



COMMUNITY PRECINCT DEVELOPMENT PLAN

REPORT ON FINDINGS

April 6th 2016 | Presented by



naja



green eleven
strategy.marketing.communications

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EXECUTIVE SUMMARY

In March 2016, consultants from NAJA Business Consulting Services and Green Eleven Strategy were asked to conduct a series of planning sessions with Kojonup RSL Sub-Branch, Historical Society, Kojonup Tourist Association, Rotary, Lions, Apex, The Kodja Place Advisory Committee, the Library, the Community Resource Centre and the Men's Shed to **determine present and future purposes for the building and shared use as part of an agreed Development Plan** for the Country Women's Association, Men's Shed, Apex Park, The Kodja Place, Benn Parade and Main Street precincts.

A suggestion decision making pathway for the above request is:

- Do we need to renew or upgrade any of the community spaces? **Yes**
- Do we need to rationalise any of our community spaces? **Yes**
- Do we understand how much each space is costing us per use? **No**
- Do we have other plans that can influence these decisions going forward? **Yes,**
Main Street Master Plan and The Kodja Place Master Plan, Community Strategic Plan and Corporate Plan
- Do we understand the impact of the Community Precinct Development Plan on the Shire's asset management costs? **No**
- Are there other community spaces we need to consider, beyond those listed in the Scope? **Yes,**
including the Show Grounds
- Have we considered how to maximise visitation to Kojonup and point of difference features, with the current and future use of our community spaces? **No**
- Do all stakeholders understand the need to have an agreed Development Plan for all of our community buildings going forward? **No**

RECOMMENDATIONS IN SHORT

1. The consulting team has found there is a need to **create a Development Plan (or Master Plan)** for all of Kojonup's community spaces within the defined Precinct area.
2. The consulting team encourages **no new upgrades** taking place, including any theming or stylising of locations, until the Development Plan is complete.
3. The consulting team strongly recommends the completion of an **Asset Management Assessment and Plan** which will support work on the proposed Development Plan.
4. The consulting team recommends creating a **Prosperity Planning Framework** with the ultimate goal of population retention, and increased new residency and visitation to Kojonup.
5. The consulting team recommends a **stakeholder engagement process** as to the reasons why, and support of, the Development Plan, Asset Management Assessment and Prosperity Planning exercise.
6. The consulting team offers to assist **with funding and business case strategies** to expedite the creation of the Community Precinct Development Plan.

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INTRODUCTION AND SCOPE OF WORKS

The consulting team was asked to look at two specific areas before, during and after it visited Kojonup on March 10th, 2016. These two requirements were:

1. The Council must, as a priority, **review the number of buildings** it can realistically retain and maintain in an attempt to utilise any funds received from the sale of surplus or underutilised buildings towards attracting external grant funding.
2. The Council requests the consulting team to **conduct a series of Planning Sessions** with Kojonup RSL Sub-Branch, Historical Society, Kojonup Tourist Association, Rotary, Lions, Apex, The Kodja Place Advisory Committee, the Library, the Community Resource Centre and the Men's Shed in order to determine present and future purposes

for the building and shared use as part of an agreed Development Plan for CWA, Men's Shed, Apex Park, The Kodja Place, Benn Parade and Main Street precincts.

A three-hour workshop was completed with a selected stakeholder group on Friday March 10th, 2016, including Council executives, Councillors and community members who are representatives of the interest groups. All attendees were offered the chance to provide further feedback via an email address. About one third of those in attendance followed up with electronic feedback.

This report compiles all of the information collected before, during and after the workshops and it also gives a response to 'the need or not, to produce a Development Plan for Kojonup's community spaces'.

FEEDBACK FROM STAKEHOLDER WORKSHOP

The consulting team has provided a list of feedback gathered during the workshop, on the whiteboard. It also received a range of feedback from community members via after workshop emails. A summary of the collection of this material is listed below. Those who attended the workshop, which numbered about 45 people, were representatives from:

Kojonup Historical Society (KHS)
Kojonup RSL
Kojonup Aboriginal Corporation (KAC)
Kojonup Lions Club
Kojonup APEX Club
Kojonup Rotary Club
Kojonup Men's Shed
Kojonup Community Growth Association
(formally Kojonup Tourist Association)
Chief Executive Officer – Shire of Kojonup
Manager Community Development & Tourism –
Shire of Kojonup
The Kodja Place Precinct Story Place Coordinator

Wendy Thorne and Cathy Wright Kojonup
Tourist Railway
Senior Library Officer – Shire of Kojonup
Kojonup Community Resource Centre and
Shire of Kojonup Councillors:
Cr Ronnie Fleay – Shire President
Cr Graeme Hobbs
Cr Ian Pedler
Cr Ned Radford
Cr Jill Mathwin
Cr Frank Pritchard

Apologies

Cr Robert Sexton – Deputy Shire President
Cr Judith Warland

Attendees were asked;

'What do we need to consider when forming a Development Plan for our community spaces?'

