated facilities and other new and redeveloped facilities will focus on James Street and provide a vibrant, active edge to the street. The street will be traffic calmed, pedestrian friendly and a great place to explore what the village has to offer.

THE HERITAGE SPINE



Heritage will be front and centre as it is re imagined and explored. The historical features and stories that make Esperance and the James Street precinct unique will be highlighted and made more apparent. First nation, post settlement and contemporary stories (our future heritage) will be told.

The site will be explored as strong walkable spine from Andrew Street to Kemp Street, along which various features and experiences can be accessed (some directly, others through strong links).

GARDEN COLLECTIVE SCENARIO



LEGEND

- Heritage village holiday
- 2 Water feature
- 3 Nature play space
- 4 Visitor centre
- (5) Collocated museum/library
- Pedestrianized street
- 7 Foreshore plaza
- (8) CWA and community arts building
- Good Shed retained for core museum
- Pedestrian Area
- Roadway
- Gravel / secondary space
- Garden roof
- Landscaping
- Formalised lawns
- Parking areas
- Playground
- New buildings
- New covered facility and event space
- Existing structures
- Retail/activation opportunity
- Existing trees
- New trees (indicative)











VISITOR (ENTRE, LIBRARY, MUSEUM AND NOONGAR KNOWLEDGE PLACE

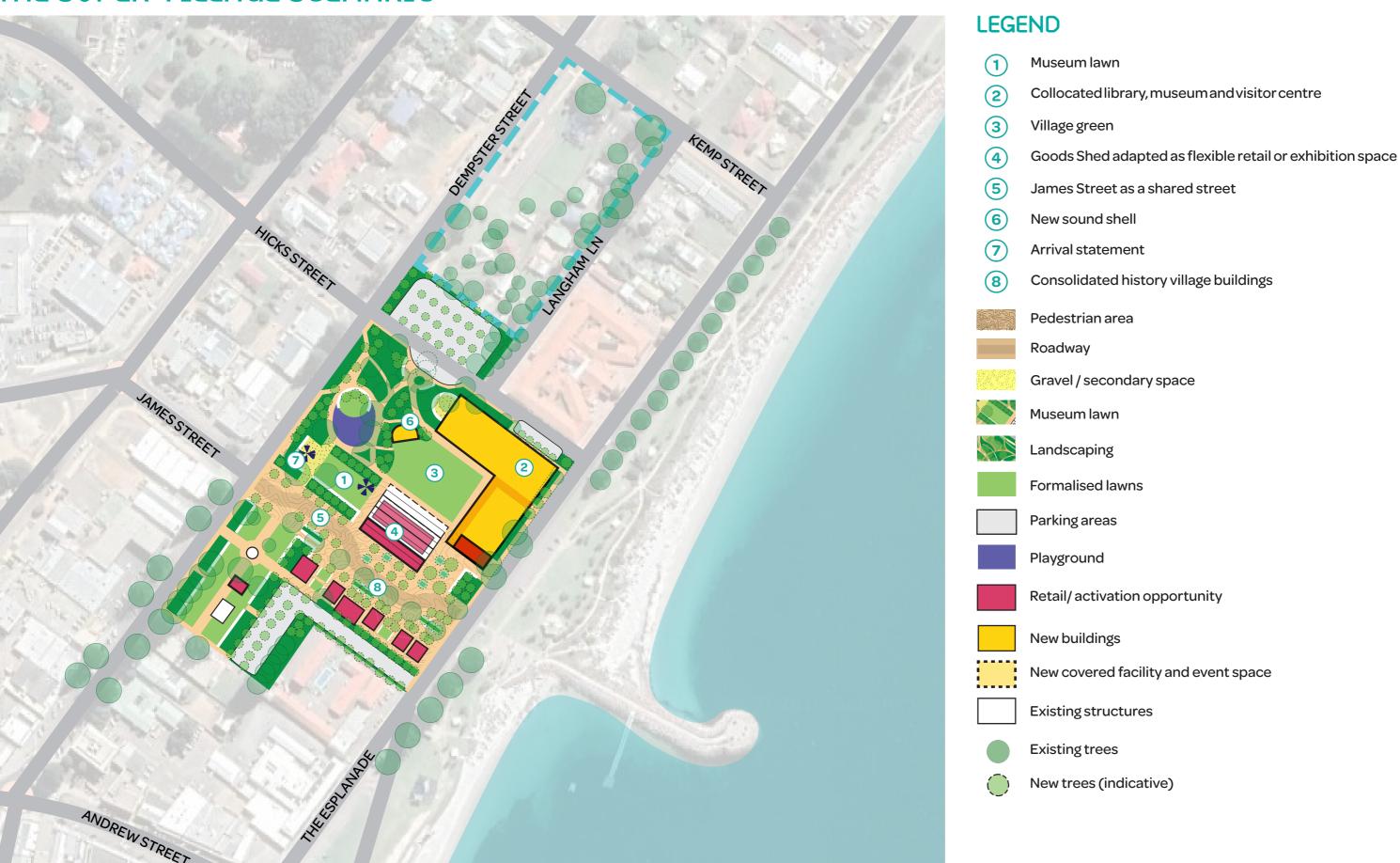








THE SUPER VILLAGE SCENARIO









PROTECTED LAWN

(OLLO(ATED (VLTVRAL (ENTRE





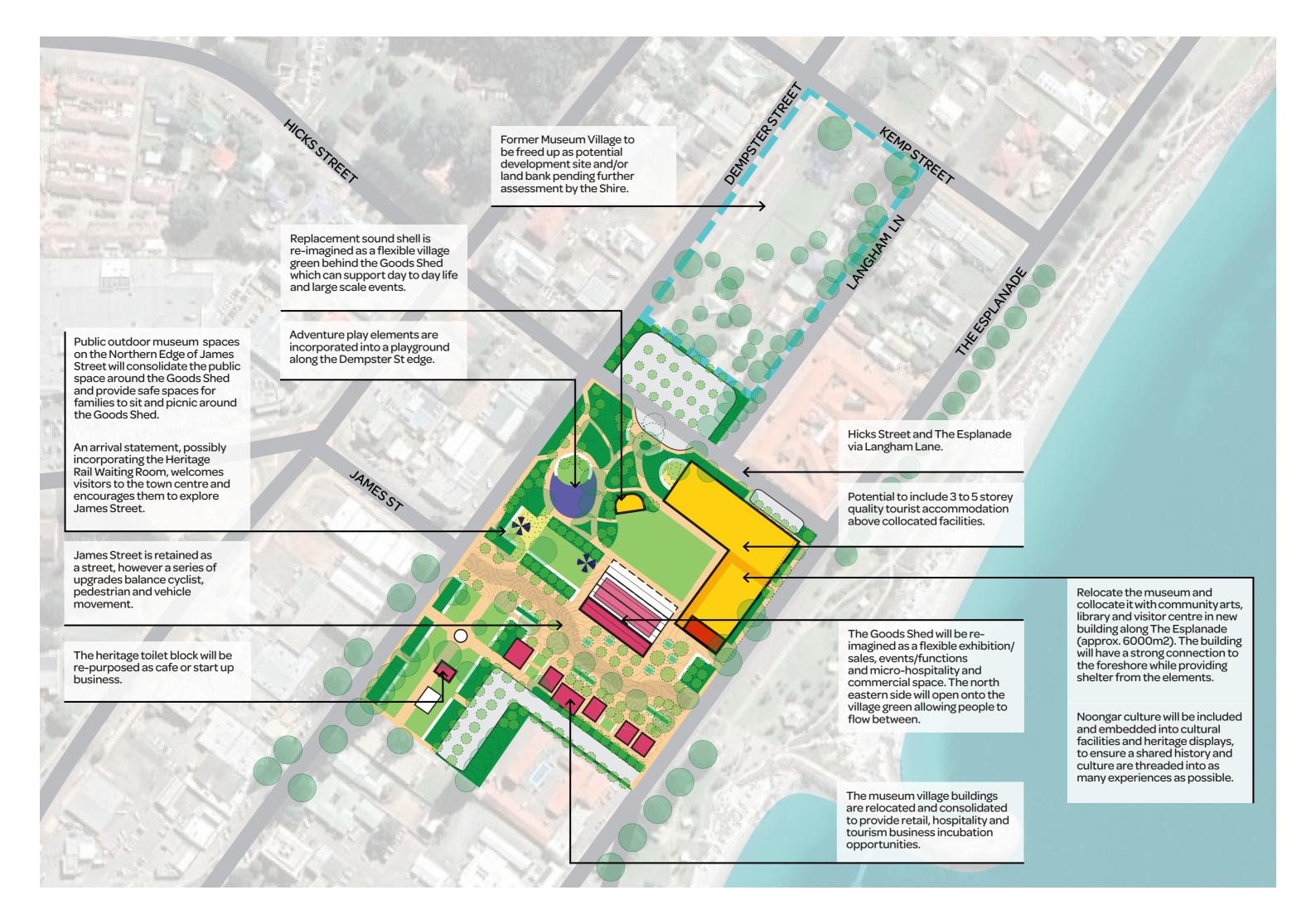




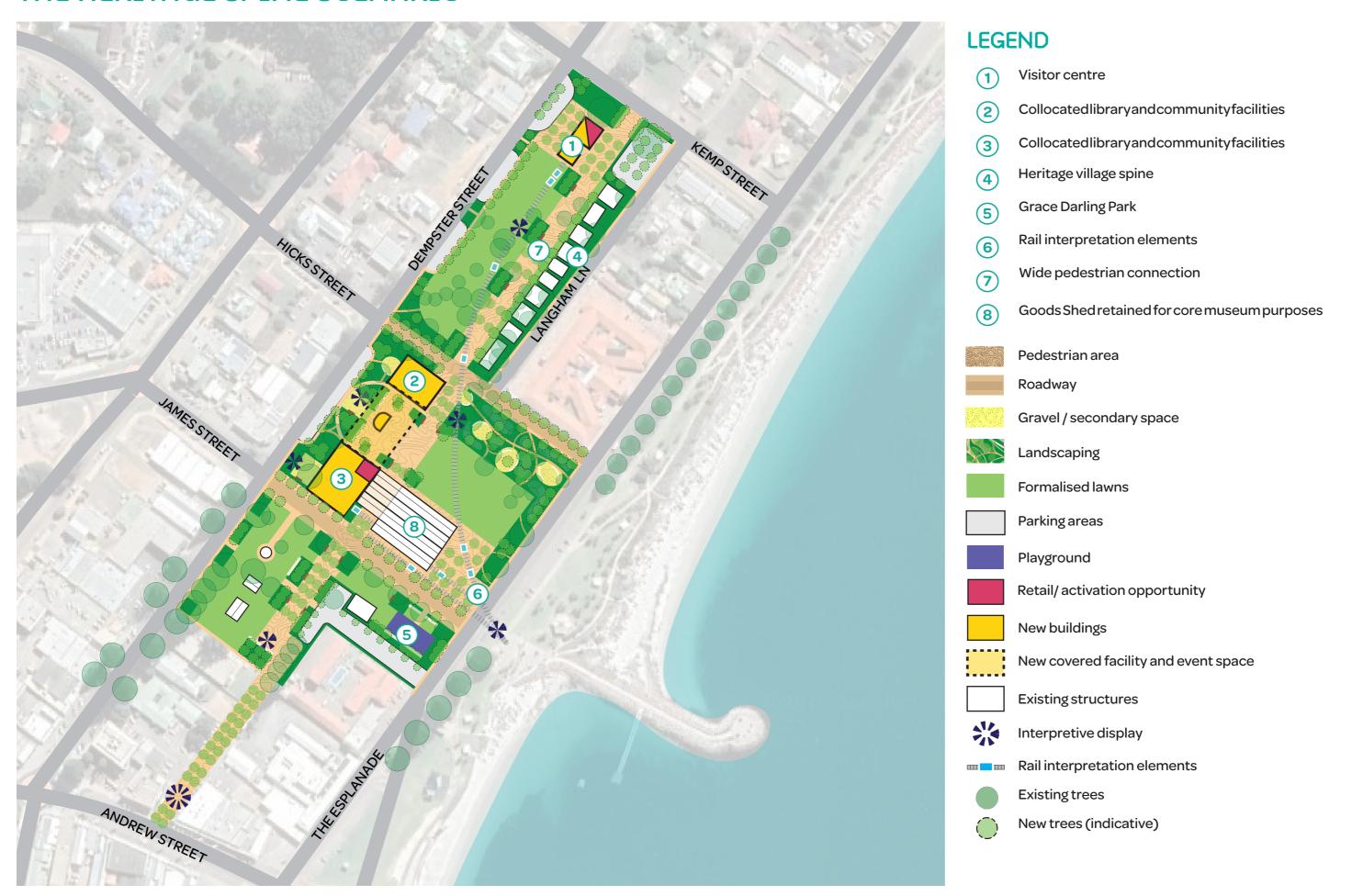








THE HERITAGE SPINE SCENARIO







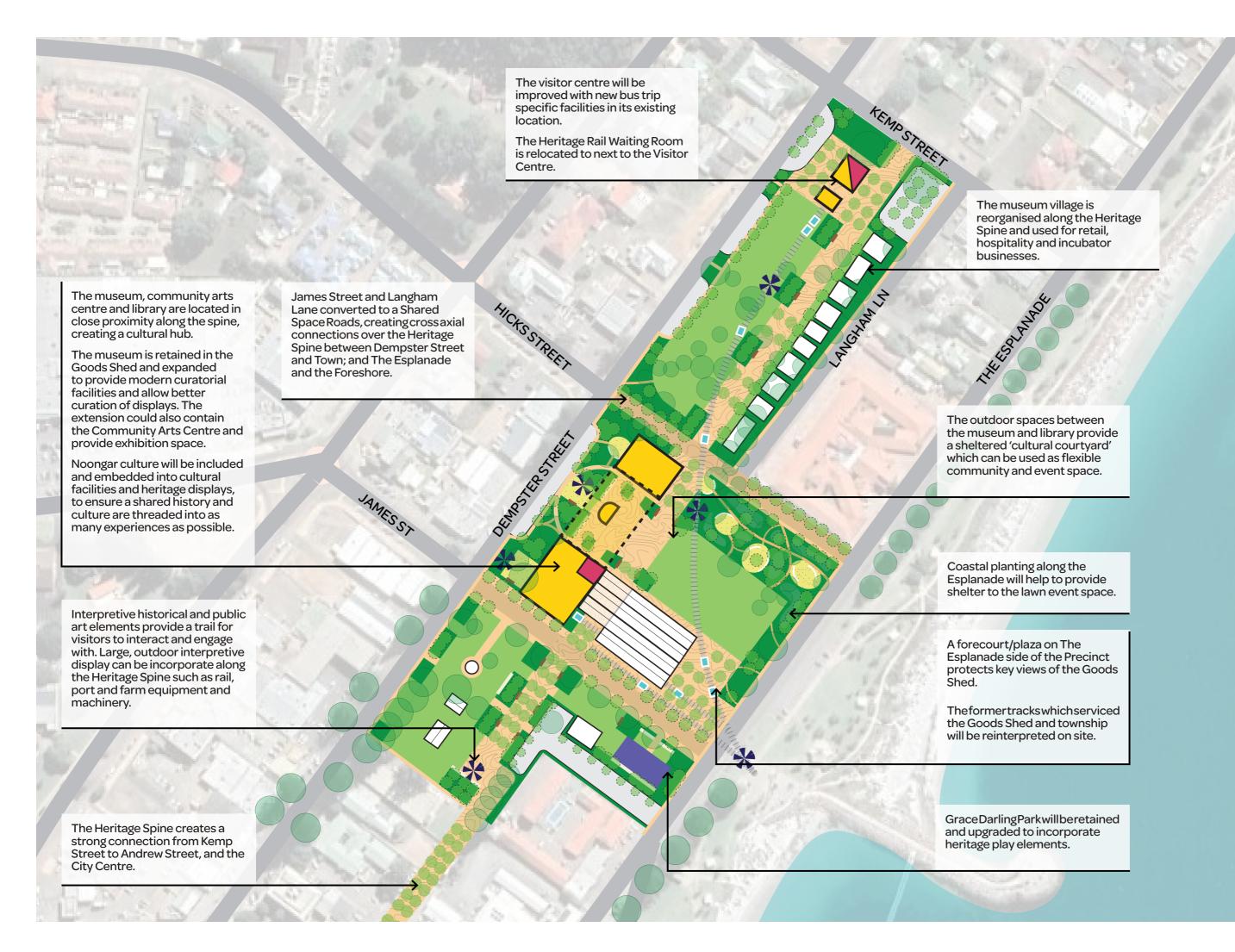








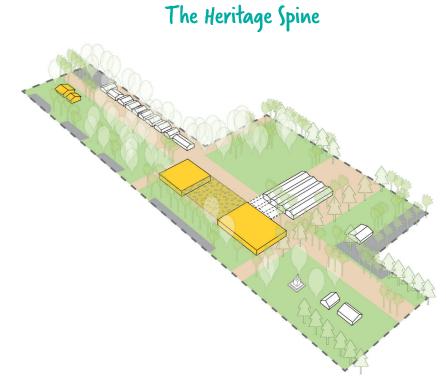




NEW AND EXISTING BUILDINGS



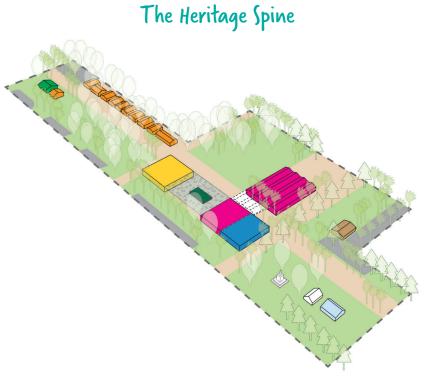




BUILT FORM PROGRAM







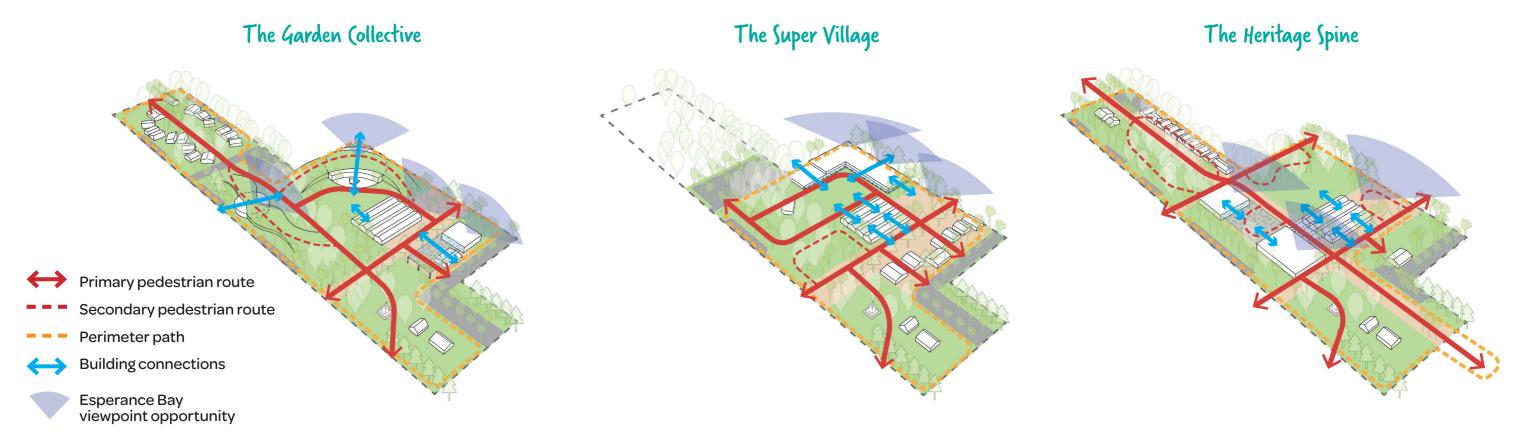
VEHICLE MOVEMENT



VISITOR BUS LINKS



PEDESTRIAN MOVEMENT AND WAYFINDING



EVENT SPACES AND OPPORTUNITIES



TREE STRATEGY



KEY STAKEHOLDERS AND PLACES IMPACTS

Following is a short overview of the impact each scenario could have on stakeholders and special places in the precinct (listed in alphabetical order).

	THE GARDEN VILLAGE	THE SUPER VILLAGE	THE HERITAGE SPINE
ARTIFICIAL LAKE	Reimagined as part of a water play area	Not included	Not included
(ANNERY ARTS (ENTRE	Potential for artists products sales and occasional exhibition	Potential for artists products sales and occasional exhibition	Potential for artists products sales and occasional exhibition
