

HUNTS DAM NATURE BASED CAMPGROUND

FEASIBILITY - BUSINESS CASE
JUNE 2019



Njaki Njaki
Aboriginal Cultural Tours
Sharing Culture Exploring Country

This project is funded by the
West Australian Indigenous
Tour Operators Council and
Njaki Njaki Aboriginal Cultural Tours.



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Glossary

Domestic Day Trip Visitors:

Those who have travelled for a round trip distance of more than 50km or 4 hours to a place and return to their usual place of residence within the same day.

Domestic Overnight Visitors:

Australian residents aged 15 years and over who spend at least one night away from home in the region.

International Visitors:

International visitors aged 15 years and over who spend at least one night in the region.

Interstate Visitors:

A person visiting a State or Territory other than that in which they usually reside.

Tourism:

The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to an activity being remunerated from the place visited.

Tourist:

Someone who is away from home for less than one year, for the purpose of leisure (including holidaying and visiting friends and relatives),

business, education or other personal reason, other than to be employed in the country or place visited.

Tourist Attraction:

A physical or cultural feature of a particular place that individual travellers or tourists perceive as capable of meeting one or more of their specific leisure-related needs.

Tourism Expenditure:

Expenditure by visitors during a trip, including airfares and other transport costs and any amount spent on trip-related items before, during and after the trip, until they return to their usual place of residence.

Tourism Regions:

A geographical region that has been designated by Tourism Research Australia and the Australian Bureau of Statistics as having common cultural or environmental characteristics.

Visitor Nights: A measure of the total number of nights spent by overnight visitors on overnight trips.

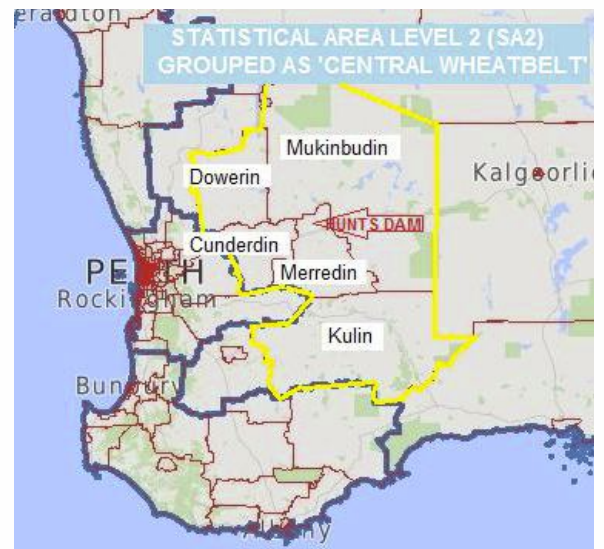
Visiting Friends and Relatives (VFR):

A person or group of people who travel more than 50km or 4hrs from their usual place of residence to visit or stay with a friend, family or relatives.



Study Area

This document presents a feasibility-business case for a proposed Aboriginal tourism venture at Hunts Dam near Merredin in Western Australia. For statistical purposes, the study area covers 19 local government areas, grouped by the Australian Bureau of Statistics into five areas referred to as Dowerin, Mukinbudin, Cunderdin, Merredin and Kulin (shown below). In this report, the study area is referred to as the 'Central Wheatbelt', shown below within the yellow boundary. Visitor statistics have been analysed and reported for the 'Central Wheatbelt' - the study area.



1. Executive Summary

Overview

This feasibility-business case outlines the concept and rationale for a proposed Aboriginal tourism venture on 25.9ha of public land known as Hunts Dam, a historically significant nature reserve managed by the Shire of Merredin, approximately three hours drive east of Perth. The proposed tourism venture within a nature reserve will provide visitors with accommodation, nature-based experiences and Aboriginal tours as well as employment and enterprise opportunities for Aboriginals. The venture has potential to activate the development of a not-for-profit, charitable Aboriginal corporation that will be pivotal in establishing a Wheatbelt Ranger Program, landcare initiatives and wildlife sanctuaries. The proposed campground will add much needed diversity to the region's tourism profile and provide ongoing support for a charitable corporation advancing Aboriginal people and the sustainable management of land.

The proposed campground will offer accommodation and Aboriginal tourism experiences consistent with the Wheatbelt Regional Investment Blueprint (2015), which identified the need for infrastructure investment to grow tourism and leverage the region's nature based and heritage experiences, building on iconic features and significant natural attractions. The campground also supports the Wheatbelt Tourism Strategy (2017), which identified the need to enhance tourist attractions such as Aboriginal heritage experiences that encourage the use of existing infrastructure and amenity.

The proposed tourism facility will host 8 campsites, 10-eco tents with ensuites and a dedicated craft workshop that will offer high quality, authentic Aboriginal tourism and nature-based experiences consistent with the region's tourism development priorities. The proposed accommodation infrastructure will appeal to the region's existing 63,000 self-drive visitors seeking nature, heritage, adventure and culture based experiences. The proposed facility will provide a portion of the 132 additional caravan-campground sites required to absorb the projected increase of 22,000 caravan-camping visitors annually to the Central Wheatbelt by 2025. The project will provide diversity and capacity to the region's tourism accommodation, bringing potential to grow tourism and encourage further investment in the region.



Support & Benefits

The campground has support from local Aboriginal stakeholders, the Wheatbelt Development Commission, the Shire of Merredin, Western Australian Indigenous Tour Operators Council, Tourism WA, Australia's Golden Outback and local tourism communities who recognise the importance of new ventures building capacity within the region's tourism sector.

The campground has potential to generate significant economic benefits, including employment of up to 4FTE staff during construction and up to 7.5FTE staff during operation, contributing significantly to the local economy. Once fully operational, benefits will flow to local entities maintaining facilities, supplying consumables and providing services to a facility that can host disabled visitors that will help diversify and grow the region's tourism market. Net economic benefit from construction and operation of the Campground is estimated at \$5,344,000 with a benefit to cost ratio of 3.6.

The steps required to advance the Project have been identified. A twelve month timeframe is anticipated to secure the initial tranche of funding to commence land planning and assembly. Further tranches of funding are required over four years to complete the project. Phased development enables the campground to host visitors within two years with a gradual increase in campground facilities and capacity over subsequent years.

Financial Analysis

Funding of \$1,486,120 is required over five years to advance the project from pre-planning to a fully operational nature-based campground with capacity to accommodate up to 88 visitors and offer a range of Aboriginal tourism experiences, ancillary services and enterprise development. Financial sustainability of the Project is promising and is expected to strengthen after year two as the campground is further developed, utilisation improves, higher yields are achieved and a wider range of visitor services are offered. Trading projections adopt conservative patronage with modest revenue generating a minor loss in year one before operating profits commence from year two onwards. Annual operating profit of \$153,822 or more could be achieved in subsequent years, which is sufficient to fund an asset replacement program and support investment in landcare, conservation and community initiatives in collaboration with the proposed charitable, not-for-profit entity, Jura Corporation. The trading projections suggest an 8% return on investment after year five when the facility is fully operational with a net present value of \$248,203 over twenty years.



Project Rationale

The underlying rationale for a nature-based campground and Aboriginal tourism facility at Hunts Dam is demonstrated by the following:

- There has been very little investment in commercial accommodation infrastructure in Merredin and the surrounding district over the last thirty years. Capacity is limited.
- Hunts Dam is within five minutes drive of Merredin township that hosts a hospital, restaurants, theatre, shops, hotels, trails, swimming pool, visitor centre, light industry, railway terminal, national highway and a small aircraft facility.
- Merredin is 3.0hrs drive from Perth, the same as driving Perth to Margaret River, which is contributing to the Wheatbelt gaining popularity as a 'weekend getaway' and an extended holiday destination.
- Wheatbelt Way drive trails, which route past Hunts Dam, have been very successful in increasing visitation to the Wheatbelt and continued strong growth is expected especially during school holidays, long weekends and the wildflower season.
- Tourism visitation to the Central Wheatbelt has been growing at 14% p.a. whilst nights stayed have been growing at 10% p.a. 2018 was the Central Wheatbelt's highest visitation on record and continued strong growth is anticipated.
- By 2029 an additional 265 caravan-campground sites will be required to absorb the 37,000 *additional* caravan-camping visitors forecasted to visit the Central Wheatbelt.
- The region's caravan park & campground accommodation is at capacity during the peak season. Camping at unmanaged sites is on the rise and negative impacts are emerging.
- There are forty-plus tourism sites/attractions within one hour's drive of Hunts Dam that provide a wide choice of activities captured in half and full day self-drive trips.
- There are more than fifty small nature reserves within 70km of Merredin that are under-managed and could host conservation programs, research and tours managed by an Aboriginal Ranger program, to the benefit of tourism and the broader region.
- There are 10 aboriginal families living in Merredin comprising over 200 Aboriginal people with limited employment prospects. An integrated accommodation-tourism facility has potential to stimulate sustainable employment & enterprise development.
- The project's Aboriginal proponents were raised in Merredin and have been successfully running Njaki Njaki Cultural Tours since 2015. An associate entity, [Maarli Services](#), is a successful, Aboriginal owned contracting and project management business. Njaki Njaki Cultural Tours and Maarli Services have the capability, capacity and vision to deliver a successful tourism venture at Hunts Dam.

Recommendations

It is recommended the existing management order for the State-owned nature reserve at Hunts Dam be revised to allow tourism and conservation purposes and leased to a proposed not-for-profit, charitable, Aboriginal Corporation. The Corporation will also own the campground facilities, for the benefit of the State and the region's Aboriginal People, and play a pivotal role in strengthening the region's landcare capacities.

It is recommended the campground be operated by Njaki Njaki Tours Pty Ltd, an experienced and successful Aboriginal tour company owned by a father and son team based in Merredin, dedicated to tourism, landcare and community initiatives, which will be responsible for the day to day running of the campground, tours and guest services.

The proposed campground is within proximity to mains water and power and it is recommended the campground utilise the available utilities (rather than go 'off grid'). A stand-alone sewerage system is required and a recommended approach utilises an eco-friendly anaerobic system made in Western Australia. Soils and infill are available locally and it is recommended local suppliers be supported. It is recommended the eco-tents, pre-fabricated (kit) buildings and site improvements be solely Australian made.

It is recommended the campground for up to 88 visitors offers a variety of accommodation options including powered and unpowered camp sites, standard, deluxe and dorm style eco tents with ensuites along with a toolmaking workshop, a shop-office and support from a live-in caretaker.

It is recommended the campground become the base for Njaki Njaki Cultural Tours who will offer guided tours, cultural talks, toolmaking and art/craft workshops as well as Aboriginal training & development programs (during the summer, low season). The site will host a small amphitheatre for community and social gatherings.

It is recommended the site be developed in stages over five years using a mixture of grants, loans and in-kind contributions to provide visitors with authentic Aboriginal and eco-experiences whilst leveraging easy access to Merredin township and an unusually wide range of nature-based and heritage activities within close proximity.

The proposed campground is expected to become a tourism destination in its own right, a place where visitors will enjoy quality amenities, Aboriginal tours and easy access to a range of visitor experiences. The Central Wheatbelt will gain a facility that will help grow Aboriginal tourism, strengthen the region's appeal as a destination and activate enterprise development and Aboriginal employment through a not-for-profit corporation.

This feasibility-business case demonstrates that there are no significant barriers including economic, social or environmental in developing the project. The proposed governance-management approach has capacity to manage the approvals, contracting, commissioning and daily operations to deliver a sustainable and successful campground operated by Aboriginal stakeholders at an under-utilised, nature-based site in close proximity to a regional town seeking new, diversified enterprises. Without the campground Merredin has no dedicated facility to grow Aboriginal tourism, stimulate nature-based visitor experiences and facilitate sustainable landcare initiatives employing Aboriginals.

2. Project Context

2.1. Project Need & Purpose

Hunts Dam campground will be a facility where self drive visitors and tour groups will stay in caravans, campervans, camper trailers, tents, swags and eco tents adjacent to a granite monolith surrounded by native shrub and wood lands within proximity to a regional town centre, a national rail link and an interstate highway. Visitors to the campground will experience remoteness and naturalness, enjoy tours, and engage with local Aboriginals sharing knowledge on flora, fauna, culture, heritage and local sites. Approximately \$1,486,120 of funding is required to develop a campground facility with eight campsites, ten eco-tents and modern amenities. Hunts Dam campground will add diversity, capacity and quality to the Wheatbelt's tourism accommodation, consistent with the Wheatbelt's Infrastructure Development Plan (the Blueprint). The campground and associated tours will improve the availability of tourism product and specifically, Aboriginal tourism product that is highly sought after by international and domestic visitors. The campground will provide opportunity for local Aboriginals to undertake training, gain employment and increase capacity within the regional community. It will also provide scope for accessibility visitors to utilise the Prospector Rail Link to experience nature and cultural tourism in the heart of WA's Wheatbelt.

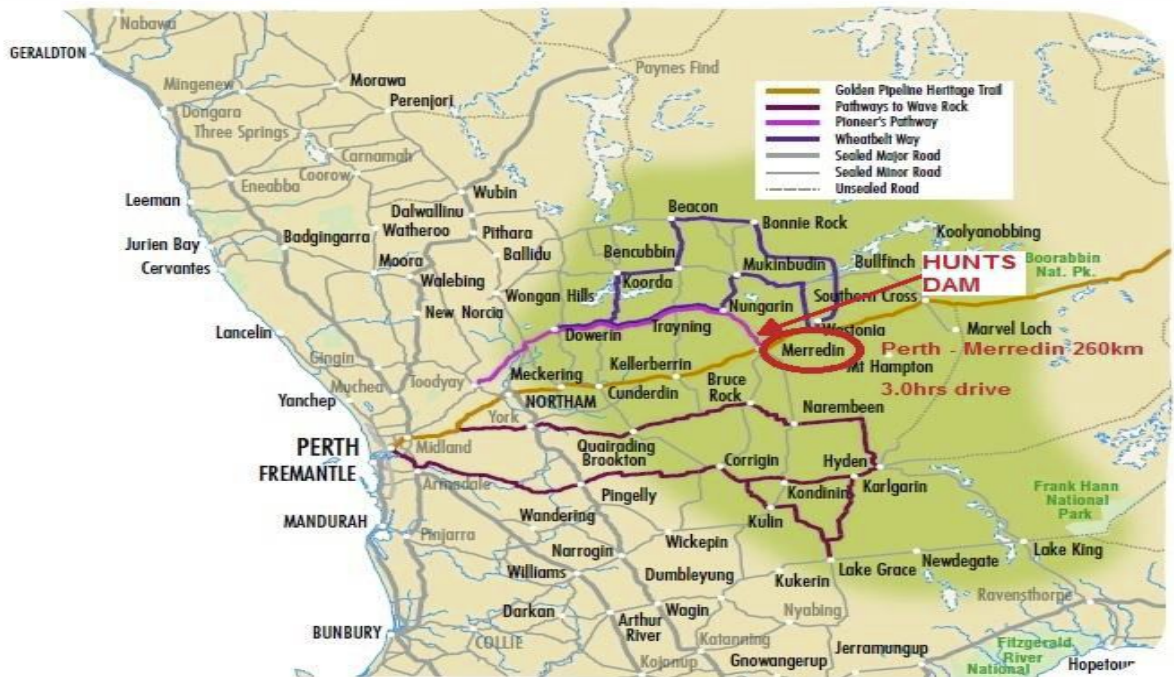
Visitors will benefit from staying at a campground within a comfortable three hour drive from Perth. It will become a destination where visitors can stay safely and securely within a quality campground, in proximity to Merredin's hospitality services, gain knowledge from local Aboriginals, and enjoy access to an impressive range of forty-plus activities and experiences in the surrounding area. The Wheatbelt will gain an Aboriginal tourism attraction, a quality campground and a facility that will foster Aboriginal training, employment and capacity building. The campground has potential to become a role model for other Aboriginal enterprises with opportunity for training, mentoring and counter-seasonal services.