They provided the following key words and phrases:

- History, including indigenous history
- Youth
- Retirees
- Financial stability
- Sense of community and connectivity
- Growth
- New jobs
- Safety
- Environment
- Industry

When asked, **'what has to be included when considering these spaces?'** they responded:

- Community space (indoors and outdoors)
- Historic buildings
- Parking
- Youth centres
- Industry spaces
- Water management
- Preservation
- State-wide relevant heritage centre
- Café, eatery
- Signage
- Local business protection
- Multi community centre
- Medical centre
- Events, like wildflower festival
- Truck and caravan parking

When asked **'how the community can add up community elements?'**

(e.g. rationalise key assets) the responses were:

- Refer to Main Street Masterplan
- Kodja Place Community Hub
- Community Resource Centre
- Library and Toy Library
- Get rid of nothing

When asked **'what to consider when getting where they want to get?'**

(e.g. 2020) they responded with:

- An overall plan to get there, including all community spaces and Show Grounds
- Consider State and Federal Elections and promises
- Check assets we currently own and how much they cost
- Be conscious of drainage
- Consider plans to amalgamate
- Co-ordinate historical precinct
- Create a bullwagon display
- A Kojonup tourist railway
- Provide for Smart-start (0 to 5 years old)
- Youth engagement, with youth contributing ideas
- An all age exercise park at Apex Park
- Potts Museum and Bridge lighting
- Indigenous acknowledgment
- Care for aging population
- Tourism and economic development
- Community growth and commerce engagement
- New business growth
- Connections to country university
- Assets and attractions in different spots
- Biodiversity hotspot
- Attract new people

The feedback from Community Members after consultants' visit, via emails, includes:

"I feel sometimes we could give less attention to the past (what we have) and more to the future (what we would like)."

"I think we are so lucky to have a Highway through the middle of our town, trucks and all, particularly, tourism-wise. We certainly do need some little cafes and specialty shops back from the road (clearly visible and accessible, behind new parking) to take advantage of it. We just need some positive expert advice on good design and traffic management so that the through traffic can flow smoothly and pedestrians can feel safe. The Highway is actually less than a metre narrower than Stirling Highway, which has four lanes and a median strip and 60 kph speed limit!just off road parking."

"We are very keen to see the RSL Hall stay in the Precinct area as it is now. The RSL Hall is used by our branch in a number of ways such as; our regular meetings held on the 1st Monday of the month, the Anzac Day services, Remembrance Day services, and some displays over ten day periods. Other community groups have used it for a variety of reasons such as Australia Day Breakfast – Lions and Shire, meetings and workshops where they are having guest speakers and interested parties attending, Historical Society had a Stamp Display and Play in the Park is held here if the weather is not suitable for them to be out in Apex Park."

"Elverd Cottage, one of a few Pensioner guard cottages, is very pleasant in spring when bulbs are out. We hold Daffodil Day morning tea there most years."

"What needs to be done at once is lighting for the Potts Memorial area before ANZAC Day!"

"The history of the RSL Hall building is important to the community as well as the members of the RSL Sub Branch. The Kojonup Sub Branch is at present working on a few projects all of which have been planned, in the process of or finalising all from this fantastic building such as the restoration of the Muradup War Memorial in preparation for its Centenary in September of this year, the restoration of Brigadier Potts Red

Ensign, that he flew in campaign on the Kokoda Track. This will then be on display once fully restored to Museum standard for the public to see. The Renew Shop in Kojonup has very kindly given us the funds to do this project."

"The Men's Shed is nearing its end and could be converted into parkland and parking. A new Men's Shed could be erected along the railway reserve."

"We plan to set up a display/museum in the RSL Hall side room for people to see. This will be military artefacts relevant to the history of Kojonup. This will also include a memorial walk from the Hall to the Potts Memorial. The back door will be blocked off and entry will be from the front and side of main hall. This project is in the future planning.

Ownership of the hall is with RSL WA but talks are in progress about transfer to the Shire."

"The Barracks, the oldest building in town, is located near Springhaven (Springhaven architect's used the roof line as an inspiration for their plans). It cannot be moved - build 1847, and is now a Museum- depicting its long history, a 1970's attempt at town history and also its various uses - barracks, school, meeting hall, home, church etc. Good signage and improvements in the Spring may help in attracting visitors. We recently stopped opening Sunday afternoon and are determined to open on 'history based weekends, such as Australia Day, but also have always had people available on request to open any time. We are very happy to be part tour guide days too."