(WA BUILDING - (OUNTRY WOMENS' ASSOCIATION GROUPS	Building incorporated into a new community and arts hub. May require a new management model	Potentially repurpose building as part of relocated Museum Village businesses. CWA could potentially relocate to collocated community facilities	Retained as is with better connection to revitalised Grace Darling Playground
ESPERANCE BAY HISTORICAL SOCIETY	Continued volunteer support for Museum. Purpose built facilities provided for meeting the organisation's needs	Continued volunteer support for Museum. Purpose built facilities provided for meeting the organisation's needs	Continued volunteer support for Museum. Purpose built facilities provided for meeting the organisation's needs
ESPERANCE MUNICIPAL MUSEUM / GOOD SHED BUILDINGS	Core of Museum retained in Goods Shed with some exhibits collocated in new facility. Maritime display and souvenir shop annex removed, and new location required for pilot boat display	Core of Museum relocated to purpose-built collocated museum, arts centre, library and visitor centre on The Esplanade. Some displays/exhibitions (potentially rotating) retained in Goods Shed. W' class steam locomotive either retained in Goods Shed or located to a new display. Maritime display and souvenir shop annex removed, and new location required for pilot boat display	Core of Museum retained in Goods Shed with some exhibits collocated in new facility. Maritime display and souvenir shop annex roof potentially retained to create and an open air forecourt between existing and new facilities. Pilot boat retained in current location or relocated to a new display
ESPERANCE SUB-BRANCH RETURNED SERVICES LEAGUE	No changes proposed at this stage	No changes proposed at this stage	No changes proposed at this stage
ESPERANCE TJALTJRAAK NATIVE TITLE ABORIGINAL (ORPORATION AND LOCAL INDIGENOUS GROUPS	Improved outdoor interpretive information and potential aboriginal outdoor learning spaces and public art. Potential for better exhibitions in the Museum. Potential for artists products sales and occasional exhibition	Improved outdoor interpretive information and potential aboriginal outdoor learning spaces and public art. Potential for better exhibitions in the Museum. Potential for artists products sales and occasional exhibition	Improved outdoor interpretive information and potential aboriginal outdoor learning spaces and public art. Potential for better exhibitions in the Museum. Potential for artists products sales and occasional exhibition
ESPERAN(E VOLVNTEER RESOUR(E (ENTRE	Relocation to collocated community facilities	Relocation to collocated community facilities	Relocation to collocated community facilities
FAMILY HISTORY GROUP	Relocation to collocated community facilities	Relocation to collocated community facilities	Relocation to collocated community facilities