2.2. Project Description

Merredin is 260km or three hours drive east of Perth, has a population of 2,860 and is the major commercial and retail centre for the eastern Wheatbelt. Hunts Dam is located on a nature reserve approximately 5 kilometres north of Merredin (refer to Figure 1).

Figure 1. Location of Merredin and Hunts Dam



Around 40% of Western Australia's wheat production comes from within 100km of Merredin, where sheep farming and grain growing is also highly productive. The region has hot, dry summers with mild winters and an average annual rainfall of 314 millimetres (falling mostly during May to August). Tourism in the region is based on heritage, wildflowers, granite (monolithic) rocks, nature reserves, seasonal lakes and wide open spaces, which is captured in [self-drive routes](#) linking the Wheatbelt's many sites and towns. Merredin is supported by a network of sealed roads as well as regular train services from Perth (i.e. Merredin Prospector), a regional airport for small aircraft and significant infrastructure as a regional hub. Merredin has six hotels/motels, a caravan park and 2 B&B's, which provide over 350 beds and 35 caravan/camping bays, however, Merredin's role as the regional centre means much of the accommodation can be booked out during weekdays by business & corporate visitors¹.

The proposed site at Hunts Dam is a bush-covered public recreation reserve (No. 29700, 25.9ha) owned by the WA Department for Planning and Infrastructure and managed by the Shire of Merredin. The Reserve is located 5 kilometres north of Merredin along the sealed Merredin-Chandler Road. The Reserve is home to 'Hunts Dam', a small catchment - waterhole identified in 1865 by the Surveyor Charles Hunt when surveying a route for the York to Goldfields road, linking Perth to Kalgoorlie. The site features impressive granite outcrops surrounded by light woodlands, shrubs and an informal day use area. Hunts Dam is used infrequently by local residents and campers.

Figure 2. Panoramic View of the Proposed Site (from atop the granite monolith)



Hunts Dam is located approximately 270km from Perth, 340km from Kalgoorlie and 480km from Albany, and accessed via Merredin off the Great Eastern Highway. Hunts Dam is on the [Pioneers Pathway](#), a 292km self drive tourism route linking Toodyay to Merredin that links regionally significant rivers, lakes, historic sites, nature reserves and accommodation options. The proposed campground, Aboriginal experiences and guided tours will be unique to the Wheatbelt and will greatly enhance visitor options and enjoyment along the Pioneers Pathway.

Figure 3. Panoramic view of the proposed Camping / Caravan Area



¹ Central East Sub-Regional Economic Strategy. RPS Group for Wheatbelt Development Commission. 2015. Page 62.

The proposed campground will offer 8 campsites (4 powered, 4 unpowered) with a distinctive level of quality and comfort. Visitors will enjoy hot showers, flushing toilets, a covered BBQ area (camper's kitchen) and four sites will have 240v power. The campground will be a short walk from the granite outcrop, which forms 'Hunts Dam', offering picturesque views and distant scenery across undulating plains. Telstra's 4G mobile network is available at the site.

Mains water and power is within proximity (e.g. 200-300m) or alternatively an off-grid power system could be used along with rainwater harvesting and water-making to meet the campground's power and water requirements. Scheme sewerage is not available, however, biolytic / anaerobic waste water systems can be installed that allow for treated water to be safely re-used irrigating the surrounding shrubs and woodlands. The campground lies adjacent to a sealed road linking with Merredin and the Great Eastern Highway enabling year-round access for all types of vehicles. The proposed infrastructure such as eco-tents and office/shop will be modular and easily relocated if required.



2.3. Background

Tourism WA's Camping with Custodians initiative facilitates the development of commercial campgrounds operated by Aboriginals and located on Aboriginal land along major tourism routes. Camping with Custodians aims to offer visitors the experience of camping on Aboriginal lands, enjoying Aboriginal tourism experiences, and providing Aboriginal stakeholders with employment and enterprise options whilst showcasing their country. This project aims to mimic the Camping with Custodians ethos.

Njaki Njaki Cultural Tours is the only operator of Aboriginal tours in the Central Wheatbelt. Operated by a father-son duo, Njaki Njaki has been working with local indigenous groups, local government and Western Australian tourism organisations since 2015 to identify a suitable nature-based site in proximity to Merredin where tourism and visitor experiences can be further developed. The relative isolation and naturalness of Hunts Dam, the proximity to Merredin's town infrastructure, the sites rich history, links to the successful Pioneer's Pathway Drive Trail, a significant collection of sites / attractions within one hour's drive of the site and a comparatively short 3.0hours drive from Perth provide the basis for Hunts Dam to host a potentially significant indigenous tourism offering within the Wheatbelt and Australia's Golden Outback.



2.4. Hunts Dam - Land Tenure

Hunts Dam is located on State-owned Reserve number 29700, which falls within the broader *South West Native Title Settlement* area. In 2017, the State Government of Western Australia negotiated a settlement that resolved (annulled) native title claims within WA's broader south west land division in exchange for a package of benefits outlined within *The Noongar Recognition Act 2016*. As such, there are no native title claims (pending or determined) over the Hunts Dam reserve (refer to Figure 4). Further, the vesting of reserves in WA, such as that at Hunts Dam, have previously been found by the High Court of Australia to extinguish native title².

Hunts Dam Reserve is owned by the WA Department for Planning and Infrastructure and managed by the Shire of Merredin as a *public recreation* reserve in accordance with the Land Administration Act (1997). Section 46 of the Act empowers the WA Minister for Lands to include leasing powers in Management Orders granted over reserves. Under this provision, for example, the Shire of Merredin, can assign a lease for up to 21 years provided the proposed use is consistent with the reserves original purpose (i.e. public recreation). The Act also allows the Minister, with the consent of the management body, to vary any condition relating to the care, control and management of the reserve. The Shire of Merredin, in collaboration with Njaki Njaki, and in cooperation with the WA Minister for Lands, have the capacity to re-purpose management of the Reserve through a lease that enables accommodation, tourism and enterprise activities at Hunts Dam.

² Some forms of land tenure can extinguish native title, for example, in August 2002 the High Court of Australia found that the vesting of reserves under section 33 of the Land Act 1933 totally extinguishes native title in WA. Source: <https://www.dpc.wa.gov.au/LANTU/WHATISNATIVETITLE/Pages/FAQs.aspx>

SOUTH WEST SETTLEMENT NATIVE TITLE AREA

Section 83 of the Land Administration Act, concerning the Transfer of Crown land to advance Aboriginal people, provides scope for the WA Minister for Lands to transfer Crown land in fee simple for the purposes of advancing the interests of any Aboriginal person or persons, or grant a lease whether for a fixed term or in perpetuity; on conditions the Minister deems appropriate to the interests of the person or persons concerned. These provisions enable the Minister to assign a lease or a land title to an aboriginal person or persons for a reserve such as Hunts Dam.



Figure 4. Native Title Settlement Area Covering Hunts Dam



2.5. Campground Concept

The Hunts Dam site is suited for development as a nature based campground for the following reasons.

- The site has capacity for up to 12 camp sites and 12 eco tents with scope to expand on the north and east sides if required.
- The site is interspersed with light woodlands & shrubs offering partial shade along with scattered grasses and minor drainage lines extending from granite outcropping and low-level monoliths. The site offers a high degree of naturalness and a strong, natural presence suited to a range of visitor experiences.
- The proposed campground and eco tent areas are comparatively small, however, there is generous spacing between the bays / eco-tents to ensure privacy and solitude. The camping bays, each approximately 150m², are a generous size with a relatively short walk to the ablutions and camp kitchen.
- The proposed campground provides for a single lane ring road linking the office/shop, caretaker's residence, eco-tents and camp-sites. Each camp / tent site is within a 300m walk to the top of the granite outcrop, offering panoramic views (e.g. sunrise & sunset).
- An all-weather, unsealed ring road off Chandler-Merredin road would be suitable for all vehicle types, leading to the shop/office, bus bays, camp sites & eco-tents.
- Mains water supply is within 250m of the site entry and could be reticulated along the perimeter fence (site boundary) to minimise damage to the granite outcropping, a prominent feature of the site.
- Visitor supplies, services and amenities are available in Merredin, a large regional town, approximately 5 minutes drive south along the Chandler-Merredin road.
- View potential from the adjacent granite outcropping is significant adding to the diversity of walk trail options and visitor experiences (i.e. sunrise, sunset, star gazing).
- There is more than one exit during an emergency, with dual access currently available off the Chandler-Merredin Road.
- Fire risk can be managed through firebreaks, landscaping, fire reels/hoses and visitor education.
- The site is well located for 2-10 days stay enjoying day trips to forty-plus attractions and experiences in the surrounding region³ including the many sites and amenities within Merredin (e.g. bakery, hotels, supermarket, museums, cinema, heritage sites, etc).
- A range of Aboriginal experiences are planned⁴ and these will

³ Lookout at Edna May gold mine, Merredin military & railway museums, Wadderin Wildlife Sanctuary, Silo Art Trail, Kokerbin Rock (Australia's 3rd largest monolith), Mangowine Homestead, Elachbutting & Beringbooding Rocks, Lake Campion, Baladjie Lake, etc.

⁴ Including bush tucker & bush medicine, art-craft experiences, tool making, bush walks, guided tours and special guests.

The proposed campground will be developed in stages over five years as outlined below. The estimated cost at June 2020 includes GST and escalation (1.5% p.a.). Further details are presented on [page 34](#).

Figure 5. Staged Development of Hunts Dam Campground

STAGE	MAIN FEATURES	ESTIMATED COST (incl. GST)
1	Partial raising of project finance; Land tenure & site planning completed; Land assembly finalised (e.g. permits, clearances & development approvals); partial site preparation commenced.	\$134,306
2	Partial raising of project finance; Civil works undertaken; selected areas cleared; campground roads, paths & sites constructed for amenities / tents / camps; amphitheatre & fire pit constructed; preparation for construction finalised.	\$209,492
3	Partial securing of project finance; water / power / sewage services reticulated & connected, camp kitchens & ablutions constructed, 8 camp sites and 2 Dorm eco-tents constructed, office-shop & caretakers residence & toolmaking workshop constructed.	\$735,237
4	Partial securing of project finance; 4 Standard eco-tents with ensuite constructed.	\$127,720
5	Partial securing of project finance; 2 Deluxe eco-tents with ensuites and remaining site features / amenities constructed. Development completed.	\$279,365
		\$1,486,120

A preliminary concept for the Hunts Dam Campground is shown in Figure 6.



PRELIMINARY CAMPGROUND CONCEPT



Figure 6. Hunts Dam Campground Concept

2.6. Central Wheatbelt Tourism

The Central Wheatbelt has hot, dry summers (16-33°C) and mild, cool winters (5-16°C) with 315mm average annual rainfall, falling mostly during April to September (225mm) and around 160 rain-free days during November to April. The warm, hot summer is traditionally the 'low' visitation period whilst the cooler winter-spring is traditionally the 'high' visitation period. The Central Wheatbelt has three significant tourism icons including Wave Rock, New Norcia Benedictine Community and the wildflower season. The wildflower season, August to September, is a significant drawcard contributing to the peak tourist period. The Wheatbelt's visitor appeal is largely based on values such as authenticity, freedom and friendliness that is inspired by the wide open and uncrowded spaces, tranquil environs and great value⁵.

⁵ *Growing Wheatbelt Tourism 2017-2020*. For Wheatbelt Development Commission by RPS Group. 2017. Page 26

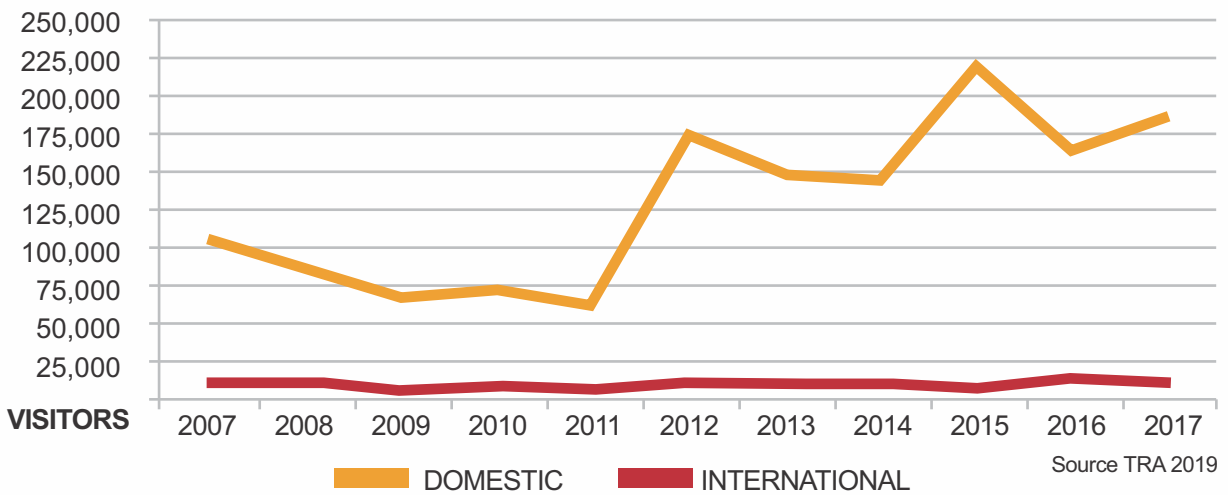
The Wheatbelt tourism industry is centred on built, natural and heritage products including Aboriginal heritage and is organised (governed) by a network of industry operators, quasi government-industry organisations and local governments. In recent years the Wheatbelt has 'come of age' with inspiring self-drive routes, more effective marketing-communication, and increased awareness, visitation and stay.

The *Central Wheatbelt* is a large area covering over 57,000km² and accessible year-round via the Great Eastern Highway along with an extensive network of sealed and well maintained unsealed roads, providing access to a wide range of sites, experiences, towns and drive trails. During 2007 and 2017, the Central Wheatbelt⁶ attracted an *annual average* of 142,000 holiday & VFR visitors staying 372,000 nights⁷. Visitation during 2007 to 2017 has increased significantly, averaging 14% annual growth, while visitor nights have increased 10% annually. More recently, in 2017, the region had an estimated 198,000 holiday & VFR visitors staying 499,000 nights. An estimated 94% of overnight visitors are domestic visitors and 6% are international visitors, a majority of the domestic visitors originate from Perth and the surrounding regions. Recent growth in visitation is due to a surge in intrastate visitation and the increase in self-drive caravan/camping, promotion of regional drive routes, exceptional wildflower seasons, a strong VFR segment, a wider variety of events and activities, a shift towards more short trips / vacations and the lower Australian dollar encouraging domestic travel. The strong upward trend in visitation and visitor nights shown in figures 7 & 8 is expected to continue over the medium term.