"Do not close Spencer St. It is not a busy street, possibly a median strip with small tree planting could connect both sides more attractively. It doesn't all need to be done at once!!"

"Next to the Elverd Cottage are two Machinery complexes. The old one needs lots of sorting. The newer one - we have just completed stage one of a project to turn it into a Horse display. The first part is a shed within the shed containing a harness display- official opening in April. The remainder of a shed will eventually tell the rest of the story of horses in Kojonup through the horse drawn vehicles and displays about polo, pony club etc. We will soon have a special wide wall/path built between the two sheds that will have old ploughs on it and these will have interpretation. We are planning to

pull out a large wool wagon from the old shed and enclose a sheltered area in front of the old shed with interpretation and other wool related items- with mesh- so that visitors can see it. The idea is to have pointers neat the Big wagon on Albany Highway which say words such as 'come and see the real one'.

"The main thing the Historical Society is wanting is ways to attract the tourist - and the locals- to what we have to offer - glimpses into our past, education, assistance in preserving our historical artefacts and assistance with family and community history - we have at least 20 calls a year for research."

"Make Kojonup a colourful town, particularly in the precinct we were talking about. Bougainvillea's, Crepe Myrtles, Queensland Frangipanis,

Coral Gums, Snow-in-Summer Melaleucas (already some in main street), Flowering Plums (already many round town), autumn leaves, anything colourful and tough, and not high maintenance or water needy!! Plan for year-round colour. To add to the colourfulness, have murals on the Apex Park toilets, also on the Men's Shed, (already have the first coat there!)."

"Add to the playground, if possible extend across the creek behind the RSL Hall, there is room, just lots of nice big rounded rocks, long low logs and stepping stone stumps for balancing would do, costs next to nothing! And an all ages exercise area (similar to the one in North Cottesloe beside the beach, it is made of wooden planks installed with expertise, with an instruction board), it needs little space. Mini golf

or other outdoor possibilities for locals or passers-by, maybe."

"Consider removing the enclosed veranda on the RSL Hall which was added later. It would mean less space, but more attractive and less maintenance. The toilets also need upgrading there."

"Why not a TRUCK STOP, a place where truckies can rest and revive, as per NSW compulsory stops this will come to WA anyway. We are at the crossway of a freight route, freight to and from Albany Mt. Barker Denmark, etc. Freight to and from Harvey, Dardanup and Bunbury. For a lot of freight going east i.e. Katanning. At the moment truckies often leave trailers parked at truck bays and sheep yards in Kojonup and pick them up on their return trip."

“Could this Hall double as a Drop-in Youth Centre, or Games Room for locals and tourists? (The verandah might be useful for storage if this happened). Remove ugly front veranda of Men's Shed which is not original, used to be a small sloping shelter I think. Also the additions on the North side of the building.”

“There is a well just to the North of the creek near the Men's Shed, much valued in the early days of course, could we make a feature of this? It still has water in it, I believe. Make something of the creek line which comes down from the top of town, through the back of the Co-op, past the CWA building, joins Kojonup Brook under the road, a lot of stone work has already been done. Also Kojonup Brook which runs through Apex Park, and on to the West; bridges, fences, plantings, could add

attraction to nice walks, (although there is usually no water in the creeks!)”

“The Men's Shed is in an absolutely perfect position for a restaurant! (Encourage the men to build a nice new shed!). Much of the old building may well be able to be utilised as a large part of a great food outlet (Look at the beautiful interior of the Aura Gallery at the top of the hill to see what can be done with a pretty scruffy old building and a bit of flair!). There is plenty of parking space, room to build a new kitchen and toilets. 'The Old Garage Restaurant' has quite a good ring to it!! Needs a small Kiosk ('The Petrol Pump?') for ice creams, chips etc. for quick snacks for the playground users, and a fairly classy restaurant/cafe. We badly need more places for passers-by to eat, the Baker and the Gull

Service Station are all we have sometimes. The Country Kitchen isn't open over weekends, The Black Cockatoo closes at 3 o'clock and not always there for long weekends, the Gull is the only place for dinner!”

“Would the Shire be wise to sell, lease or give the Kodja Place and the Men's Shed to private developers, even if they supported them with some upkeep assistance for a while? Private enterprise could save a lot on rates money and perhaps arrive at better results.”