	THE GARDEN VILLAGE	THE SUPER VILLAGE	THE HERITAGE SPINE
GRACE DARLING PARK AND PLAYGROUND	New play facilities, including potential fenced lawn area nearer to Dempster Street to replace existing Grace Darling Playground. Water play area also provided	New play facilities, including potential fenced lawn area nearer to Dempster Street to replace existing Grace Darling Playground	Grace Darling Parkretained, and playground upgraded to incorporate heritage theme play elements
MARKETS	Markets relocated to James Street pedestrian street	Markets relocated to James Street pedestrian street	Markets expanded along "heritage spine path"
ME(HANICAL RESTORATION GROUP	Reconsider display requirements to free up northeast façade of Goods Shed building to open onto lawn and improve precinct connectivity	Reconsider display requirements to free up northeast façade of Goods Shed building to open onto lawn and improve precinct connectivity	Reconsider display requirements to free up northeast façade of Goods Shed building to open onto lawn and improve precinct connectivity
MUSEUM VILLAGE	Conversion to unique tourist accommodation offering. Potential to relocation additional heritage buildings (including heritage rail waiting room) and provide other eco-tourism options e.g., glamping sites. Alternative arrangements identified for existing businesses where possible	Relocation of buildings to James Street to provide more consolidated business and tourism experience. Existing businesses retained or alternative arrangements identified where possible	Reconfiguration to improve exposure to Dempster Street and strengthen heritage spine connection to rest of precinct. Existing businesses retained or alternative arrangements identified where possible
RSL MEMORIAL PARK	Existing buildings and memorial retained. Gardens improved to better connect with rest of precinct. Retention of tank reviewed	Existing buildings and memorial retained. Potential repurposing of public toilet building to café to activate the park. Gardens improved to better connect with rest of precinct. Retention of tank reviewed	Existing buildings and memorial retained. Gardens improved to better connect with rest of precinct. Retention of tank reviewed
SOUND SHELL	Sound shell removed to improve site connectivity. Larger sheltered flexible outdoor performance space integrated into new facilities	Sound shell removed to improve site connectivity. Larger sheltered flexible outdoor performance space integrated into new facilities	Sound shell removed to improve site connectivity. Larger sheltered flexible outdoor performance space integrated into new facilities
SPORTS HOUSE - ESPERANCE DISTRICT RECREATION ASSOCIATION (EDRA)	EDRA moving to new facilities. Building demolished	EDRA moving to new facilities. Building demolished	EDRA moving to new facilities. Building demolished
TRANSWA BUS STOP	Relocated northeast along Dempster Street, closer to new Visitor Centre	Relocated to Langham Lane extension, closer to new visitor centre	Relocated northeast along Dempster Street, near Kemp Street, closer to existing Visitor Centre
VISITOR (ENTRE	Visitor Centre relocated to new collocated facility further southwest along Dempster Street	Visitor centre relocated to new collocated facility on The Esplanade	Existing visitor centre retained in current to provide an anchor activity at the north-eastern end of the precinct. Building upgraded or replaced. Potential to relocate heritage rail waiting room to visitor centre

APPENDIX F
CULTURAL PRECINCT
BENCHMARKING

PLACE LABORATORY

FEBRUARY 2021

KEY FINDINGS

PLACE Laboratory examined 23 regional towns or relevant cultural facilities of various scales and make up and found:

- As standalone structures, Esperance cultural facilities floor sizes were generally consistent with other regional centres.
- / Larger populated towns generally had bigger libraries and museums.
- / Visitor centre size appeared related to the local tourism industry rather than population.
- / Of the four fully collocated precincts reviewed, all ranged from 5000-6000m2, three of which were 6000m2.

QUICK ESPERANCE AREA FIGURES (APPROXIMATE)

Land size excluding heritage village = 40,000m2

Land size including heritage village = 57,0000m2

Current visitor centre size = 160m2

Current museum size = 2500m2

Current Library size = 850m2

Table One: Benchmark town and attraction approximate land sizes.

/	Town/locality	/ Visitor Centre m2	/ Regional Library m2	/ Regional Museum m2	/ Collocated Space m2	/ Other Use m2	/ Collocated Facilities m2
/	Busselton		900	2000	1000		Visitor Centre, Rail heritage display
/	Dunsborough	100	800				
/	Margaret River	300	830				
/	Albany	700	1600	2000	2300		Visitor Centre and Library
/	Pinnacles				500		Visitor Centre, Discovery Centre
/	Broome	120	725	600			
/	Ningaloo				5000		Library, Museum, Visitor Centre
/	Karijini				1000		Visitor Centre, Discovery Centre
/	Geraldton		1500	2250			Visitor Centre, Art Gallery
/	Kalgoorlie	150	1400	2000			
/	Bunbury	240	1600	900			
/	Geelong	100			6000		Library, Heritage centre, Gallery
/	Orange				6000		Visitor Centre, Museum, Gallery, library
/	Byron Bay	150	1500				
/	Newcastle	120	8,300	4200			
/	Wollongong	200	900				
/	Torquay		400		1100		Visitor centre and small gallery/museum
/	Apollo Bay	300					
/	Lorne	420					
/	Newman	390	400			2000	Martumili Arts
/	Torvenhallen					2700	Markets
/	E Shed Markets					3000	Markets