Central Wheatbelt VFR & Holiday Visitors 2007 - 2017

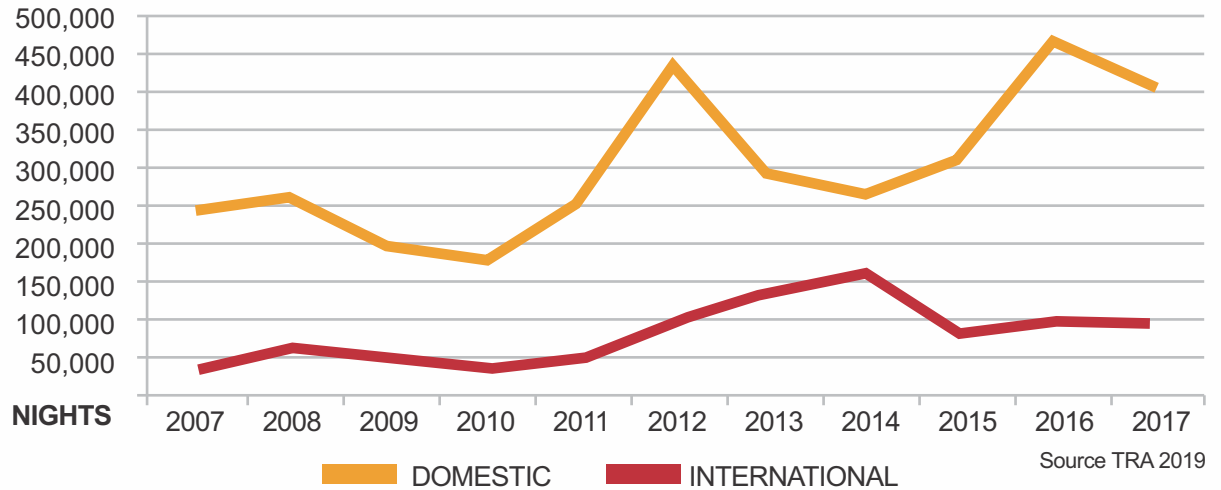
Figure 7. Annual Visitation



^{6&7} Tourism Research Australia, selected SA2: Cunderdin, Dowerin, Mukinbudin, Merredin and Kulin, IVS & NVS, 2007-2017.

Central Wheatbelt VFR & Holiday Visitors Nights 2007 - 2017

Figure 8. Annual Visitor Nights



The main mode of travel for holiday & VFR visitors to the Wheatbelt is self-drive. The main arterial route into the Wheatbelt is Great Eastern Highway, which links the eastern states, Goldfields and Perth. A vast majority of visitors originate from Perth and/or the lower-central coastal regions of WA. A small but significant group of visitors from interstate 'transit' the Wheatbelt while travelling to / from Perth and the eastern States. For self-drive visitors, the Wheatbelt hosts four themed drive routes, which collectively cover over 2,650km, linking 28 regional towns and require over 14 days to enjoy the many sites and attractions. The Prospector Merredin train provides a regular rail service between East Perth and Merredin and is an important link for residents, accessibility visitors, pensioners and select customers of Njaki Njaki's cultural tours.

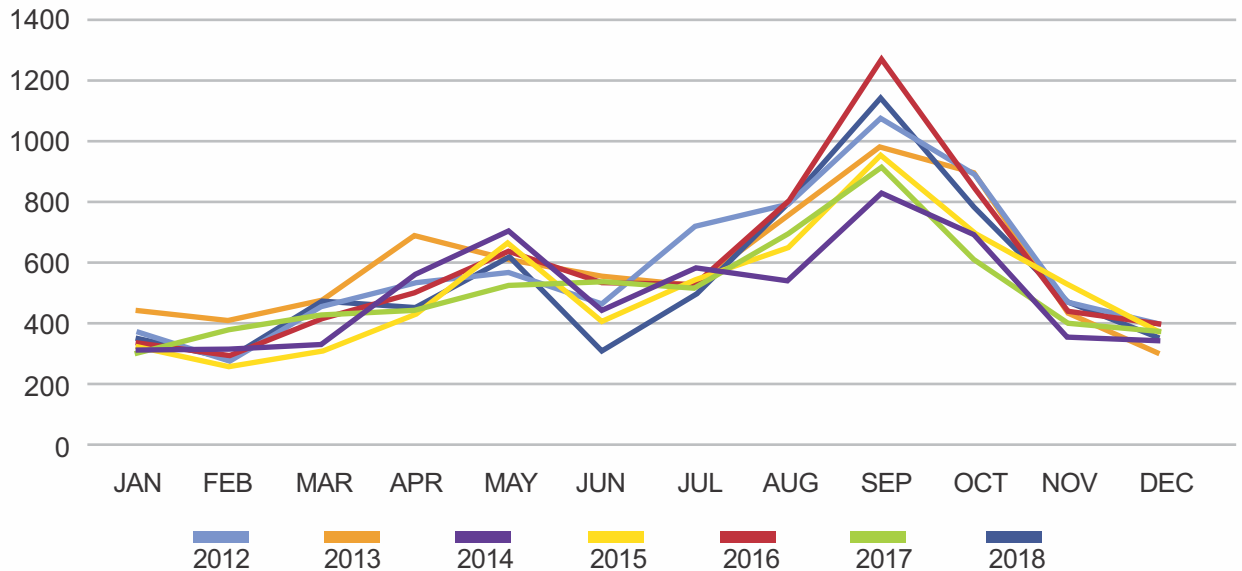
The Central Wheatbelt's main attractions include wildflowers, Wave rock, FORM's Painted Silo Trail, granite monoliths (e.g. Kokerbin, Elachbutting, Eaglestone, Kwolyin, etc), nature reserves, museums & historic collections, events and agricultural shows (e.g. Dowerin Field Day) and open vistas. The Wheatbelt offers a range of passive and active visitor experiences including flora / fauna appreciation, geo-tourism, heritage / history appreciation, camping, cycling & mountain biking and short walks. Many of the Wheatbelt towns are RV Friendly and provide high quality amenities for self-contained travellers.

Tourism seasonality in the Central Wheatbelt (shown in figure 9) is presented using monthly visitation to the Merredin's Central Wheatbelt Visitor Centre. Key points include:

- Peak visitor season is August to October, with 38% of visitors in three months.
- Shoulder season is April to July with approximately 33% of visitors in four months.
- Low season is November to March, with approximately 29% of visitors in five months.
- The proposed campground at Hunts Dam will operate from April to October inclusive.
- During the closed season, November to March, it is anticipated Njaki Njaki will pursue non-tourism opportunities such as Aboriginal training programs, cultural awareness training, outback survival, outward bound activities, Aboriginal tour guide training, etc.
- A seven-month tourism season is *slightly* longer than some regions in WA and provides increased scope to achieve a viable, sustainable venture in the Central Wheatbelt.

Visitors to Central Wheatbelt Visitor Centre 2012 - 2018

Figure 9. Central Wheatbelt Tourism Seasonality



A primary market for the central Wheatbelt are self-drive visitors, who typically have the following profile⁸:

- Holiday makers, extended-leave travellers, short-trip vacationers & retirees (nomads).
- Travellers who are fully or partially self-sufficient (i.e. carry onboard kitchen, toilet, shower, fridge, power, water, bedding, shelter, provisions, communication, etc).
- Equipped to drive lengthy distances via road (sealed & unsealed). Carrying fuel & spares.
- Travel mostly daytime during dry/cool periods (e.g. May to October) & school holidays.
- While enroute to a farther destination (e.g. long trip, 20+ days) will stop overnight, or if on a shorter trip, 3-14 days, will often drive through to the main destination.
- Travellers with equipment & facilities will stay overnight in caravan parks, formal campgrounds, 24hr rest bays, informal bush camps and roadside reserves.
- Travellers without equipment & facilities will stay in 'built' accommodation such as hotels, resorts, eco-retreats, farm stays, caravan park cabins, B&B's & rental properties (AirBnB).
- Popular travel mode is a 4WD, singularly or in convoy, exploring sites/places as they go.
- With varying capacity to spend on tours, motivated by good value & exclusive offerings.
- A primary motivation for travelling is the experiences & activities, for memory sake, the social value (i.e. status, relationships & well being), and escaping daily-urban routines.
- Typically interested in nature, culture, heritage, geology, events & local communities.
- Will gather travel information from websites, forums, apps, guidebooks, maps, visitor centres, local residents and fellow travellers. Word of mouth is especially important.
- Origin is mostly from Western Australia, especially Perth and larger regional centres, with considerably fewer coming from interstate and overseas.

2.7. Accommodation Supply & Demand

Within a 100km radius of Merredin there are approximately 32 commercial accommodation facilities as summarised in figure 10. The target market for many of these facilities is predominantly business visitors, staying Monday to Thursday nights, with a secondary market of tourists / travellers staying mostly Friday and Saturday nights, especially during July to October and school holidays (April, July, September).

⁸ Marketrade. Personal communications 2007-2018.

Figure 10. Commercial Accommodation

TYPE & NUMBER & ACCOMMODATION	EST. NUMBER OF BEDS / BAYS	COMMENTS
Hotel, Motel, Pub (15)	350 Beds	2.5 - 3.5 Star rating; older style (30+ yrs old); in town; business visitor & resident focus; typically \$70 - \$160 / room (up to \$240); some have an online presence including a booking facility.
Caravan Park (6)	165 Bays	Small scale; pwr'd & unpwr'd sites; cabins & chalets (approx. 40); in town; 2 private & 4 Shire owned; typically \$30 pwr'd & \$20 unpwr'd site, \$60 - \$160 cabin / chalet; online booking or via visitor centre;
Farm Stay (6)	22 Beds	Full suite of amenities; catered & self-catered; 10-30 minutes from town; privately operated. Typically \$90 - \$140 / room-unit-cabin; self managed.
B & B (5)	16 Beds	Full suite of amenities; catered; in town; privately operated; business & tourist focus; typically \$150 - \$180 per person / couple; self managed
Total (32)	964 Beds	

Approximately 350 beds are in traditional style hotels / motels and pubs. Six caravan parks, mostly small scale, have an estimated 165 sites & 40 cabins (i.e. approx. 576 beds). There are five B&B's, located mostly within the towns, focusing largely on mid-week business clientele and families travelling on weekends. Outside of the towns there are six farm stays of varying size and style as well as eight small, informal campgrounds. The informal campgrounds are Shire-managed and enable camping at feature sites (i.e. attractions) albeit without toilets, bins, water, designated bays or caretaker supervision.

Visitor accommodation across the greater Merredin region has capacity to host around 964 visitors daily, excluding residents hosting friends & relatives. The Merredin region has seven properties listed on AirBnB and Stayz including five farm stays (offering dongas / cabins) and two furnished houses (offering 10 beds), with mostly favourable reviews and intermittent patronage. In recent years there has been investment in upgrading some of the commercial accommodation facilities, however, there has been no significant increase in capacity compared to the region's 14% and 10% annual growth in visitors and nights stayed respectively. The most noticeable change in recent years has been the upgrade to caravan parks (e.g. cabins, amenities, landscaping & dump points), higher utilisation of campsites in proximity to the region's self drive trails (e.g. at granite outcrops, within nature reserves & farm properties) and improved RV amenities (e.g. dump points, 24-72 hr stays, low or no cost, shared amenities, etc). Accommodation capacity remains largely unchanged relative to recent growth in visitors.

The broader region surrounding Merredin has approximately thirty five (35) operators of commercial accommodation. The Hunts Dam campground will not be a competitive threat to the 15 existing Hotel-Motel-Pub operators who are located in town centres and offer a mixed style & quality of accommodation, hospitality and guest services to mostly business visitors. The Hunts Dam campground is not expected to be a competitive threat to the eleven B&B's and farmstays in the region given they are small scale, niche driven, servicing targeted and repeat clientele and given some of the accommodation facilities are a supplementary, 'non-core' activity that can open / close to suit the owners circumstances. The region's six caravan parks offer overnight sites, cabins and amenities to mostly commercial visitors mid-week and family visitors on weekends, that in the longer term will be comparable to that proposed at Hunts Dam.

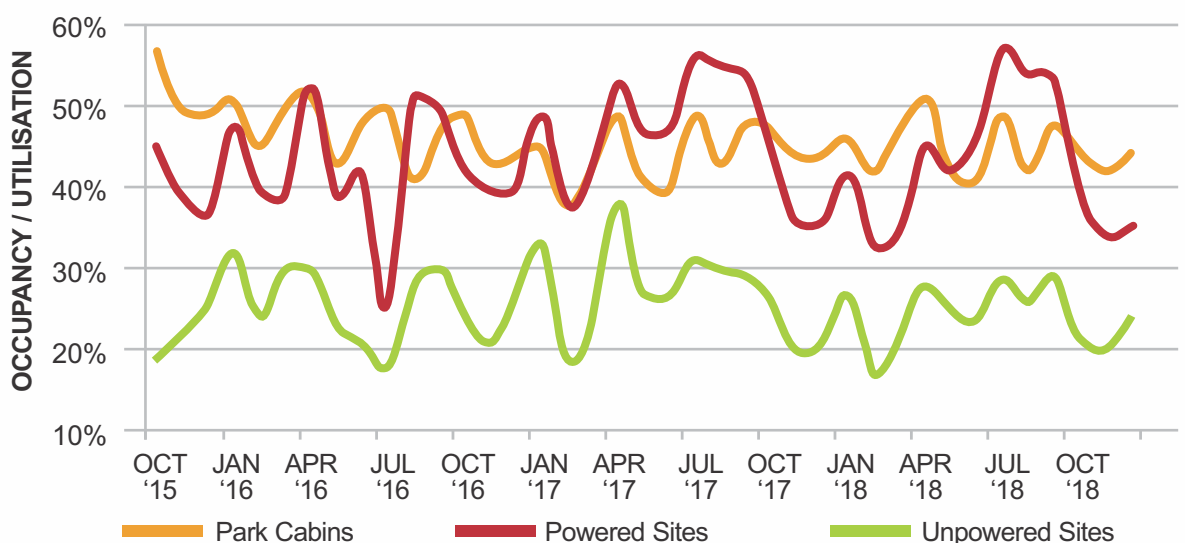
However, the staged development of Hunts Dam is expected to lessen any immediate impact on local caravan parks. Further, the existing caravan parks are located within towns whereas many of the self-drive 'caravan-camping' visitors to regional WA are often seeking natural, rural settings away from towns. In summary, the proposed campground will be unique with Aboriginal tours / talks, nature based experiences and a variety of accommodation styles. The proposed campground will provide an alternative choice to tourists / visitors that is unlikely to impact on the viability of existing caravan park facilities given Hunts Dam is expected to attract new, additional visitors wanting amenities within a natural, rural setting.

Caravan parks within the Central Wheatbelt are generally small scale (e.g. 10-20 sites, 3-8 cabins, and basic amenities), located in comparatively remote towns and predominantly Shire owned and operated. Their primary purpose is to provide mid-week accommodation for business visitors in cabins and on-site vans, and weekend accommodation for mostly self-drive visitors in powered/unpowered sites and cabins. Utilisation is reported to be highly seasonal with peak periods coinciding with events, wildflower season and school holidays. Average annual occupancies (i.e. utilisation) of caravan parks within the Central Wheatbelt is lower than larger, more strategically located caravan parks, for example, that benefit from nearby population centres, iconic destinations, transport corridors and proximity to industry. Utilisation trends within WA caravan parks have been comparatively 'steady' during 2015 to 2018 as presented in figure 11 with key points summarised below.