“With the demolition of a few of our unworthy buildings (lots of space behind them), direct access into the Co-op parking from the Highway, white lines strategically painted on the road and good signage, just about anything is possible. Much money would be needed to help

businesses make changes, to rebuild, to put in parking etc., but not nearly so much as a by-pass, so Main Roads should be glad to help upgrade their Highway!"

"Ratepayers do not need large rate increases. The RSL Hall should stay. The roof needs attention but a competitive quote should reduce the cost. The toilets need an upgrade. They could be an overflow from Apex Park which can be crowded at times. Sealing the parking area between the hall and the church would add to the use of the park north of the creek. A military museum on the west side of the hall would add to it, combined with covering the war memorial. All the precinct planning, the main street plan and the sporting plans are great for the future and will result in a

much better town but I feel the Shire could be more supportive of short term ideas to improve the town such as the steam engine on the railway line and the lighting of the Potts statue in Apex Park."

"We have two large truck companies operating in Kojonup i.e. Mathews. There are large businesses that need regular transport to and from Kojonup. The live sheep export company, CBH grain terminal, large piggery and soon to be a very large cattle feed lot. Maybe this is thinking too far ahead."

"The town has already seen enormous changes since white Settlement, let's plan for some more, but maybe we don't need to change one of the reasons the town is here, the well-used road through the middle of it!"

DISCUSSION AND KEY FINDINGS

The consulting team provides further information to assist Kojonup Shire move forward with its community planning and building use in the future.

Information included is:

- 'Your Town's Point of Difference', from Rural Tourism Marketing Group in USA
- Tourism Awards and Country Town Points of Difference
- Recommendations in Asset Management

Your Town's Point of Difference, from Rural Tourism Marketing Group in USA

The consulting team has added a portion of an article from Rural Tourism Marketing Group in the USA as its views are relevant to Kojonup's current situation of looking at its assets without being guided by an overarching vision or Development Plan. The full article, and that of other articles also of relevance, can be seen at <http://ruraltourismmarketing.com/>

'Determining the difference between an overarching vision and a list of assets is also the difference between attracting a customer and ensuring the customer enjoys their visit. Your overarching vision attracts the customer; your assets are what makes them enjoy the town once they are a

customer. But you won't attract them in the first place if your vision is not completely defined by one singular feature.

Your town's asset list is valuable because it will help you retain visitors once you've attracted them. Your primary vision is the thing you want to be known for -- the thing that makes your town stand out from all the other small towns in your region.

So what's the message for your town, whether the population is 250 or 25,000? Focus on the one thing your town does well now, or in the future, and don't dilute that message with other features, no matter what.

Australian Regional Towns and Tourism Awards

The QANTAS Australian Tourism Awards celebrate a range of tourism awards, including Local Government tourism. The 2016 Awards highlighted the success of Shire of Irwin. Kojonup's Development Plan needs are similar to that witnessed by Shire of Irwin, therefore snippets of the articles have been included in this report.

'Setting the benchmark for development and support of the local tourism industry, the City of Fremantle won the Local Government Tourism Category, by successfully reinforcing Fremantle as WA's most iconic destination. An innovative place marketing program, 'Fremantle. Be part of the Story' was launched in 2014 and the City produces an award winning program of festivals, including the internationally-acclaimed Fremantle Street Arts Festival. It also operates its own visitor centre turning over \$1 million of tourism product every year. A recent revitalisation strategy has proven successful with a \$1 billion plus development pipeline which includes the Doubletree by Hilton and the \$220 million Kings Square project.

Coming second to City of Fremantle, which attracts more visitors than any other Western Australian location, is the Shire of Irwin. This Shire beat the Shire of Albany which came in third position. Shire of Irwin, with 3,600 locals with a median age of 45, focuses its point of difference on the tagline 'A Brilliant Blend.' Its imagery always contains both old and new, which marks the basis of the 'blend' positioning. It also contains a representation of its Moreton Bay Figs which line the main street and its newsletter is also titled Brilliant Blend. The web page states 'Dongara and Port Denison are two towns working together in harmony to form the Shire of Irwin. It's the brilliant blend of coastal and rural landscapes, the blend of new and old and the blend of lifestyle and employment opportunities that make the Shire of Irwin as an enviable place to live, work and play. This area offers a relaxed lifestyle with beautiful beaches, historical sites and a healthy fishing industry. The main street, Moreton Terrace, is lined with Moreton Bay Fig trees which were planted in 1906 and are now a focal point of the town.'

Shire of Irwin can be seen at <http://www.irwin.wa.gov.au/>

Shire of Irwin's well-defined positioning can be compared to Shire of Kojonup which talks to nestling, rural heartland, history, gateway to South West, which are four contrasting elements of positioning.