Table Two: Summary of key features of benchmark towns and attractions

/	/ Key Features				
	/ Visitor Centre (Stand Alone)	/ Regional Library (Stand Alone)	/ Regional Museum (Stand Alone)	/ Collocated Facilities	/ Other Uses (Markets, Shed, Arts Centre)
	High profile location along major tourism routes, either at the entry to town or as a key attraction.	Can be stand alone but often in the vicinity of town hall, community centre or law courts. Generally a facility to support locals over tourists.	Usually stand alone building repurposing existing heritage buildings. Generally in proximity to CBD but not always surrounded by other cultural buildings.	Often centrally positioned in town hub, may be connected directly or in close proximity connected by landscape elements.	Generally repurposed postindustrial infrastructure. Generally on the fringe of townships which are growing or expanding.
	Ample parking for cars and caravans, Good access to public transport	Access to parking and transport within short walk.	Generally supported by light parking and access to transport. However needs access to parking, loading bay for museum day to day activity.	Generally facilities take up a block, or precinct. Parking is on perimeter either street parking or car parking away from the street frontage. Close proximity to transport and train networks.	Service access for retailers. Slower pedestrianised streets. Proximity to town ortransportpositive, but if locally focused people will drive.
/ Size	 / Current size 160m² / Comparable town size generally between 100-150m2. Avg size in 200 m² / Larger tourist towns 300-400m² 	 Current size 850m2 Comparable town: 700-900m2 Larger Regional Centre (Bunbury, Geraldton, Kalgoorlie, Albany) 1400-1600m2 	 Current size 2500m2: Space is in short supply however site is in need of curation Comparable stand alone museums are between 2000-2250m2 including regional state museums (Geraldton, Albany, Kalgoorlie). This is important as these institutions require state funding to ensure adequate maintenance for their assets and the scale of their exhibitions. 		/ Current goods shed size 2500m2/ Comparable facilities 2000-3000m2
	Retail, Tourism Support, Rest facilities	Library, community centre and meeting points, sometimes small gallery. Sometimes small scale hospitality (café, kiosk)	Galleries, museum, theaterettes, heritage buildings and machinery, historical reconstruction.	Shared cultural spaces with diverse, cross over facilities. Tourism, retail, some hospitality	Diverse communal spaces which could either support retail, community, events. Good space to build hospitality and retail businesses. Can be dynamic and used for start ups.

APPENDIX G ROUND ONE ENGAGEMENT SUMMARY

PLACE LABORATORY

SEPTEMBER 2020

METHODOLOGY

PLACE Laboratory proposed to conduct a series of facilitated workshop with key stakeholders of the James Street Cultural Precinct (Precinct). The following methodology was developed and undertaken by PLACE Laboratory in collaboration with the Shire of Esperance.

/ A stakeholder engagement booklet was mailed to participants for their completion and return. The booklet guided them through the engagement process and asked questions designed to access their knowledge, values and aspirations for the Precinct.

/ From the 15 to 17 September 2020, a consultant from PLACE Laboratory traveled to Esperance and conducted a series of facilitated workshops with stakeholders to understand their knowledge values and aspirations for the Precinct.

/ Follow up conversations as required with stakeholder groups to seek extra information.

/ Information from the booklets and the stakeholder sessions were collated and analysed to identify key findings to guide future planning of the James Street Cultural Precinct.

/ 24 stakeholder booklets were returned. Their contents are analysed and summarised on the subsequent pages.



BACKGROUND INFORMATION

The James Street Precinct Conversation Engagement Booklet requested participants provide feedback on how they use the Precinct, what the Precinct means to them and Esperance; and how they would like to see it develop in the future. The first section of the booklet examined who currently uses the site and how they use it.

Responses indicate the Precinct is most frequently used by local or neighbouring residents over the age of 45. The most frequent visitors are members of the Museum Volunteer Groups and Museum Family History Group.

However, responses indicated that a significant portion of respondents were in the 25-34 year age bracket (19%) and typically use the Precinct passively. For example responses included meeting at the Whale Tail sculpture at lunch time to meet friends, or taking their children to Grace Darling Park.

58% of participants visit the site at least weekly, however 32% of participants visiting infrequently or not at all. The participants who visited infrequently still indicated they had an interest in the success of the Precinct.

The Precinct appears to be most active on weekdays, however there is still potential to increase visitation on both weekdays and weekends. Morning, afternoon and evening attendance were all low, suggesting an opportunity to increase attendance at the Precinct at all times of day. Only 14% of participants attended the Precinct in the evenings.

When asked what places people visit most frequently the majority of participants selected th Heritage Village and the Whale Tail. The RSL and Sports House were the least attended facilities in the Precinct.

When asked what times visitors attended the precinct, most responded that mornings and afternoons were the most popular, midday was somewhat popular and very few visitors attended in the evenings. Participants perceptions of visitation indicate most visitors are Esperance locals and retirees. There is an opportunity to attract neighbouring townsfolk, young adults and youth to the Precinct.

What is your age?

79% of participants surveyed were over the age of 45.



How often do you visit the Precinct?

58% of respondents visit the site at least on a weekly basis. 32% of participants visit infrequently...



When do you visit the Precinct?





Weekday

Weekend

What time of day do you visit?



Morning





What Precinct user group do you belong to?

Museum	Museum Family	Esperance	The Cannery
Volunteers Other	History Group	Community Arts	Arts Centre
29%	26%	13%	13%
CWA	Community	EDRA Building	Councillors
Groups	Member	Group	
13%	13%	8%	8%

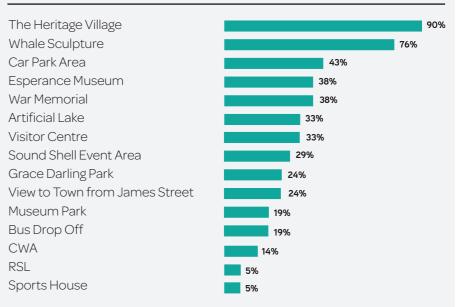
RSL Ballroom Chamber of Member Commerce **Dancing Group** Museum Sound Shell Volunteer **Working Group** User Group Centre

group in the Precinct?

37% of participants surveyed have been visiting the Railway Precinct for greater than 10 years.



How long have you been a member of your What places do you visit most frequently in and around the Precinct?



What time of day is the Precinct most active?



Who visits the Precinct most often?