- Caravan Park Cabins in WA averaged 46% annual occupancy during Oct 2015 and Dec 2018. Peak utilisation occurred in the months of January, April, July and October (i.e. school holidays). Utilisation of WA's park cabins is trending downwards⁹.
- Caravan Park powered sites in WA averaged 44% annual occupancy during Oct 2015 and Dec 2018. Peak utilisation occurred in the months of January, April, July and August (i.e. school holidays). Utilisation of WA's powered sites is trending slightly upwards.
- Caravan Park unpowered sites in WA averaged 25% annual occupancy during Oct 2015 and Dec 2018. Peak utilisation occurred in the months of January, April, July and September (i.e. school holidays). Utilisation of WA's unpowered sites is trending 'steady' with no distinct up-down trend.

WA Caravan Park Occupancy 2015-2018

Figure 11. WA Caravan Park Occupancy



Source CIAA

⁹ 20 years of observation suggests the lack of recurring growth in caravan park patronage might be a longer term trend driven by park layouts (jamming in visitors), inflexible pricing, mixed quality of service & a perception of low value to guests; plus a growing number of free camp & RV friendly sites, a steady rise in 'freedom campers', a wider choice of 'self-contained' recreational vehicles, and the rise of social media (forums) and technology improvements (e.g. GPS, Apps, digital maps, offline systems, decline in network blackspots, signal boosters, etc).

During peak visitor periods in the Central Wheatbelt (i.e. Apr. Jul. & Sept. School holidays) most caravan / campground facilities operate at higher than average capacity (i.e. very few vacant sites & cabins). Outside of peak periods most of the caravan parks in the Central Wheatbelt operate at or below average annual capacity (i.e. a few sites & cabins remain vacant). Adding a comparatively small campground / accommodation facility at Hunts Dam will provide visitors with a wider choice of accommodation options and the opportunity to experience the diversity of an integrated accommodation-tour site. Maintaining the status quo and not developing accommodation at Hunts Dam defies recommendations within the *Wheatbelt Investment Blueprint* (2015) and the *Growing Wheatbelt Tourism Strategy* (2017) and fails to acknowledge recent and projected growth in visitors and the limited capacity to address shortages during peak periods.

Hunts Dam campground will provide an alternative to roadside rest stops and informal camp sites whilst supplementing the six *small* caravan parks within the region. Hunts Dam campground will be patronised by visitors wanting a level of amenity significantly above '24-hr rest stops' and/or wanting an Aboriginal tourism experience. Prices will be comparable to the existing caravan parks in the region but different in the setting, experience and quality offered. Pricing at Hunts Dam will reflect the 'value-add' offered in the form of amenities (e.g. hot showers, flushing toilets, power, potable water, bookable sites, camper's kitchen) and site-specific features (e.g. history, views, short walks, bike trail, tours, craft workshop). Camping fees at Hunts Dam will discourage travellers seeking low cost accommodation or 'free campers' seeking no-cost accommodation. Hunts Dam will compete as an integrated, nature-based, Aboriginal tourism venture rather than a 'no-frills' caravan park or unmanaged campground.

2.8. Wheatbelt Visitation

The 'Wheatbelt' traditionally encompasses a large area including towns, sites and attractions that are inherently distant from Merredin and Hunts Dam. Visitor statistics for the [Central Wheatbelt](#) are visitors travelling for the purposes of holiday and visiting friends & relatives (i.e. excludes visitors travelling for business & other purposes). A majority of visitors to the Central Wheatbelt are self-drive with semi or self contained caravan and camping facilities (i.e. accommodation and meal preparation) that will be integral to the sustainability of Hunts Dam.

In 2017, there were 197,000 holiday and VFR visitors to the Central Wheatbelt, staying around 499,000 nights. This is the potential, broader market for a tourism venture near Merredin. Approximately 95% of visitors to the Central Wheatbelt are domestic visitors with the majority (87%) from intrastate (i.e. mostly from Perth, coastal towns & rural regions). For comparative purposes figure 12 highlights visitation during 2017 to the Central Wheatbelt, the City of Kalgoorlie and the Shire of Kondinin (i.e. home to Wave Rock, an iconic destination in the Wheatbelt). Key points include:

- More *domestic* visitors to the City of Kalgoorlie than the Central Wheatbelt with significantly more visitor nights and a longer length of stay in the City of Kalgoorlie.
- Similar number of *international* visitors to the Central Wheatbelt and City of Kalgoorlie with significantly more visitor nights and longer length of stay in the City of Kalgoorlie.
- Significantly more domestic and *international* visitors in the Central Wheatbelt than the Shire of Kondinin with significantly more visitor nights and marginally higher average length of stay in the Central Wheatbelt.

Figure 12. Holiday & VFR Visitors to Central & Eastern Wheatbelt 2017

Source TRA 2019

REGIONAL VISITORS 2017	Domestic Visitors ('000)	Domestic Visitor Nights ('000)	Average Length of Stay (nights)	International Visitors ('000)	International Visitor Nights ('000)	Average Length of Stay (nights)
City of Kalgoorlie	203	946	5	13	206	15
Shire of Kondinin	32	61	2	8	55	6
Central Wheatbelt	186	408	2	11	91	8

The Caravan and Camping Visitor Snapshot¹⁰ suggests 15% of domestic visitors and 7% of international visitors to WA are significantly more likely to stay in caravan or camping accommodation. *Long term averages*¹¹ for the Central Wheatbelt suggest 30,000 visitors per year stay in caravan park accommodation and 27,000 visitors stay at non-commercial campsites annually, giving an estimated 57,000 visitors staying 137,000 nights in caravan or camping accommodation annually. In comparison, visitors to the Central Wheatbelt stay an average 133,000 nights at hotels and other commercial accommodation annually. This is shown in figure 13 below. Key points include:



Central Wheatbelt Visitors & Nights. 10 Year Annual Average (2007-2017)

Figure 13. Visitors to the Central Wheatbelt

Source: TRA 2019 & Markettrade Estimates

Statistical Area (SA2) "Central Wheatbelt"	Purpose: Holiday (visitors)	Purpose: VFR (visitors)	Stay at Caravan Park (visitors)	Stay Non-Comm. Camp Site (visitors)	Nights Stayed at C'van Pk & Camping	Nights Stayed at Hotels & Other Comm. Accom.
Merredin	8,000	12,000	4,000	3,000	14,000	16,000
Kulin	30,000	14,000	11,000	8,000	43,000	45,000
Dowerin	9,000	13,000	5,000	3,000	20,000	9,000
Cunderdin	10,000	10,000	3,000	5,000	16,000	14,000
Mukinbudin	16,000	12,000	7,000	8,000	44,000	49,000
Sub Total	73,000	61,000	30,000	27,000	137,000	133,000
TOTAL	134,000		57,000		270,000	

¹⁰ Tourism WA, Caravan and Camping Visitor Snapshot 2015, page 3. Caravan and camping visitors represent 15% of all domestic visitors and 7% of all International visitors.
¹¹ Note the ten-year average is considerably lower than the visitor estimate for 2017 because visitor estimates for 2008 to 2011 were significantly lower than subsequent years, which resulted in a significantly lower average over ten years.



The potential market of visitors staying in caravan-camping and/or commercial accommodation in the Central Wheatbelt is expected to be influenced by the following 'drivers of demand':

- Continued rollout of the State's Caravan and Camping initiatives; delivering new and/or improved amenities, enhancing the appeal of caravan-camping holidays, and promoting self-drive trips across Western Australia.
- Comparatively low Australian dollar (e.g. Aus\$0.70 / US\$1.00) making overseas travel comparatively more expensive than domestic holidays.
- A sustained low oil price making the cost of fuel and self-drive travel comparatively cheaper & more affordable, encouraging domestic visitors to take self-drive holidays.
- Continued growth in the sales and registration of caravans, motor homes, camper trailers and campervans¹²; more Australians equipped to go caravanning and camping.
- Progressively higher quality information on caravan/camping destinations to help travellers plan and undertake trips; for example geowiki's, apps, downloadable maps, camping forums, guidebooks, improved road signage, self-drive trail brochures, etc.
- Continued investment across the Central Wheatbelt in roads, attractions/activities, drive trails, tourism & hospitality ventures, visitor services and marketing communication.
- Australia's population aged 65+ growing from 3.79M in 2017 to 4.79M in 2025¹³, who are comparatively healthier, wealthier, active and mobile. The beginning of a near-doubling of Australia's over 65's reaching 6.35M by 2040 - the looming 'silver tsunami' of Nomads.
- Steady improvement in regional roads and improved access to a wider range of caravan-camping destinations appealing to a wider range of self-drive visitors.
- Tourism Research Australia forecasts steady growth in the coming ten years¹⁴:

↑3.2%
annual growth
in 'holiday' visitor nights
in WA 2017-2027

↑4.1%
annual growth
in 'VFR' visitor nights
in WA 2017-2027

↑3.3%
annual growth
in visitor nights in regional
WA during 2017-2027

It is expected that visitors patronising Hunts Dam will be a combination of holiday and VFR visitors *including* caravan-camping visitors who are accustomed to patronising campgrounds & caravan parks. Using 2017 visitation to the Central Wheatbelt and applying Tourism Research Australia's 10-year forecasted growth rates, projections of the *potential* visitor market for a tourism accommodation venture at Hunts Dam is shown in figure 14.

¹² 679,378 caravans / motorhomes / campervans registered in Australia at December 2018, growing annually at 5.1% (i.e. 34,000 new caravans etc registered each year); Source: Caravan Industry Association of Australia.

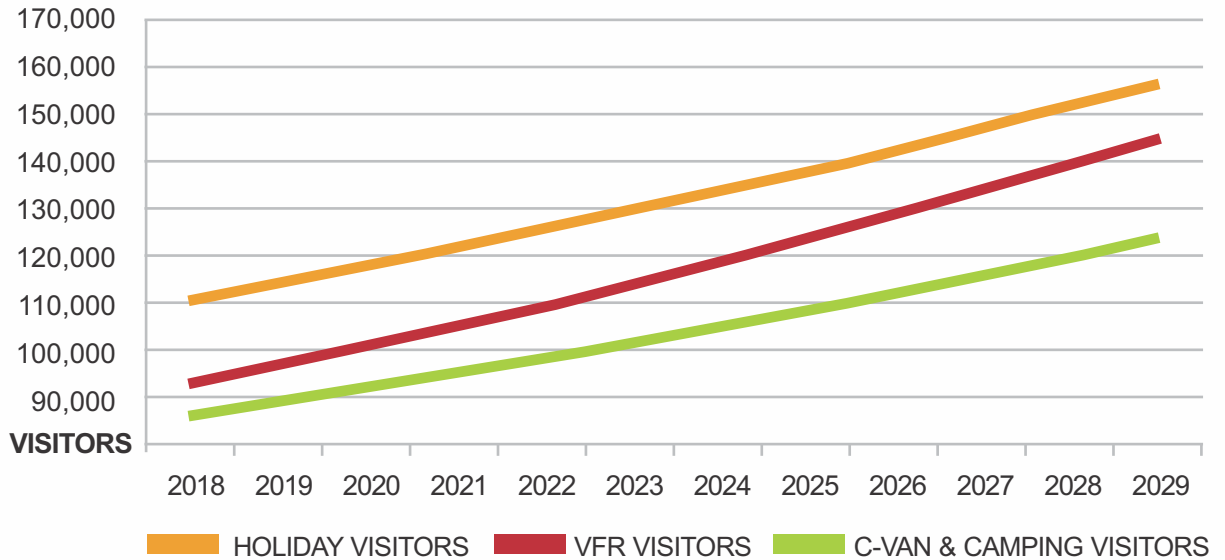
¹³ ABS Population Projections, Australia, 2012 to 2101, Series A. 3222.0; released November 2013.

¹⁴ State Tourism Forecasts, 2017. Tourism Research Australia. December 2017.

Projection of Visitors to Central Wheatbelt (2018-2029)

Figure 13. Projection. Central Wheatbelt Visitors 2108 to 2029

Source: Markettrade 2019 based on TRA Data & Forecasts



The projections indicate the following:

Holiday visitors to the Central Wheatbelt are projected to increase from 110,000 in 2018 to around 156,000 by 2029, a **41% increase** in eleven years.

VFR visitors to the Central Wheatbelt are projected to increase from 93,000 in 2018 to around 145,000 by 2029, a **56% increase** in eleven years.

Caravan & Camping visitors to the Central Wheatbelt are projected to increase from 86,000 in 2018 to around 123,000 by 2029, a **43% increase** in ten years.

Annual growth in the caravan-camping visitor market of around **37,000** additional visitors each year through to 2029.

By 2029 an additional 265 caravan-campground sites will be required to absorb the **37,000** additional caravan-camping visitors forecasted to visit the Central Wheatbelt (i.e. 265 additional sites required to manage peak visitation & ensure sustainable use of commercial campgrounds & informal campsites¹⁵).

By 2025 an additional 132 caravan-campground sites will be required to absorb the **22,000** additional caravan-camping visitors; the proposed facility at Hunts Dam would provide a portion of this requirement (e.g. 8 sites & 10 eco-tents, accommodating up to 88 visitors per night, or around 7,000 visitors annually).

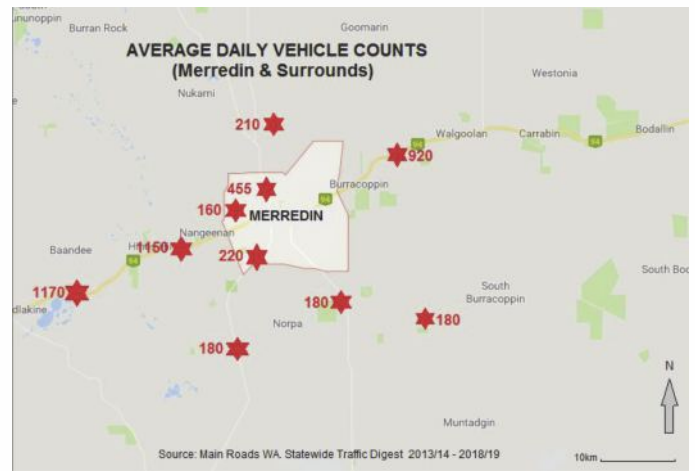
Additional accommodation and caravan-campsites will be required in the medium and long term given continued investment in Wheatbelt tourism infrastructure driving growth in visitation and dispersal of visitors across the region.

¹⁵ 37,000 additional visitors staying 2.4 nights generate 89,000 additional visitor nights; typically 40% annual occupancy in WA caravan parks with 2.3 visitors per site (i.e. 365 days x 2.3 visitors x 40% = 335 visitor nights per site per year); 89,000 / 335 = 265 additional sites required.