Peterborough, a country town in Southern Flinders Ranges, South Australia, won the Destination Marketing award in the South Australian Tourism Awards this year. The town set the ambitious goal to increase annual visitor numbers by 30 per cent. In January 2015, Peterborough Tourism launched a Heritage Rail Trail from Broken Hill to Peterborough and on to Port Pirie – uniting a single and highly persuasive tourism offering. Major cultural objectives of the Rail Trail were twofold: To tell Australia's greatest industrial story and build pride in the region; and to reverse the decline of railway towns such as Peterborough and return them to positive growth. Its accompanying destination marketing campaign set clear measurable tourism targets that have resulted in increased visitation; sales; and length of stay as well as strategic partnerships with neighbouring tourism regions and the promotion of and investment in Peterborough by the State Government.

Recommendations in Asset Management for Local Government

A Council's asset management is supported by three key documents:

- An **asset management policy** – endorsed by the Council.
- An **asset management strategy** – that identifies assets that are critical to the Council's operations and outlines risk management strategies for these assets.
- And **asset management plans** – for all assets under a Council's control, which identify asset service standards and contain long-term (at least 10 years) projections of asset maintenance, rehabilitation and replacement costs. These costs should then be reflected in the long-term financial forecasts.

When undertaking its asset management planning, a council will review its assets to determine if they are fit for purpose: that is, that they support the Council's achievement in its Strategic and Community Plans. If implementation is desired, it is recommended to analyse the financial, workforce and asset resources required to take new projects to the next stage.

Source: <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/asset-management-planning>

RECOMMENDATIONS

1. The consulting team has found there is a need to create a Development Plan (or Master Plan) for all of Kojonup's community spaces within the defined Precinct area.

Kojonup has been very successful in looking at the individual development assets (such as Main Street and The Kodja Place). There are some current assets that need attention (e.g. Men's Shed and RSL Hall). And there will be future developments already suggested by stakeholders, and some not even thought of at present. An overarching Development Plan will be helpful to lead cost-effective, themed and prosperous development going forward.

The Development Plan should contain:

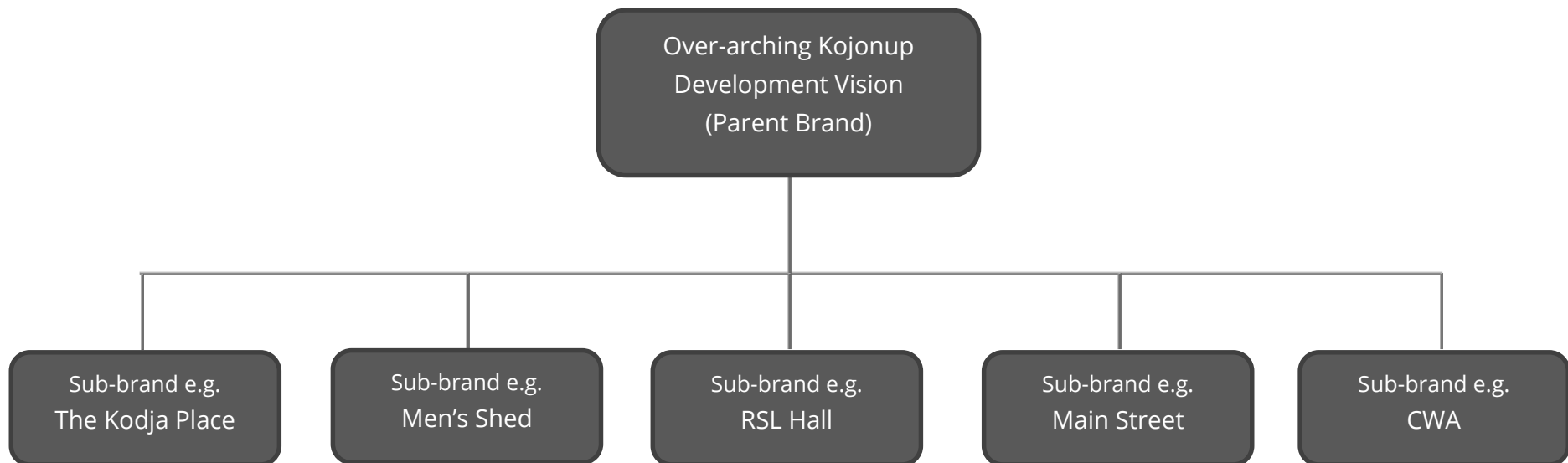
- Point of Difference, highlighting one overall vision or feature for the town (for locals and visitors) and then many assets under this overarching development vision,
- Place related matters, such as considering the entire town's community assets and how they are

connected to each other and the overarching development vision. This is for all current and future assets,

- People related matters, such as current and future stakeholder engagement and decision making processes,
- Price related matters, such as funding strategies, and business case management,
- Process related matters, such as approval processes going forward internally in the Shire and externally outside of the Shire,
- Timing related matters, such as decision making dates, project delivery parameters, and the order development should occur,
- Intellect related matters, such as the gathering, storage and use of research, data and key learnings,
- Promotional related matters, such as how to celebrate the outcomes proposed in the Development Plan.