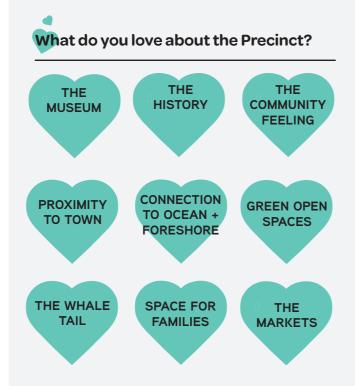
Ranked by users' perception of who visits most often:

- **ESPERANCE LOCALS**
- RETIREES
- **SHORT-STAY VISITORS** 3.
- **FAMILIES**
- **OVERNIGHTERS INTERSTATE AND OVERSEAS**
- **NEIGHBOURNG TOWNSFOLK**
- **YOUNG ADULTS (18-35)**
- **YOUTH (13-17)**

EMERGING VALUES

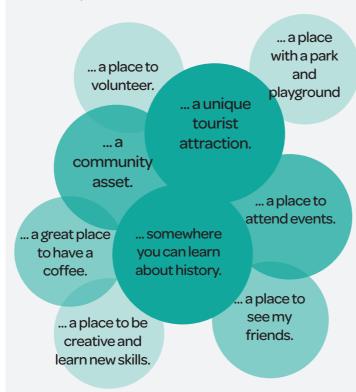
Participants were asked a series of questions to understand important community values associated with the Precinct. Common themes included:

- / A connection to history and heritage, as well as the role the museum and volunteers have played in this;
- / The importance of community within the Precinct along with a feeling of shared purpose and support;
- / The importance of the coast and the ocean as part of the identity of the Precinct, and to the Esperance community;
- / An interest in tourism, and how the Precinct can support visitors to Esperance;
- / The Precinct spaces service a diverse community with different needs such as families with children, volunteers, community groups, local town businesses, active young adults just to name a few;
- / The Precinct has potential to play a larger role for the local community and for visitors as a stand out tourism destination.



For me, the Precinct is ...

The most popular responses included "somehwere you can learn about history" and "a unique tourist attraction".



What is one word that comes to mind when you think about the Precinct?

Words used to describe the precinct included:

POSITIVE

AWESOME FAMILY GREEN HERITAGE INVOLVEMENT POTENTIAL SCENIC SPACE TOURISTS VIBANT VARIETY MUSEUM

NEGATIVE

BORING NEVER-OPEN UNDERUTILISED WINDY

For my group the Precinct is ...

The most popular response was "A Place to be part of the Community".

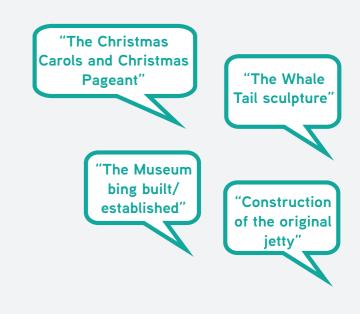


What is the most memorable thing to happen in the Precinct?

The most frequent response were:



Other responses included:



SENSE OF PLACE

Participants were asked which qualities most contribute to the Precinct's 'Sense of Place'.

The Precinct's **Heritage**, **Tourism** and **Coastal Position** were the highest ranked, appearing to play a significant role in the Precinct's identity. This is consistent with the findings of the Desktop Review and analysis undertaken in earlier stages by PLACE Laboratory.

The least selected was the Precinct's **Quieter Pace of Life**, followed by **Volunteers** and the Connection to **Traditional Owners**. With the Respect to the latter, these findings suggest an opportunity to increase the visibility of the Traditional Owners within the Precinct.

Which of these qualities contribute most to the Precincts 'sense of place'?

TOP3

1st



Tourism Destination

2nd

3rc



Coastal Position

MIDDLE SCORERS (HIGHEST TO LOWEST)



Heritage

Family Friendly Experiences



Quaint and Charming



Proximity to Town



Community Asset



Proud Tradition



Places to meet/ community place



Grace Darling Playground



International Space History



воттом з

13TH



Connected to Traditional Owners

14TH



Volunteers

15TH



Quieter Pace of Life

TESTING THE THEMES

The following five themes were identified through site analysis and desktop review of the Precinct. PLACE Laboratory tested the themes with participants during stakeholder engagement. All of the themes were generally supported by participants.



Agree

Unsure

Disagree



Taste of Esperance: The Precinct should celebrate everything Esperance including the natural environment, its coastal holiday vibe and its rich heritage and culture.

Response: 95% of participants strongly agreed with this statement with 100% agreeing the Precinct should celebrate everything Esperance.

95%

5% |



Holiday Pace: Once you enter this area you are immersed in a slower pace of life. The majestic Norfolk pine trees, ocean views, the sounds of gulls, the salty air, relaxed and low key development and the raw materials all come together to set a holiday pace. This should be emphasised with places to linger, gather, explore and reflect. Improvements should support the holiday pace i.e. pedestrians, cyclists, tourists, RV users and regular visitors.

Response: 95% of participants agreed that the Precinct should emphasise the holiday pace of the Precinct.

53% 42% 5%



A Home for All: The Precinct should build on its established community spirit, ensuring all locals feel at home and visitors feel welcome. Community is an essential part of what makes Esperance unique and adds real value to the James Street Cultural Precinct.

Response: 95% of participants agreed with this statement and almost three quarters strongly agree (74%). 5% disagreed with this statement.

74%

21%

5%



Coastal Life: Esperance experiences a Mediterranean climate with warm, dry summers and cold, wet winters. It is subject to hot summer northerly winds and southerly winter winds off the Great Southern Ocean; typically with rain. The Precinct needs diverse spaces which allow visitors to experience the raw beauty of the natural elements, while also providing opportunities for shelter and comfort.

Response: 89% of participants agreed that the Precinct should offer diverse spaces which provide shelter while still celebrating coastal life.

63% 26% 5%



Cultural Club: The Precinct has a cultural feel and should be enhanced including places to tell stories and gather with both day and night attractions, which provide reasons to revisit.

Response: 80% of participants agreed the Precinct should be a lace where culture and local stories are celebrated; 54% strongly agreed.

54% 26% 10% 10%

ASPIRATIONS

BENCHMARKING

Participants were provided with a list of benchmarked precincts and asked to indicate which they had visited and whether they enjoyed their experience.

Participants generally responded well to the benchmarking although the Busselton Foreshore and Cultural Precinct was the only place participants had been in person. 100% of participants who had attended the Busselton Foreshore and Cultural Precinct enjoyed their experience.