Traffic Trends

Daily passenger vehicle counts¹⁶ across sites within proximity to Merredin are shown as red stars in figure 15 below. Key findings include:

- Vehicle counts west of Merredin, along the Great Eastern Highway, exceed 1,100 vehicles per day. East of Merredin, along the Great Eastern Highway, vehicle counts are in excess of 900 vehicles per day. In recent years traffic levels along this section of Great Eastern Highway have been above the six-year average and trending slightly upwards.
- Vehicle counts south and southeast of Merredin (i.e. roads linking Merredin to Hyden & Wave Rock) average 180 vehicles per day. Closer to Wave Rock & Hyden, daily vehicle counts are in excess of 350 vehicles per day and trending upwards (i.e. above the six year average of 375 vehicles per day and trending slightly upwards).
- In closer proximity to Merredin town centre, vehicle counts are typically 450 per day. A short distance north and south of Merredin (i.e. outside residential & light industrial areas), daily vehicle counts range from 210-220.
- Traffic trends indicate moderate-high volumes of passenger vehicles along Great Eastern Highway; feeder routes into Merredin carry *low-moderate* volumes of traffic (i.e. to/from Hyden, Dowerin, Wyalkatchem, etc); traffic levels in the area surrounding Hunts Dam are generally steady or trending slightly upwards supporting progressively higher volumes of passing traffic near the proposed campground.



2.9. Market & Demand

The target market for tourism activities and accommodation at Hunts Dam will be self-drive holiday-leisure-VFR visitors originating mostly from within WA (i.e. intrastate visitors). This will include five distinct visitor segments as shown in figure 16 below.

Figure 16. Target Market Visitor Profiles

VISITOR MARKET	MOTIVATING FACTORS
Nature Based Visitors	Active and passive outdoor activities; observation, discovery & immersion; wildflowers, flora / fauna, bird watching, geology & prospecting, lakes, rivers, ranges, monoliths, nature reserves/parks, stargazing / night sky.
Heritage Visitors	Heritage sites, themed drive routes, guided tours; relaxation, variety, reflection, connection & observation; museums, ghost towns, relics/remnants, fossicking, heritage walk trails, restored buildings, historical displays / collections.
Cultural Visitors	Passive indoor activities & cultural appreciation; sightseeing, observation, indulgence & hospitality; Galleries & studios, museums, food & wine experiences, Aboriginal tours & activities, festivals & events, performances & exhibitions.
4WD Adventure Visitors	Active & passive outdoor activities; connection, variety, adventure & discovery; driving, walking, birding, flora/fauna, camping, biking, fishing & exploring.
Niche Groups	Including accessibility visitors, aged care groups, foster care groups, special interest groups, transit groups, private groups, etc; connection, observation, variety & discovery; wildflowers, heritage / history, cultural insights, nature, sightseeing, hospitality and community.

¹⁶Source: Main Roads WA. Statewide Traffic Digest. 2013-14 to 2018-19. Figures shown are daily averages, Monday to Sunday.

Long term trends that support continued growth in visitation to the Central Wheatbelt include:

- an increase in self-drive visitors travelling to visit friends and relatives;
- an increase in self-drive visitors travelling alone (i.e. overseas visitors, retirees, empty nesters & young singles);
- an increase in adult couples (i.e. empty nesters) aged 60+ years travelling by road;
- an increase in travellers with self-contained caravans, campervans & motorhomes;
- an increase in young-middle age families travelling by road for extended periods;
- an increase in small groups travelling on weekends (i.e. organised social media & online interest groups), camping / caravanning, socialising, exploring;
- an increase in 'short getaways' to recharge, reconnect, reinvigorate and re-inspire; mostly to nature based destinations, places of high naturalness & remote sites.
- an increased interest in nature, flora & fauna, natural settings & visiting iconic sites.
- a steady increase in registration of caravans, campervans & camper trailers.
- a steady increase in car rooftop tents, 4WD expedition and self-contained vehicles.
- a steady increase in apps, in-dash GPS and navigational tools/aids that enable travellers to confidently and more thoroughly explore regional and remote regions.
- a steady 'global' increase in geo-tourism, geo-parks and dedicated geo-visitors travelling to geo-rich regions of which the Wheatbelt is gaining awareness and popularity.

2.10. Campground Demand

The following table summarises indicators used in estimating visitation (demand) at the proposed Hunts Dam campground (with indicators shown in descending order).

INDICATOR	ESTIMATE
Annual Visitors to Australia's Golden Outback 6yr Average (2010-2015)	671,000
Projection of Holiday & VFR Visitors to the Central Wheatbelt 2025	260,000
Annual Holiday & VFR Visitors to Central Wheatbelt 10yr Average (2007-2017)	134,000
Annual Holiday & VFR Visitors to Wave Rock 2018 (estimate)	130,000
Annual Holiday & VFR Overnight Visitors to City of Kalgoorlie 2017	98,000
Annual Caravan & Campervan Registrations in WA (2018)	94,737
Annual Holiday & VFR Overnight Visitors to Shire of Kondinin 2017	40,000
Annual Visitors to the Dowerin Field Day (average)	24,000
Estimate of Overnight Visitors to Merredin annually	15,800
Overnight visitors staying Wheatbelt Way Caravan Parks Jan-Dec 2018	8,386
Annual Visitors to Merredin Visitor Centre (7yr annual avg.)	6,640
Overnight visitors staying Wheatbelt Way Caravan Parks Jul-Oct 2018	4,902
Average annual increase in new caravan / camper registrations in WA	3,736
Mukinbudin Caravan Park Overnight Visitors 2018	2,376
EST. OVERNIGHT VISITORS TO HUNTS DAM CAMPGROUND 2021 (year one)	1,372
EST. OVERNIGHT VISITORS TO HUNTS DAM CAMPGROUND 2025 (year five)	7,148

Based on visitation and traffic trends, demand for the Hunts Dam campground in year one is estimated at 1,372 overnight visitors, staying on average 2.1 nights, generating 2,882 visitor nights, 19% annual occupancy, and \$79,074 in sales revenue.

Assumptions for the estimates are presented below.

Assumptions:

- Njaki Njaki campground will be 'open' from April to October; seven months operating season; non-tourism services will be undertaken during the closed season (Nov to Mar).
- Peak visitor season will be April, July & September school holidays, near-peak will be the wildflower season (Aug-Sept-Oct); accounting for a total 80% of annual visitors.
- Njaki Njaki will be closed November to March inclusive, for five months annually, during summer-autumn (i.e. warm-hot-dry months), with visitation by appointment only.
- Njaki Njaki will provide specialist services to niche groups¹⁷ (i.e. hosting non-tourism visitors), for example, mid-week during non-peak periods and during the closed season.
- Average length of stay in year 1 will be 2.1 nights, some visitors will stay up to 9 nights.
- 19% of visitors (i.e. 1-in-5) will pay for Njaki Njaki tours & experiences. This will increase to 26% of visitors (i.e. 1-in-4) by year 5.
- The campground will have 4 unpowered sites priced at \$20 per night and 4 powered sites priced at \$30 per night (i.e. total 8 sites; incl. GST); *during peak periods*, the camping fee may include a complementary campfire talk presented by a local Aboriginal person.
- The campground will have 8 eco tents with ensuite priced at \$145 (inc. GST) standard tents, \$235 deluxe tents and 'dorm' style eco tents \$30 per bed / night, min \$120/night.
- Pre & post-opening marketing will be effective in establishing interest among the target market, especially in years 1 and 2 (e.g. via digital, print, signage & word of mouth).
- Repeat visitation will occur year two onwards, mostly visitors from Perth and surrounding regions (e.g. families, nomads & solo travellers). This will contribute to higher utilisation in year two onwards (i.e. evidenced by an increase in advanced bookings).
- Njaki Njaki will provide guests with a range of half and full day self-drive itineraries originating from Hunts Dam; this will be critical in dispersing guests across the Central Wheatbelt, enhancing guest experiences and helping to stimulate repeat visitation.

Visitation (demand) estimates for Hunts Dam campground are influenced by the following:

- In Australia's Golden Outback, 21% of visitors to a visitor centre¹⁸ are more likely to extend their stay in the region; the average increase in stay is two nights.
- Merredin visitor centre averaged 6,640 visitors annually during 2012 to 2018. If 21% of visitors extended their stay, potentially 1,400 visitors could stay an extra two nights at a facility such as Hunts Dam (i.e. 2800 visitor nights in total).
- The Central East Wheatbelt has traditionally attracted 12 visitors per resident with 46% being overnight visitors¹⁹. If applied to Merredin, this translates into 15,800 overnight visitors. If 10% stayed at Hunts Dam, this is potentially 1,580 visitors annually.
- Passenger vehicle counts along Great Eastern Highway average over 920 per day (i.e. over 1,800 passengers daily). If 0.5% or 1-in-200 vehicles along Great Eastern Highway patronised Hunts Dam during May to November, this is potentially over 1,300 visitors.
- During the peak visitor season Merredin attracts 35+ vehicles per day with caravan / camping facilities; potentially 70+ visitors arriving in private vehicles per day; in addition to visitors on the Prospector train and tour buses, there is potentially over 80 visitors per day during the peak visitor season that could stay at or participate in a tour at Hunts

¹⁷ Examples include: temporary accommodation for Indigenous persons utilising public services in Merredin; cultural awareness programs; leadership development programs; mental health rehabilitation programs;

¹⁸ The Influence Of Western Australian Visitor Centres On Tourist Behaviour. September 2015. Tourism Research Australia. Page 5.

¹⁹ Central East Sub-Regional Economic Strategy. For Wheatbelt Development Commission. By RPS Group. 2015. Page 39.

Visitation and sales projections are presented in figure 17 (with red numbers showing the timing of new facilities added).

Figure 17. Hunts Dam Campground Projected Visitation & Sales.

VISITOR & SALES FORECAST (excl. GST)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Number of Unpowered Camp Sites	4	4	4	4	4
Number of Powered Camp Sites	4	4	4	4	4
Number of Standard Eco-Tents with Ensuite		4	4	4	4
Number of Deluxe Eco-Tents with Ensuite			4	4	4
Number of Dorm Style Eco Tents (with ensuite)	2	2	2	2	2
Eco-Tent Utilisation (Annually)	18%	26%	31%	34%	39%
Campsite Utilisation (Annually)	20%	24%	25%	26%	27%
Number of Vehicles	341	605	886	952	1,053
Number of Visitors	1,372	3,180	5,849	6,786	7,586
Visitor Nights	2,882	7,950	15,793	19,680	22,000
Site Nights Occupied	715	1,512	2,393	2,762	3,055
CAMPGROUND REVENUE	\$47,216	\$127,452	\$290,075	\$334,776	\$370,209
1-hr Hunts Dam Walk Tour Experience (@ \$20 / Pax)	\$2,717	\$6,296	\$13,687	\$14,658	\$15,021
2-hr Merredin Peak Experience (@ \$55 / Pax)	\$4,803	\$9,540	\$17,547	\$20,358	\$22,758
Full Day Moulyk Dreaming Tour Experience (@ \$120/Pax)	\$5,984	\$10,398	\$19,127	\$22,190	\$24,807
Non-tourism Programs & Services (e.g. training & advisory)	\$15,500	\$17,825	\$20,925	\$24,025	\$27,125
TOUR & SERVICES REVENUE	\$29,004	\$44,059	\$71,286	\$81,232	\$89,711
Campground Shop Sales	\$6,340	\$12,020	\$27,023	\$29,927	\$33,455
Gross Profit on Shop Sales (Contribution to Overheads)	\$2,853	\$5,409	\$12,160	\$13,467	\$15,055
TOTAL GROSS REVENUE	\$79,074	\$176,920	\$373,521	\$429,475	\$474,974
REVPAS (\$ per site)	\$27	\$62	\$119	\$148	\$163
Revenue per Visitor	\$58	\$56	\$64	\$63	\$63

2.11. Ecotourism Trends

Ecotourism and travel trends that may benefit eco camps such as the Hunts Dam facility include:

- **Activities that counteract environmental impacts.** Facilities using reduced power & water, minimising waste, restoring fauna habitats, controlling feral animals & weeds.
- **Intrepid holidays.** Inspiring & challenging adventures via ambitious physical activities, motivating experiences, embracing fears, self enlightenment and enrichment.
- **Escapism.** Getting off the beaten track, going to places less visited, experiencing new & pleasant activities, enjoying life's finer details & leaving life's mundane routines behind.
- **Responsible practices.** Activities that support local indigenous people, local communities, local environmental programs and collaborative eco-social initiatives.
- **Solo travel.** Rise of solo travellers such as single parents, single retirees, solo adventurers, lone backpackers, freelancers and mobile workers – travelling alone.
- **Short getaways.** Rise of overnight trips & weekends away, bite-size itineraries, instant change of scenery, a short holiday short that inspires and recharge one's spirit.
- **Health & wellness.** Ways to improve health & wellbeing such as yoga / pilates, meditation, healthy foods, creative workshops, spirituality classes, etcetera.
- **Tailored experiences.** Personalised services, customised offerings, bespoke tour / activities, unique to the visitor, that satisfy individual interests, schedules & budgets.
- **Positive impact.** Benefitting others whilst holidaying, helping a community, assisting a volunteer program, contributing to fund raising initiatives, contributing in 'green' ways.

3. Project Planning

3.1. Strategic Framework

Planning initiatives relevant to the development of a campground near Merredin are outlined below.

Western Australia. Growing Tourism. Tourism WA's two-year action plan to grow the number of visitors to Western Australia during 2018 and 2019. The aim is to make Western Australia the most desirable leisure and business events destination in Australia by focusing on four key areas to help grow visitation:

- Positioning the State as Australia's western gateway,
- Promoting Perth as an affordable, vibrant destination close to nature,
- Attracting more people to regional WA, and
- Intensifying promotional activity in target markets to encourage travel.

In addition to marketing and events, Tourism WA is working to identify gaps in destinations in terms of access, accommodation, attractions and amenities and filling the gaps by facilitating private and public investment to help grow tourism. A new campground and tour facility at Hunts Dam supports the State's tourism objectives by fostering Aboriginal experiences, increased accommodation capacity and stimulating interest in and visitation to the Wheatbelt.

The **Wheatbelt Regional Investment Blueprint (2015)** aims to foster emerging industries that diversify the economy and create new jobs, for example, by prescribing a tourism strategy to focus investment, build capability and product, and to leverage the Wheatbelt's strategic advantages of nature based and heritage tourism. The Blueprint acknowledges "experiential tourism continues to attract domestic and international visitors. Activities such as recreational aviation, camping and caravanning, gourmet food experiences and diverse events (equestrian, motorsports, arts & music) attract visitors throughout the year". A primary focus in growing tourism across the Wheatbelt is nature based tourism and identifying infrastructure priorities. The proposed investment at Hunts Dam directly supports these objectives.

The **Growing Wheatbelt Tourism (2017)** strategy aims to increase the length of visitor stay, add value to existing tourism product and increase expenditure in the Region. A primary focus is on increasing the "quality and experience around existing product and broaden the range of products, attracting a greater range of visitor types". The strategy supports initiatives that:

- Enhance access, amenity and activity around first-tier icons such as New Norcia, the Pinnacles, Wave Rock and Wildflowers.
- Connect and enhance second-tier tourist attractions such as self-drive trails, events of international and national significance (aviation, motorsports, equestrian, etc) and Heritage locations (Avon Valley, Aboriginal Heritage experiences, Museums, etc).
- Utilise digital capacity to access and grow markets, enhancing visitor experience to increase the length of stay; and
- Drive collaboration, training, and cultural and environmental awareness across industry to achieve economies of scale and targeted market penetration.