Development Plan, Brand Hierarchy

It is recommended that Kojonup Shire develops one overarching brand vision, and then treats the sub-brands as assets. When referring to 'Your Town's Point of Difference' on page 16 of this report, Kojonup's visitors will be attracted to the vision/overarching brand, and then will stay because of the sub-brands or assets.



2. The consulting team encourages no new upgrades taking place, including any theming or stylising of locations, until the Development Plan is complete.

Any further upgrades and improvements considered in the future, need to be considered wisely in keeping with the overarching Development Plan and not as individual items, or sub-brands, underneath the Development Plan. Recognising the overarching brand may need to be retrofitted. Prudent consideration of any new features, upgrades or new developments need to have flexibility incorporated.

The consulting team has previously completed the task of retrofitting an overarching vision for other Shires. After analysing the Corporate Plans and Community Strategic Plans, and completing suitable stakeholder engagement, the consultants create three possible concept visions or themes (or overarching brand) for the Development Plan. The Council, staff and stakeholders then vote on their desired vision. Once completed this vision can retrofit, or infiltrate throughout the Development Plan. It is therefore advisable; no further upgrades are instigated until this vision stage is complete (in possible three months' time).

3. The consulting team strongly recommends the completion of an Asset Management Assessment and Plan which will support work on the proposed Development Plan.

According to the Corporate Plan, ascertaining Kojonup's asset management status has been budgeted for and could be completed within the next three months. The Shire has allowed \$22,000 to complete this task in this three-year planning cycle.

The Shire of Kojonup is responsible for the provision of about \$500 million of infrastructure assets, including \$400 million for roads. The Shire has a limited understanding of the composition, location and extent of its asset portfolio, and is not able to define the status of stormwater, pathways, parks and community meeting sites. It is also currently considering which assets need enhancement,

replacement or rationalised. If the Shire is considering increasing its pool of assets (e.g. Health Services Precinct) it needs to understand its current and ongoing affordability of assets.

Although the Shire has a check-list of assets, it doesn't have a well-defined asset management plan showing management and affordability over a 10-year period. This knowledge will affect decision making with the management of all assets, including the community assets under consideration in this report. To solve this issue either external or internal asset management solutions are recommended.

4. The consulting team recommends creating a Prosperity Planning Framework with the ultimate goal of population retention, and increased new residency and visitation to Kojonup.

For future growth of the area, in conjunction with the development of this Plan, the Shire could consider the preparation of an Economic Development Plan.

Whilst completing this Development Plan, the community would look at ways to enhance growth and prosperity of the Town and surrounding communities. It is recommended that the planning process for the Development Plan and Economic Development are achieved in tandem, so as to leverage as much industry

and growth potential. This would underpin and ensure the ongoing viability of the community development locations (and as well the Health Services Precinct noted in the Health Services Precinct Plan report).

Developing Kojonup's community spaces may also provide the impetus for increased town prosperity. Similarly, increased prosperity provides impetus for the use and needs of the community locations.

5. The consulting team recommends a stakeholder engagement process as to the reasons why, and support of, the Development Plan, Asset Management Assessment and Prosperity Planning exercise.

Stakeholders have particularly strong views when asked to consider a future direction, particularly development, in a regional town. Stakeholders have already contributed their views when forming the Kojonup Community Strategic Plan of 2013 to 2023. Adding stakeholder views, to that of Asset Management and future business desires will ensure a strong, bold, but thoughtful Development Plan. The consulting team has highlighted suggested stages stakeholders can contribute going forward as shown by

the Decision Making Pathway diagram on page 28 in the following section titled 'Where to from Here' of this report. In this diagram, the consulting team is proposing to add stakeholder engagement (which often causes a business as usual model) with financial impacts (which typically encourages forward thinking to three to five years) with that of prosperity planning (which can proactively progress plans out to ten years plus).

6. The consulting teams offers to assist with funding and business case strategies to expedite the creation of the Development Plan.

The Shire of Kojonup is to consider its level of support it wishes to provide each individual brand or asset under the Development Plan, and as well the level of support it is to provide to the overarching vision, or overarching brand.