The Kodja Place was also raised as a good example by stakeholders

ASPIRATIONAL ATTRACTIONS AND ACTIVITIES

Participants were given a list of potential attractions and asked to indicate if they thought they were suitable for the Precinct. Participants could select as many of the attractions and actions as they felt were necessary on the list.

The responses indicate that markets are an important attraction to the precinct with 82% supporting local art and produce markets, and, 77% supporting sunset markets.

The least supported attractions were for a commercial kitchen, large live performances (both 18%) and short term accommodation (0%).

Tell us about Precincts you have visited and what you liked about them.



BUSSELTON FORESHORE AND CULTURAL PRECINCT



"Excellent playground, accessible pathways and adequate parking"



"History maintained and celebrated, easily accessible"



"Enjoyed the gallery, underwater observatory and train"



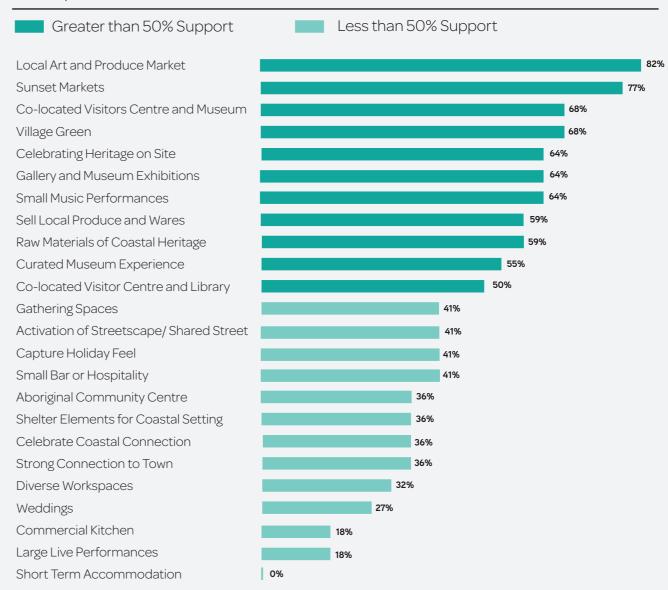
"Lots to see and do"



THE KODJA PLACE, KOJONUP

Which of these attractions or actions are most suitable for the Precinct?

% of respondents who identified 'Yes'



Top attractions or actions most suitable for the Precinct



Local art and produce markets



Sunset Markets



Co-located visitors centre Village Green and museum



WISHES FOR THE PRECINCT

Participants were asked to identify what they would wish for the precinct:

- / for their user group;
- / for the user groups as a collective; and'
- / for visitors to the Precinct.

Some of the common themes which emerged from this activity included:

- / a general appetite to co-locate some combination f the community facilities on site with a visitor centre;
- / general enhanced landscaping including pedestrian accessibility across the Precinct;
- / A desire for more hospitality and retail options within the Precinct, appropriate to the tourism and cultural identity of the Precinct;
- / providing varied spaces which accommodate families, community groups and offer shelter from the elements while still connecting to the coast;
- / upgrade or relocate the sports club and CWA (still within the Precinct) to allow for development of community spaces along James Street; and,
- / Enhance the museum experience with better curated displays, more interpretive displays and signage; and more accessible opening hours.

If you had three wishes for the Precinct ...

Wish One: What would you include or improve at the Precinct for your user group?

The most common response was to co-locate some combination of a visitor centre/library/museum/gallery/café/Indigenous Cultural Centre/small meeting room.

Responses in order of popularity included:

- **6x** Co-locate some combination of a visitor centre/ library/museum/gallery/café/Indigenous Cultural Centre/small meeting room
- **4x** Improved pedestrian accessibility to and across the Precinct
- **3x** Coffee shop (not kiosk) with somewhere to sit for morning/afternoon tea and lunch; and perhaps a bar
- 2x Curate and allow for the expansion of the Museum
- 2x Upgrade CWA facilities to make it more 'friendly'
- 2x Increase opening hours of the facilities on site

A new library building

A shop promoting local artists, including indigenous artists

Showcase local wildflowers, trees and buildings with a trendy, coastal-heritage vibe

Space for families

Weather protection

Wish Two: What would you include or improve at Precinct for all groups as a collective?

The most common response was to Create a variety of indoor and outdoor shared flexible spaces with shelter from the elements.

Responses in order of popularity included:

- **6x** Create a variety of indoor and outdoor shared flexible spaces with shelter from the elements
- **4x** Co-locate some combination of a visitor centre/ library/museum/gallery/café/Indigenous Cultural Centre/small meeting room
- **3x** An improved curated museum experience with interpretive information and displays
- **3x** Improve the general appearance e.g. footpaths
- 2x Upgrade or relocate the CWA and Sports buildings
- 2x More coffee shops and hospitality options around the museum park

A new library building

Establish minimum opening hours for lease holders

Kids water feature (water play)

Remove grace darling and relocate the play elements to town side of museum.

Retain lake and green spaces

Wish Three: What would you include or improve at the Precinct for visitors?

The most common responses were to include more interpretive signage within the Precinct covering local history and buildings; and,

Co-locate some combination of a visitor centre/ library/museum/gallery/café/Indigenous Cultural Centre/small meeting room

Responses in order of popularity included:

- 7x Include more interpretive signage within the Precinct covering local history and buildings
- 7x Co-locate some combination of a visitor centre/ library/museum/gallery/café/Indigenous Cultural Centre/small meeting room
- **4x** Increase opening hours of the facilities on site
- **3x** More coffee shops and hospitality options around the museum park
- 2x Create multiple day passes for the museum (2 or 3 days)
- 2x Seamless experience from the visitors centre to the museum, the town and businesses

A new library building

Enhance connectedness to foreshore

Improve the general appearance e.g. footpaths

More sheltered areas

A shop promoting local artists, including indigenous artists

Upgrade or relocate the CWA and Sports buildings