The underlying rationale of the **Growing Wheatbelt Tourism** strategy is 'supporting increased use of existing infrastructure and amenity; increasing the turnover of retail and service businesses that local residents rely upon, improving business viability in small towns; and profiling communities and industry sectors'. Building visitor accommodation and Aboriginal tourism capacity near Merredin supports the objectives of the **Growing Wheatbelt Tourism** strategy.

Aboriginal Tourism Strategy (2013-2018). WAITOC

WA's Aboriginal Tourism Strategy (2013-2018) aims to facilitate a collaborative approach to the ongoing development of a sustainable, credible and visible Aboriginal tourism industry. Relevant initiatives include:

- Integrating Aboriginal tourism product into mainstream domestic tourism.
- Facilitating & supporting opportunities for access to land and tenure for developing tourism.
- Supporting the development of viable and sustainable Aboriginal tourism businesses.

The proposed facility at Hunts Dam supports the aims of WAITOC's **Aboriginal Tourism Strategy**²⁰.

²⁰ A new plan is due for release in 2019/20 including a two-year action plan.

3.2. Impacts, Implications & Benefits

Impacts on existing accommodation facilities in the area:

- Hunts Dam will add approximately 18 sites/eco-tents to the estimated 165 caravan bays and 40 cabins within the region's existing Tourist Parks; Hunts Dam proposes an 8% increase in the supply of caravan park bays & beds; many of the existing Parks are near-full during peak periods.
- Merredin Tourist Park is within six kilometres of the proposed Hunts Dam campground; Merredin's four-star tourist park differentiates itself by offering cabins/chalets/villas, laundry facilities, swimming pool, library, dump point and a public phone. The tourist park focuses on business visitors whereas Hunts Dam will focus on tourists (holiday, VFR and leisure visitors).
- The five Shire-owned & operated caravan parks within 40+ kilometres from Merredin offer similar pricing, amenity and value to visitors as that proposed at Hunts Dam; Hunts Dam will be a nature-based facility, set within a nature reserve, offering a unique experience to visitors and unlikely to impact the Shire-owned facilities that are 40 to 100+ kilometres from Hunts Dam.

Social Implications from the proposed development:

- The site may become a 'hub' for enterprising Aboriginal tourism operators, for example, by accessing WAITOC or IBA's enterprise development program to develop new ventures. This may provide opportunity for aspiring Aboriginals to align with the operators of Hunts Dam.
- A new facility will provide an avenue for participation and engagement with Aboriginals seeking employment, entrepreneurial opportunities and mentoring / guidance; Hunts Dam may provide local support for services available in Northam.
- A new type of venture in the Central Wheatbelt, potentially incorporating tourism-conservation-services, will bring opportunity to grow alliances and collaborative initiatives (e.g. in research, volunteering, seasonal employment, government programs, training, etc).
- Has potential to host small, niche scale, outdoor events at a nature-based site within proximity to Merredin, for example, for small groups; drawing on the support of local enterprises.
- Improvements at Hunts Dam will provide improved amenity for local residents to access, use and enjoy the natural features and heritage of the site.

Potential benefits from the proposed development:

- Helping to further diversify the Wheatbelt's industry base into tourism; reducing a long term reliance on broad-acre farming, mining and transport-logistics.
- New campground raising industry standards through investment; improving service standards through training, tourism accreditation and nature-based (conservation) practices.
- Helping to increase tourism visitation, extend length of stay and stimulate expenditure within Merredin and the Wheatbelt.
- Creating a site dedicated to delivering Aboriginal tourism experiences; introduce a facility that adds diversity to the range of experiences available to visitors.
- Enterprise and employment creating; generating opportunities to offer hires, guided tours, small (niche) events, catering-hospitality, training and health-wellness offerings.
- New facility will generate 1.5FTE positions and bring training opportunities to enhance employment prospects in tourism, especially for Aboriginals.
- New facility will provide opportunity for commercial tour operators & bus / coach operators to align with a nature-based, cultural tourism facility to enhance their offering either as an overnight stopover or as a tour venue.
- Anticipated growth in visitation at Hunts Dam will result in increased use of local suppliers and service providers (e.g. fuel, gas, food, trades, transport, hospitality, etc).

3.3. Stakeholder Engagement

Consultation was undertaken with select stakeholders within the Wheatbelt and Perth.

A primary objective of the consultations was to identify local trends, threats to viability, planning priorities, anticipated growth in Wheatbelt tourism as well as likely risks and mitigation options, barriers to employment and enterprise development, and trends within the Wheatbelt's business sector.

Key findings from consultations include:

- 24hr rest areas are popular overnight destinations across the Wheatbelt, especially for budget travellers 'transiting' through the region.
- Extended stays at 24hr rest areas and bush camps is common among 'free campers' and those travelling on a low-budget. This group of travellers are less likely to patronise a commercial campground unless fees are heavily discounted.
- A dump point at Hunts Dam would help attract longer stay 'budget' visitors during the low & shoulder seasons; helping raise the profile of the facility.
- Northam is developing as the Wheatbelt's tourism centre for Aboriginal heritage, with a new interpretive centre, complementing the heritage appeal of nearby
- towns (York, Toodyay & Beverley). Heritage-cultural visitors are expected to gravitate to Northam as awareness grows and the product range increases.
- Cabins, chalets and 'built' accommodation in and around Merredin are patronised mostly by business visitors Monday to Thursday, year round. Some hotel / motel offer comparatively high room rates mid-week and lower room rates on weekends.
- TransWA, who operate the Prospector train service to Merredin, recently started promoting daytrips and overnight trips; Merredin visitor centre has recently started packaging transport, accommodation and event options.
- The Wheatbelt Way self drive trails attract year round usage; the highest usage is during May to October; 2018 was the highest ever usage of the trails.
- Merredin hosts a year-round event program; events in Sept-Oct aim to attract visitors from regional areas, outside the district.
- Geo-tourism is slowly developing in the Wheatbelt, focusing on granite monoliths, earthquake fault lines, unique geological formations and mineralisation. A Geo-Park within the Wheatbelt is under investigation.
- Practically all Wheatbelt towns have high quality swimming pools that are well patronised during the warmer months (Dec to Mar); the potential to attract visitors is recognised and promoted (e.g. Kulin has a pool with a very large water slide).
- Within 100 metres of the Hunts Dam site, on private land that is largely unused, is a World War II communications facility. Scope exists to incorporate the facility as a unique entry point, shop and office, adding heritage to the site's broader appeal.
- Critical planning issues include [fire management](#)²¹, waste, environmental management, sewerage, grey water runoff, safe entry/exit from the adjacent road and land tenure (e.g. lease or freehold).
- Subterranean water in the Wheatbelt is generally saline and non-potable; significant treatment would be required to refine 'salty' bore water to a potable standard; some granite monoliths sit atop a localised 'lens' of fresh water, however, trial bores are required to test water quality & quantity at Hunts Dam, with no guarantee of supplying the campground for any sustained period of time.
- Mains water is available approx. 200m south of Hunts Dam; mains power is available approx. 300m south of Hunts Dam; both may be tapped to supply the facility rather than being 'off-grid' and reliant on maintaining an 'off-grid' system.
- There is an opportunity to establish a Wheatbelt Ranger Program, drawing upon Aboriginals living in the region, to manage the 50+ nature reserves that are fundamentally small, remote and poorly managed (i.e. neglected); potentially developing the reserves into a network of conservation programs and potential flora / fauna hotspots (e.g. some as tourism day use sites); and building a stronger regional capability in landcare management (e.g. erosion, salinity, feral animal control, endangered species, disease control, rehabilitation, etc); and potentially activating opportunity for agri-business development within the region.
- There is an opportunity to establish a wildlife sanctuary at Hunts Dam, for example, styled on the nearby Wadderin Wildlife Sanctuary and hosting for example endangered marsupials, birds, reptiles and select flora. Hunts Dam would become a destination in its own right. A selection of sanctuaries could be developed at some of the small nature reserves spread across the Central Wheatbelt.

²¹ A recommended approach to managing fire risk is presented in the appendix.

3.4. Critical Assumptions

The main assumptions that underlie the project include:

- Local Aboriginals will operate the campground in perpetuity and will deliver a range of unique services that provide visitors with a valued, memorable experience.
- Continued development of tourism across the Central Wheatbelt will deliver greater density & diversity in attractions, activities, accommodation & amenities, which will stimulate steady, long term growth in tourism visitation.
- Continued investment in tourism infrastructure, product & marketing across the Central Wheatbelt will result in the region becoming recognised as a popular 'weekend getaway' with niche ventures, unique experiences & themed drive trails.
- WAITOC and IBA will continue to support aspiring Aboriginal enterprises that will evolve into a critical mass of Aboriginal tourism operators across WA, helping to stimulate growth in regional tourism.
- Business entities associated with Njaki Njaki Tours will be involved at various stages of the project's development helping to reduce the overall cost (e.g. site preparation, forming roads / paths, tent assembly, etc).
- The experience of Njaki Njaki Tours as a successful tour business will provide the capability to operate the campground and grow the venture over the long term.
- Merredin has a Noongar population of 10-12 families representing around 200 people. Hunts Dam will recruit staff and/or contractors from the local Noongar population and/or the broader Wheatbelt region where possible. Staffing and contracting will not be problematic for the venture's growth & prosperity.
- Njaki Njaki will be successful in securing grants, loans and in-kind contributions to develop the campground in stages over 3-5 years.
- Njaki Njaki will muster financial support including working capital to sustain the campground's operations during the first 18-24 months, until it becomes self- funding from year three onwards.



3.5. Assessment of Sites

Njaki Njaki Cultural Tours investigated five sites within proximity to Merredin (shown in figure 18 below). The recommended site at Hunts Dam was deemed to have the greatest potential to attract and retain visitors and to offer a range of activities-experiences that would extend visitor stay and improve the venture's financial sustainability.

Figure 18. Site Assessment

CRITERIA	SITE 1. HUNTS DAM	SITE 2. TOTADGIN ROCK	SITE 3. MAUGHAN RESERVE	SITE 4. MERREDIN PEAK	SITE 5. LAKE CAMPION
Land tenure is freehold, leasehold or crown land & accessible.	Crown land, State Reserve, accessible.	Crown land, State Reserve, accessible.	Crown land, State Reserve, accessible.	Crown land, State Reserve, accessible.	Crown land, State Reserve, accessible.
The site is close to a major route, with year-round sealed access for all vehicle types.	Accessible via sealed Merredin-Chandler Rd.	Accessible via sealed Bruce Rock Merredin Rd.	Accessible via <i>unsealed</i> Gigney Rd, connecting to <i>unsealed</i> roads.	Accessible via sealed Benson & Watson Rds.	Accessible via sealed Chandler - Merredin Rd.
Essential infrastructure (power, water, highway) in close proximity.	Power 400m, water 250m; 6km off the highway.	No power or water available; 11km off the highway.	No power or water available; 17km off the highway.	Power 850m, water 900m; 2km off the highway.	No power or water available; 43km off the highway.
Site allows for campground with 20+ camp sites, amenities & overflow.	Scope for 18+ camp / eco-tent sites, amenities & small overflow with scope for expansion.	Scope for 20+ camp sites, amenities & overflow, with scope for expansion.	Scope for 20+ camp sites, amenities & overflow, with scope for expansion.	Scope for 20+ camp sites, amenities & overflow, with scope for expansion.	Scope for 20+ camp sites, amenities & overflow, with scope for expansion.
Site offers a moderate - high degree of naturalness.	Nature reserve, light woodlands, shrubs & granite outcropping, broad-acre farmland on 3 sides, sealed road along one side. Moderate degree naturalness.	Nature reserve, moderately dense short woodland & shrubs with granite out-cropping, broad-acre farmland on 4 sides, sealed road through the middle. Moderate degree naturalness.	Nature reserve, moderately dense short woodland & shrubs with small granite out-crop, broad-acre farming on 3 sides, unsealed road on two sides. Moderate degree naturalness.	Nature reserve, moderately dense semi-tall woodland & shrubs, large granite out-crop, light industrial area in proximity, sealed road on two sides. Low-moderate degree naturalness.	Nature reserve, light semi-tall woodland & shrubs, seasonal lake, small granite out-crop, sealed road on one side. Moderate-high degree naturalness.
The site provides a level of privacy, security & remoteness.	Fenced on four sides; no houses within sight; small, active quarry adjacent.	No fencing; no houses within sight; main road passes through site; indications of infrequent use & stopovers.	Fenced on four sides; no houses within sight; indications of infrequent use.	No fencing; houses & light industry within proximity; two train lines & highway in proximity.	No fencing; no houses within sight; large seasonal lake bordering two sides;

3.6. Project Deliverables

There are five main outputs of the proposed campground as outlined below.

	OUTPUTS	PERFORMANCE MEASURE	MEASURE METHOD
1	New campground	Sites for overnight stays	Number of sites available for visitors
2	Aboriginal tourism experiences for visitors	Experiences offered to visitors	Experiences utilised by visitors
3	New Aboriginal enterprises	Aboriginals operating a business offering services	New venture operating
4	Improved tourism offering in the Central Wheatbelt	New facility offered by local visitor centres	Level of patronage by visitors
5	New charitable, not-for-profit corporation	Opportunities & advancement for Aboriginals	Initiatives sustained

Five main outcomes from the Project are outlined below.

	OUTCOMES	PERFORMANCE MEASURE	MEASURE METHOD
1	Increase in tourism accommodation capacity	Number of sites / bays	Registration with LGA as a Nature Base Park
2	Increase in Aboriginal employment	Number of Aboriginals employed	Operator statistics
3	Increase in leisure visitor stay & spend in the region	Dollars spent at the campground	Visitor expenditure estimates
4	Increase in leisure visitors in the region	Visits / Visitors / Nights	Visitor Centre estimates
5	Increase in landcare & sustainability initiatives	Projects undertaken	Employment, investment

4. Project Development

4.1. Campground Concept in Detail

The proposed campground (refer to the concept on [page 6](#)) includes the following facilities.

- 8 campsites suitable for caravans, campervans, camper trailers and tents. 4 powered & 4 unpowered sites.
- 1 block of two unisex toilets, two showers and one accessible toilet / shower.
- 4 standard eco-tents with ensuites (2-4 PAX) & 4 deluxe eco-tents with ensuites (2-6 PAX).
- 2 dorm style eco-tents each with 4 bunk beds and ensuite (up to 8 PAX in each).
- 2 covered barbecue areas with gas BBQ, sink, bench seating and lighting.
- A central fire pit with seating for gatherings & talks (e.g. with Aboriginal guides).
- A small amphitheatre for gatherings of up to 70 people.
- 1 dump point for self-contained caravans, campervans and motorhomes.
- Marked walk trails between camp sites, amenities and eco-tents and 3500m of unsealed ring road linking the camp sites, eco-tents, office/shop and toolmaking workshop.
- A one-bedroom caretakers residence and an office-shop (pre-fab, kit buildings), and
- 1 toolmaking workshop, an open-sided shelter, to facilitate workshops & training.

The 8 camp sites are expected to accommodate 4 persons per site (i.e. up to 32 visitors per night) and up to 56 visitors in eco-tents (i.e. up to 88 visitors). Toilets and amenities are specified to suit visitation during peak periods.