In doing so, the Council may wish to create a business case/s with the aim to best attract funding and interest in the development. The current consulting team is able to assist with the process, as well the refining of the retrofitted Development Plan/ brand hierarchy and individual asset assessments.

Within the business case, a list of deliverables will need to be formed. This resulting business case will be used to:

- Apply for funding
- Attract investment
- Attract stakeholder engagement
- Facilitate government approval processes
- Attract user interest
- Leverage partnerships
- Influence political agenda
- Attract philanthropy
- Attract greater prosperity

WHERE TO FROM HERE?

The consulting team has created a Decision Making Pathway for Shire of Kojonup's Development Plan, which will fine-tune 'where to from here'. It is recommended that Council makes its strategic decisions for these community spaces based on Community views, financial implications, but most importantly, by considering the impact such decisions will have on the future economic desires. The consulting team has also indicated on this Pathway, at what stage the Community members could be engaged.

The consultant team believe the starting point to create the Development Plan is to work out the Town's brand hierarchy. If the town can decide the one overarching vision of the town (the main and single theme), then it can determine where the sub-brands fit. The sub-brands are the assets under this overarching theme. Once this is

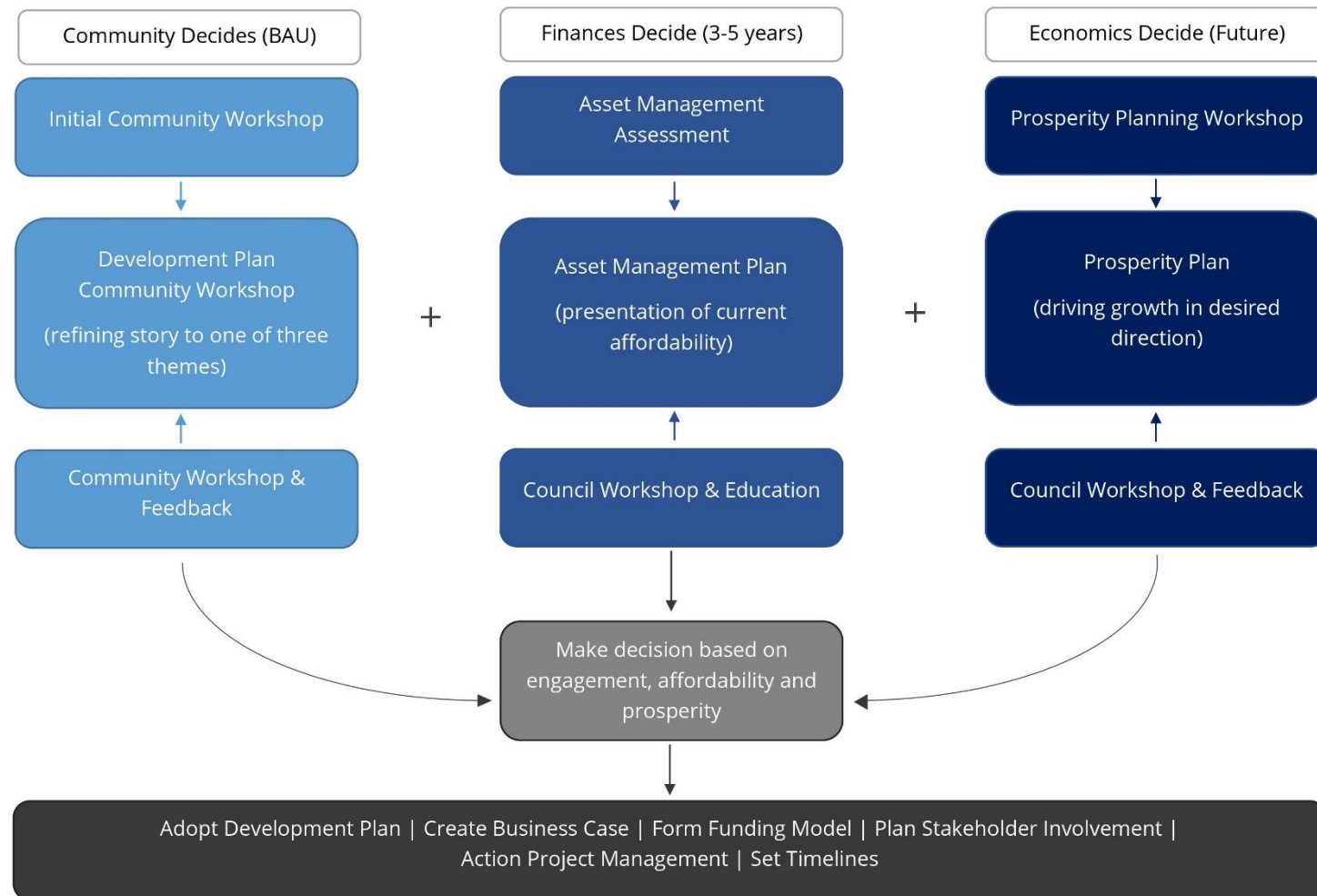
determined, the Shire can add the Community Desires, with the Asset Management Assessment, with future Economic Desires and the Development Plan will be well on its way. Unfortunately, the Council is being requested to look at the sub-brands independent of each other and independent of the overarching vision. Completing the journey this way is costly and not strategic.

There has been much work completed to date including sporting master plans, Kodja Place master plans, Main Street master plans. These represent the sub-brand assets referred to above. What is missing is the overarching Development Plan which will steer the Shire into advancing the town and its surrounds.

To assist with this pathway, please refer to the Development Plan Decision Making Pathway below.

KOJONUP'S DEVELOPMENT PLAN

Decision Making Pathway



APPENDICES

1. Kodja Place request for Funding from Royalties for Regions, Great Southern Community Chest Fund

Kodja Place is a unique and previously award-winning tourist attraction that needs a significant upgrade to rejuvenate and improve the total visitor experience and develop the precinct as a community hub and cultural centre. Key needs include strengthening the Indigenous experience and resolving major issues with visitor flow and indoor/outdoor spaces. Possession of a Master Plan will address these needs and maximise the facility's ability to attract visitors and increase revenue, thereby securing its sustainability and flow-on benefits to local and regional businesses.

Issues to be addressed in the Master Plan include:

- Too many entry points to the precinct and confusion on main entrance limiting visitor flow and revenue to the visitor centre/galleries
- Visitors have direct access to the Rose Maze and Mia Mia but overlook the precinct's indoor attractions
- The precinct's highway frontage lacks drawing power for travellers
- Revitalise the interpretation experience as recommended in the Curatorial Audit

(Source: Kodja Place funding application, Royalties for Regions February 2016)

2. Curatorial Audit Kodja Place

An external consultant was used to complete a Curatorial Audit of the ten-year-old Kodja Place precinct in November 2015 by Dr Sue Graham Taylor. There was a good deal of community and stakeholder input into this Audit and a number of recommendations were reached. Some findings include:

- The Kodja Place tells the cross-cultural story of the vibrant rural community that is Kojonup.
- The one story many voices approach based on personal narrative and told from a contemporary point of view has been very successful.
- No other facility performs this role and the way in which it has been developed based on community support has in itself strengthened the community.
- The Kodja Place has the potential to be even more successful, bringing compelling stories to life by making greater use of digital technology.
- The Kodja Place will continue to evolve but the focus of the story will not change.
- The proposed vision for The Kodja Place in 2023 is that:
 - It will be at the heart of the Kojonup community, a meeting place for people and ideas.
 - Combined Noongar-Wadjela storytelling and cross-cultural viewpoints will remain, in keeping with the ethos of 'One story, many voices.'
 - It will continue to foster reconciliation between the first peoples of this land and those who have arrived since European settlement by incorporating all stories and points of view.
 - It will be an agent of positive economic and social change, a promoter of tolerance, understanding and a facilitator of intercultural dialogue.
 - It will be a dynamic centre for public creativity, innovation and local enterprise, adapting to ever-emerging technology.
 - It will connect the Kojonup community to its past, to individual, collective and cross-cultural experiences and in so doing ensure its future.
 - It will reflect those challenges facing the community, such as depopulation, senior school education and health issues and particularly those pressing scientific issues of the day such as climate change, soil health and loss of biodiversity.

- It will be a point where local groups and individuals can connect using the content, images and oral history collections of The Kodja Place to respond to a changing world and highlight local values and concerns.
- Local Noongar people will be highly valued employees at The Kodja Place.
- It will be a meeting place for all, a place where people feel equal and at ease, a place where they feel able to deal with things they know but also explore things they do not know in the company of friends and strangers.
- It will be a driver of tourism, a place where visitors can find leisure activities, knowledge, entertainment and above all connection with the heritage, cultures and environment of Kojonup and more broadly the Australian and Western Australian rural story.
- It will be accessible, providing visitors with the knowledge they desire in the format they require.
- Displays and activities will ensure that visitors are not just passive spectators but also active participants.
- It will provide a multidimensional experience that responds to visitor needs and allows them to participate and share their experience with a global audience through whatever personal mobile devices they might have.