The Hunt Dam site has the following features (i.e. pre-existing):

- Track looping around the perimeter of the site, with an entry/exit off Chandler-Merredin Road; a pre-formed loop road joining proposed campsites, eco-tents & amenities.
- Sealed Chandler-Merredin Road runs along the western boundary of the site.
- Mains water supply is 250m south of the site's entry (supplying quality drinking water).
- Mains power supply is 400m south of the site's entry.
- Wire fence along the perimeter (boundary) of the nature reserve.
- Development of Hunts Dam campground requires the following:
 - Connection to mains power OR the development of an off-grid power system (e.g. solar, wind, diesel generator).
 - Connection to mains water OR a bore water system OR water harvesting & storage OR making water on site.
- Signage and lighting upgrades to the existing entry / exit points.
- Bus bays near the entry / exit doubling as an overflow area for self-contained caravans and motorhomes to stay one-night or less. A dump point in proximity.
- A small shop-office facility selling basic supplies and provisions for travellers.
- A toolmaking workshop where visitors will learn to make wooden tools & instruments.
- An amphitheatre for up to 70 visitors with capability to host music, movies, performances, talks and niche events.
- A caretakers residence, suitable for 2 persons.
- Upgraded loop-ring road and pathways to all-weather surfaces, with lighting & signage.



Assumptions:

The concept plan has been prepared based on the following guidelines²² and assumptions.

- Each camp site is up to 150m², suitable for caravans, campervans, camper trailers and tents with room for one parked vehicle adjacent.
- Two styles of eco tents. 'Standard' with ensuite accommodating up to 4 persons and 'Deluxe' with ensuite accommodating up to 6 persons.
- The toilet facility for visitors camping will be within 90m of all sites with three toilet pans, three unisex showers & three basins for 8 camp sites (32 PAX), including one accessible toilet with shower.
- Campground toilets and showers will be plumbed to mains water supply and a Biomax waste water treatment system. Toilet facilities exceed the requirement for a nature based park (i.e. minimum 2 toilet pans per 20 sites).
- Campground camper's kitchen, 4.2m x 4.2m steel floor & frame, canvas roof tent, no side walls, stainless bench with sink plumbed to mains water, grey water to a leach drain, one barbecue plumbed to 25kg gas bottles, & bench seating for 6 adjacent.
- Eco-tent campers kitchen 6.3m x 6.3m steel floor & frame, canvas roof tent, no side walls, stainless steel bench with sink plumbed to mains water, grey water to a leach drain, two barbecues plumbed to 2 x 25kg gas bottles, and 2 shaded benches each seating 6 PAX adjacent.
- Small, instant electric hot water systems will be installed for ensuite & ablution showers with time-limited taps for water conservation.
- Mains water supply outlets (taps) will be provided at the camp kitchens, being within 200m from each camp site & eco tent.
- A dump point will be installed in proximity to the bus bay for self-contained caravans / campervans staying overnight (e.g. in the overflow area).
- A fire pit will be sited in a central location as a social meeting place for camp guests and to provide a venue for Aboriginal guides to facilitate talks with visitors.
- An amphitheatre will be sited in a central location to facilitate group gatherings and niche events.
- The campground will qualify as an 'RV Friendly Destination' encouraging extended stays during off-peak periods.



EXAMPLE FIRE PIT

²² Based on the Western Australia Caravan Parks and Camping Grounds Regulations 1997 – for Nature Based Parks.



EXAMPLE STANDARD ECO TENT



EXAMPLE DELUXE ECO TENT



EXAMPLE CAMPGROUND ABLUTION



EXAMPLE OUTDOOR KITCHEN

4.2. Phases of Development

An overview of steps required to develop the proposed nature based campground is shown below.

LAND TENURE & SITE PLANNING

- Evidence revised management order, confirm lease terms, secure the right to occupy & develop.
- Undertake a land planning assessment to confirm permitted land uses & restrictions.
- Undertake a survey of site features, boundaries, easements, contours & granite outcropping.
- Undertake a Bushfire Attack Level (BAL) assessment.
- Prepare development plans & drawings to submit with a planning application.

LAND ASSEMBLY

- Prepare a bushfire management plan & an emergency evacuation plan.
- Obtain clearing permits for access road, pathways, camp & eco-tent sites & amenities.
- Obtain local government planning approval (development approval & building license).

CIVIL WORKS

- Surveyor to mark out roads, paths, campground amenities, camping sites & key features.
- Remove residual scrub, waste, hazards & impediments to commence site improvement.
- Backfill loop-ring road, amenities & tent sites to improve runoff, drainage & levels.
- Construct campground loop road to all-weather unsealed surface & level/compact camp sites.

INFRASTRUCTURE DEVELOPMENT

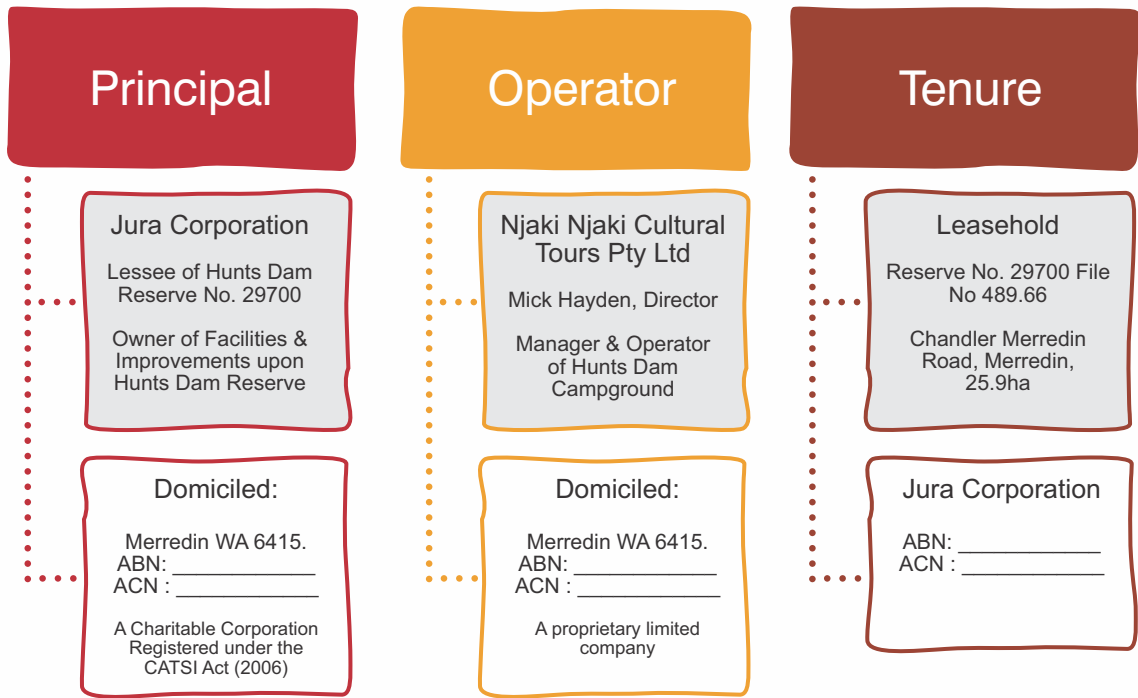
- Prepare specifications for eco tents & building supplies for contractors.
- Issue tender documents and evaluate quotes-proposals.
- Connect to mains water supply & reticulate to amenities & water points.
- Connect to mains power supply & reticulate to amenities, eco-tents, campsites, shop office.
- Install sewage treatment system; reticulate to eco-tents & campground amenities.
- Appoint preferred suppliers & contractors to supply / install site amenities & facilities.
- Assemble amenities, eco-tents, kitchens, pre-fab shop/office & caretakers residence.
- Obtain LGA approvals for effluent / waste disposal & health compliance.
- Construct fire pit, amphitheatre, pathways, bus bays, upgrade entry/exit & install dump point.
- Install site markers, pathway bollards, lighting, signage, bins, gates & fencing upgrades.
- Install road & path markers, access signage, fire extinguishers and camp site markers.

OPERATIONS

- Prepare site & visitor management plan (staff roles, safety, risk, communication, compliance).
- Submit Management Plan for LGA license to operate a nature-based park.
- Prepare a 2yr business plan; campground operations manual & asset maintenance register.
- Prepare & display a code of conduct, camp rules, customer charter, vision & values statement.
- Display regulatory licenses, permits & approvals (health, waste, caravan park & fire).
- Install administrative equipment & systems (e.g. online bookings & payments, accounting).
- Commence pre-opening marketing. Host familiarisations, invite media, issue media statements.
- Recruit & train staff. Facilitate staff induction. Assign uniforms. Pre-opening training.
- Establish memberships & subscriptions (visitor centres, AGO, WAITOC, TCWA).
- Commence 12-month construction defect period & facility maintenance program.
- Commence transition to accreditation (quality, environment, tourism).

4.3. Business Structure & Model

The recommended and proposed business structure for the Hunts Dam campground is as follows:



Jura Corporation will be a registered²³ charitable trust²⁴ of the [sub-type](#): advancing education, culture and the natural environment; a corporation registered under the [CATSI Act](#) (2006) with the Office of the Registrar of Indigenous Corporations, governed by a board and operated by 3 to 15 people.

Jura Corporation's principle purpose will be to advance the education, cultural and environmental interests of aspiring Aboriginal people in the greater Merredin Area. Its primary role will be facilitating initiatives that provide opportunity to participate in sustainable management of the greater Merredin area. Jura Corporation will achieve this by providing education, training, employment and enterprise opportunities, for example, by establishing initiatives such as a ranger program, wildlife sanctuaries, land rehabilitation, facilitating sustainable management of conservation lands, and providing cultural awareness and mental health programs.

Jura Corporation will seek philanthropic and government support to fund its activities and will form alliances and partnerships to help achieve its objectives. Jura Corporation will be the lessee of Hunts Dam Reserve as well as the owner of the infrastructure and campground facilities at Hunts Dam, and will partner with Njaki Njaki Cultural Tours Pty Ltd as the manager-operator of the Hunts Dam Campground.

Mick and Michael Hayden of Merredin will be joint owners of Njaki Njaki Cultural Tours Pty Ltd, who will be assigned by Jura Corporation to operate the campground and run tours from the site. The Hayden's local knowledge and tourism experience will be integral in providing walks, talks, guided tours, toolmaking, art-craft and cultural experiences to campground visitors. The Hunts Dam campground will be a catalyst in establishing and providing a level of ongoing support for Jura Corporation, a not-for-profit, charitable, Aboriginal corporation based in Merredin.

An overview of the business model of Njaki Njaki campground is presented on the following page.

²³ Registered under the CATSI Act 2006 and registered with Australian Charities and Not-for-profits commission, administered by the Australian Government.

²⁴ An entity that has the same characteristics as a company (pty ltd) but is not incorporated as a company under the corporation's law. A corporation operating as a charitable trust can make profits from their trading activities but the profits must be used for their charitable purposes and cannot be distributed to members.

BUSINESS MODEL OVERVIEW²⁵

Who are the customers?

Majority are self-drive visitors; 2-8 days stay in campgrounds; 84% Intrastate, 9% Interstate & 7% International;
Caravan/Camping visitors: 48% stay non-commercial campgrounds, 52% stay comm. caravan park / campground.

Escape & Connect Travellers:

all ages; high discretionary income; like disconnecting , unwinding & sightseeing.

Off the Beaten Track Travellers:

55 - 65+y.o.; mid to high discretionary income; avoids crowds, nature & wildlife

Relax & Rewind Travellers:

50+ y.o.; empty nesters, mid to low discretionary income; affordability; sightseeing.

Family Fun Travellers:

35-65 y.o.; families with children; mid discretionary income; value for money; convenience

What do the customers want?

Escape & Connect Travellers:

food /wine experiences; quality accommodation & experiences; escape the hustle.

Off the Beaten Track Travellers:

love the outdoors, the simple life, hiking, camping & nature; avoids crowds.

Relax & Rewind Travellers:

love the simple pleasures, keeping active & time with partner; sightseeing & nature.

Family Fun Travellers:

budget conscious, bargain hunters; love self-drive holidays, nature & family activities.

Want clean & safe facilities; high quality, authentic experiences; inspiring locations; learning opportunities.

How will value be created?

Quality campground; natural setting; local Aboriginal hosts; rich local knowledge; cultural & heritage insights.

Offering camp fire talks, guided walks & tours, local flora & fauna appreciation, many self-drive day trip options.

Sharing 'on country' knowledge, experiences close to camp sites, privileged access to exclusive stories & insights.

Aboriginal hosts in proximity; regular program of activities & experiences; active & passive, day & night options.

Simple, easy & convenient for guests to participate in Aboriginal experiences April to October.

²⁵ The business model defines how a business creates and delivers value; how value is delivered to customers, how customers are enticed to pay for the value received, and how payments from customers are converted to profit; the business model reflects management's premise about what customers want, how they want it, how the business can organize itself to meet customer's needs, and how it will get paid & make a profit.
Based on Business Model Generation by A. Osterwalder & Y. Pigneur, J.Wiley & Sons, 2010

How will customers be enticed to pay for value?

Camp / Eco-tent fees will include entry to campfire talks (heritage & culture themes) promoting local insight.

Exclusive tours & experiences for small groups will be pre-sold upon arrival & sold during evening campfire talks.

Premium quality tours and visitor experiences will be available through advanced (online) bookings.

Basic essential items will be sold through the campground shop including health, hygiene, food, drinks & safety.

Cash payment and/or technology options to suit visitor preferences (apps, eftpos, mobile pay-pass, e-commerce).

How will payments be converted to profit?

Market rates for camping & Aboriginal experiences; nightly tariffs similar to local campgrounds & hotels / B&B's.

Niche services & experiences (guided walks, talks/tours, workshops & specialist knowledge) attract premium prices.

Peak-season price premiums will apply for services/experiences tailored for small groups; preserving exclusivity.

Packages & incentives will be offered for off-peak extended stay, group bookings & repeat visit guests.

Additional offerings may include Aboriginal art/craft, merchandise, food hampers and event packages.



4.4. Economic Analysis

Potential economic, social and environmental benefits of the proposed campground include:

- Increased employment and income opportunities for local Aboriginal stakeholders.
- Increased safety by reducing the number of visitors staying at unmanaged, informal sites.
- Improved cultural appreciation through increase interaction with local Aboriginals.
- Increased opportunity to establish new enterprise & employment projects.
- Improved facilities for Merredin & Wheatbelt residents to utilise.
- Improved resilience of Wheatbelt economy through diversification & growth of tourism.
- Reduced environmental impacts from visitors staying overnight at unmanaged camp sites.
- Increased capacity to attract & accommodate a larger number of leisure-holiday visitors.
- Flow-on impacts for local retailers and businesses from increased visitor expenditure.
- Employment, training and business opportunities for local Aboriginal communities.
- Increased capacity in the Wheatbelt's commercial accommodation sector.
- Increased scope for commercial tour operators to support local itineraries & packages.

With phased funding of \$1,486,120 during 2020 to 2024, the project is expected to commence in 2020-21 with completion in 2024-25. Once operational, the project is expected to generate additional visitation from domestic and international overnight visitors.

Estimated economic flow-on from the increase in *output during the construction phase* of over \$2.54M. An additional 4FTE jobs will be created with wages and salaries in the region increasing by over \$397,000. Total value-added as a result of purchasing local goods and services during construction is an estimated \$798,000.

Once operational, the project is expected to generate 6FTE indirect jobs and directly employ 1.5FTE staff. The increase in *output from the operation* is an estimated \$4.29M with an increase in wages and salaries of \$596,000 and an increase in value-added through local purchases of goods and services by \$1.19M.

Economic benefits during *construction* of the project are estimated at:

- Output (\$M) : 2.54
- Employment (FTE) : 4.0
- Wages (\$M) : 0.397
- Value-Added (\$M) : 0.798

Economic benefits during *operation* of the project, on an annualised basis are estimated at:

- Output (\$M) : 4.29
- Employment (FTE) : 7.5
- Wages (\$M) : 0.596
- Value-Added (\$M): 1.19

Net economic benefit from the construction and operation of the Hunts Dam Campground is estimated to be \$5,344,000 with a Benefit to Cost Ratio of 3.6.

4.5. Financial Overview

External funding of \$1,486,120 (in 2020 values, incl. GST) is required to develop the project over five years through to completion. Trading projections indicate a small loss in year one with steady improvement in trading performance thereafter, averaging \$148,517 annual profit in years 3-5 when cash flow is expected to be positive. Working capital during years one and two will require support by grant / loan funds, in-kind, associates or an overdraft facility. Financial sustainability from year three onwards is based on stronger revenue from the expanded facility, higher utilisation and growth in tours. A summary is presented in Figure 19 below and further detail is provided in a later section.

Figure 19. Trading Projection

OPERATING PROJECTION (excl. GST)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Campground Revenue	\$47,216	\$127,452	\$290,075	\$334,776	\$370,209
Tour & Services Revenue	\$29,004	\$44,059	\$71,286	\$81,232	\$89,711
Shop Gross Profit	\$2,853	\$5,409	\$12,160	\$13,467	\$15,055
OPERATING REVENUE	\$79,074	\$176,920	\$373,521	\$429,475	\$474,974
OPERATING EXPENSES	\$137,489	\$159,325	\$289,267	\$325,549	\$346,856
OPERATING PROFIT / LOSS	-\$58,415	\$17,595	\$84,254	\$103,926	\$128,119

4.6. Capital Budget

The estimated capital cost to develop the proposed site is \$1,486,120 which includes a contingency of \$122,000 (incl. GST) and four years escalation. The cost estimates are based on a combination of quotes, published and online sources (e.g. Rawlinsons²⁶) as well as a similar, recent project. A breakdown of capital costs and itemised sub-costs are provided as 'Notes' on a following page.

Figure 20. Capital Cost Estimates

	CAPITAL BUDGET: HUNTS DAM CAMPGROUND	COST \$
Refer to Note:		
1	Land Assembly & Compliance	56,000
2	Site Clearance & Preparation	38,000
3	Site entry/exit, Camp Loop Road, Car Parks & Internal Pathways	123,000
4	Construct 4 Unpowered & 4 Powered camp sites	44,000
5	Reticulated Mains Power, Mains Water & Waste Water System	183,000
6	2 x Covered Outdoor Kitchen - BBQ Facilities (one large, one small)	72,000
7	Amenities: 3 Flushing toilets, 4 Showers, 4 hand basins (incl. one disabled facility)	78,000
8	Amphitheatre & Fire Pit, seating, stonework, lighting & landscaping	49,000
9	Eco Tents. 8 x 4-6 PAX tents & 2 x 8-PAX Dorm tents, all with ensuite	398,000
10	Toolmaking workshop, Caretakers Residence & Shop-Office (pre-fab, flat-pack kits)	115,000
11	Freight, Transport, Plant & Equipment Hire	40,000
12	Signage, Lighting, Amenities & Fire Extinguishers	24,000
13	Project Management	60,000
	Contingency (10%)	122,000
	ESTIMATED CAPITAL COST at June 2019 (Incl. GST)	1,402,000
	Four Years Escalation @ 1.5%p.a.	84,120
	ESTIMATED CAPITAL COST at June 2020 (Incl. GST)	1,486,120
	Less GST	135,102
	ESTIMATED CAPITAL COST AT JUNE 2020 (Excl. GST)	1,351,018

²⁶ Rawlinson's Australian Construction Handbook, 2017, Edition 35.

Notes:

Where applicable, the costs outlined below include 'supply and install', with amounts expressed in 2019 dollars, including GST. Escalation of 1.5%p.a. has not been added to the costs shown below.

1. Includes Bushfire Attack Level (BAL) Assessment \$8,000; Clearing permit(s) for tent/camp sites, amenities, paths / tracks & visitor areas \$2,000; Site feature survey \$4,000; Building Certifier / Surveyor approval of drawings (for LGA compliance) \$2,000; Detailed drawings for LGA Development & Building applications \$8,000; Preparation of Site Management Plan \$8,000; LGA Application for compliant waste management \$2000; Emergency Evacuation Plan \$6,000; Bushfire Management Plan \$8,000; Park Management Plan \$8,000 (as per caravan & camping act). **Total: \$56,000**
2. Includes Surveyor to mark alignment of camp loop, paths, camp sites, amenity sites & public areas \$4,000; Clearance of trees, rocks, remnants & junk (from paths, tracks & bldg / site envelopes) \$6,000 (Maarli Services); Landscape preparation (burning, trimming, removing dead-fallen branches, shrubs / trees & grasses) \$8,000; Levelling & back filling loop road, footpaths, camp & amenity sites & public areas (incl. 5000sqm x 0.2m D @ \$20m³) \$20,000; sand fill sourced from local pits within 20km of the site; **Total: \$38,000**
3. Includes re-sheeting loop track / access road 3500m x 4m x 0.2m using 10-20mm pea gravel @ \$10/m³ + \$10/m³ delivery, 2800m³, \$70,000; grading, rolling & compacting main access & campsite loop road, 3500m @ \$10/m, \$35,000; re-sheet pathways with fine gravel, including rolled & compacted surface, 1100m x 1.0m x 150mm (165m³) @ \$10/m³, + \$10/m³ delivery, \$3,000. Note cost of machinery use & hire counted elsewhere; Bus Bay 250m x 10m x 200mm (500m³) & Shop car park 125m x 15m x 200mm (375m³), total 875m³ @ \$20/m³, \$18,000; **Total: \$123,000**
4. Includes 8 campground sites each approx 150m², camp sites re-sheeted with sand & fine gravel (200mm depth) supplied & rolled (not compacted), 8 sites x 150sqm x \$30/m² = \$36,000; 4 Powered Sites -labour, materials, cabling & power posts installed, Total \$8,000; **Total: \$44,000**
5. Includes 200m trenching from mains water supply to southern boundary fence, Maarli Services trenching @ \$50/m, \$10,000; Maarli Services install above-ground water retic in Heavy Duty PVC 2500m @ \$20/m from southern fence to ecotents to camp sites along fence line (boundary), \$50,000; Maarli Services install above-ground mains power Heavy Duty PVC 2500m @ \$20/m adjacent to water line, total \$50,000 (incl. cabling, conduit, welded joints, connectors, minor trenching if required); electrical supply – cabling, junctions, switchboard, ancillary controls, supplied & installed, \$12,000; compliant waste management system, Biomax 1xC10 & 1xC20 supplied & installed \$40,000, 2 x 50m flatbed plastic leach drains installed \$14,000; Maarli Services digging / installing ATU & connecting to leach drain (incl. elect & plumber) \$6000, sub total \$60,000; Grey water recycle system (i.e. 2 x camp kitchens & 1 x ablution blocks, 3 x 50m leach drains) \$20,000 (Maarli Services); Dump Point supplied & installed (near bus bays) \$6,000; **Total: \$183,000**
6. Includes camp kitchen for caravan / camping area, small 4.2m x 4.2m eco tent, canvas roof, no walls, steel frames & fixings, \$16,000; 1 x Heatlie BBQ & 2 x 25kg gas bottles, supplied & installed; \$3,000, supplied & installed 1 x 2.8m Stainless steel kitchen bench with sink & shelving, plumbing fixtures & drainage; 2 x steel outdoor tables with bench seating and 2 x bins, \$5,000; assembly-installation by Maarli Services, \$6000 (includes electrician & plumber), sub total \$30,000; camp kitchen for eco tent area, large 6.3m x 6.3m eco tent, canvas roof, no walls, steel frames & fixings, \$20,000; 2 x Heatlie BBQ's & 2 x 25kg gas bottles, supplied & installed, \$6,000; 1 x 2.8m Stainless steel kitchen bench with sink & shelving, plumbing fixtures & drainage, supplied & installed, with 2 x steel outdoor tables with bench seating & 2 x bins, \$10,000; assembly-installation by Maarli Services, \$6,000 (includes electrician & plumber), sub total \$42,000; **TOTAL: \$72,000**
7. Includes ablution facility for caravan / camping Area, 1 x 6.3m x 6.3m rigid roof, canvas wall eco-tent housing 1 x Male & 1 x Female & 1 x Disabled facility, including 3 toilets, 3 showers, 3 hand basins; tent \$35,000, 3 x toilet/shower ensuite units \$25,000, plumbing & electrics \$8,000, assembly-installation labour \$6,000, fittings & fixtures \$4,000; **TOTAL \$78,000**
8. Includes Fire Pit, with crushed rock floor, large rock seating, recessed fire pit, crushed rock periphery, solar lights on perimeter & pathways, landscaping, supplied & installed (Maarli Services) sub total \$14,000; Amphitheatre (approx. 75 person capacity), with crushed rock floor, limestone block or stone-concrete formed seating, formed stone steps, gravel-crushed rock periphery, solar lights on perimeter & pathways, landscaping (Maarli Services), sub total \$35,000; **Total: \$49,000**

9. Includes 4 x Diamantina Kariba Lodge Tent 2-4pax with ensuite, steel base, decking & reinforcements, supplied & installed, \$84,000; 4 x deluxe Eco Structures 4.2m x 4.2m eco-tents with ensuites 2-4 pax, supplied and installed, \$172,000; 2 x 6.3m x 6.3m Eco Structures 8 pax dorm tent with ensuite, \$142,000; **Total \$398,000**; a breakdown of costings is presented in the appendix.
10. Includes Toolmaking Workshop, Eco Structures 6.3m x 6.3m eco tent, canvas roof, NO walls, steel frames & fixings, plus large steel tool box integrated into large steel work bench, \$25,000; Caretakers Residence, Backyard Pod's "[basic backyard](#)" pod kit 4.5m x 8m flat-pack with 1 bedroom, 1 bathroom-ensuite & 1 kitchen, \$34,000 delivered + \$11,000 assembly, utilities & finishings; Total \$45,000; Shop-Office, Backyard Pod's "basic backyard" pod kit 4.5m x 8m flat-pack with 1 toilet, 1 semi-enclosed office & open plan shop, \$30,000 delivered + \$10,000 assembly, utilities & finishings. \$45,000; **Total \$115,000**
11. Includes hire / rental of flat bed truck (site deliveries), 3t dual-axle trailer (landscaping, materials), Excavator, backhoe, grader, roller (road, tracks, pads, sites), Bobcat / Dingo / Mini digger (tracks, piping, leach drains), Mini track excavator (piping, leach drains, barrier posts) and miscellaneous plant & equipment; **Total: \$40,000**
12. Includes lighting, 30 x solar powered trail marker lights installed along pathways & approach to amenities \$6000; amenities - bins, road barriers, pathway markers, \$4,000; signage - safety, directional, informational \$6,000; portable fire extinguishers, fire hose reels (plumbed to mains), regulatory evacuation signs, \$8000; **Total: \$24,000**
13. Includes supervision & coordination from pre-planning to post-opening (i.e. 12month defect / warranty period); onsite attendance during construction; tendering & contracting suppliers; communicating with Authorities / Agencies, facilitating approvals & permits etc; preparing reports & acquittals to funding bodies & vested stakeholders; communicating with project proponent on a regular basis (i.e. Njaki Njaki Tours); 12 month term, 20hrs per week on average, 0.6FTE (\$100,000 p.a. FTE role); **Total: \$60,000**

Freight and transport costs would be minimised by using local contractors. The project proponent is affiliated with civil, transport and construction contractors who can assist with site preparation, road / track upgrades, plant/machinery, construction and soil / gravel supplies during development. This has been taken into consideration.



4.7. Funding Required

The funding required for constructing the proposed venture is an estimated \$1,486,120. Construction will be undertaken in stages over five years. Working capital to operate the (partial) facility in year 1 is estimated at up to \$115,000. The first tranche of funding is required during January to June 2020. A drawdown schedule for the 'staged' funding (including GST) is shown below.

Item of Expenditure	Jul 2020- Jun 2021	Jul 2021- Jun 2022	Jul 2022- Jun 2023	Jul 2023- Jun 2024	Jul 2024- Jun 2025	Total (Incl. GST)
STAGE 1 Land Assembly	\$134,306					\$134,306
STAGE 2 Civil Works & Pre-Construction	\$0	\$209,492				\$209,492
STAGE 3 Construction, Utilities & Amenities	\$0	\$0	\$735,237			\$735,237
STAGE 4 Construction of 4 Eco-tents	\$0	\$0	\$0	\$127,720		\$127,720
STAGE 5 Construction of 2 Eco-tents & Completion of Works	\$0	\$0	\$0	\$0	\$279,365	\$279,365
Working Capital Supplement	\$0	\$0	\$115,000	\$0	\$0	\$115,000
Total	\$134,306	\$209,492	\$850,237	\$127,296	\$279,365	\$1,601,120

There is no confirmed source of development capital (funding) for the project. The project's proponent aims to source funding from government grants, loans, in-kind support and associates. A summary of potential sources is presented in the appendix.

4.8. Operating Budget (trading projection)

A trading projection for years one to five is shown on a following page. Assumptions underlying the trading projection are presented in the Visitor-Sales Forecast & Employment Schedule shown in figures 21 and 22. The projections provide an indication of the Project's potential trading performance. Actual performance will vary due to differences in management, quality of experiences offered, regional visitation trends and economic influences impacting the region and tourism sector in general.

The campground will be seasonal. The summer season Dec-Mar will bring low patronage; the shoulder season Apr-May and Oct-Nov will bring medium-low patronage; and the peak season Jun-Sept will bring high patronage, resulting in comparatively low annual utilisation, which is conservatively estimated at 19% to 33% during years 1 to 5. Higher utilisation could be achievable.

The sales forecast is based on staged development of the campground, for example, year one includes eight camp sites and two dorm tents (e.g. hosting caravans & small groups), year two includes the addition of four standard eco-tents with ensuites (e.g. hosting families, couples & solo travellers), and year three includes the addition of four deluxe eco tents with ensuites (e.g. hosting disability visitors, tour groups & Aboriginal program participants). The staged development during years 1-3 is reflected in campground, tour and shop revenue (refer to figure 21).

Figure 21. Visitor & Sales Forecast

VISITOR & SALES FORECAST (excl. GST)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Number of Unpowered Camp Sites	4	4	4	4	4
Number of Powered Camp Sites	4	4	4	4	4
Number of Standard Eco-Tents with Ensuite		4	4	4	4
Number of Deluxe Eco-Tents with Ensuite			4	4	4
Number of Dorm Style Eco Tents (with ensuite)	2	2	2	2	2
Eco-Tent Utilisation (Annually)	18%	26%	31%	34%	39%
Campsite Utilisation (Annually)	20%	24%	25%	26%	27%
Number of Vehicles	341	605	886	952	1,053
Number of Visitors	1,372	3,180	5,849	6,786	7,586
Visitor Nights	2,882	7,950	15,793	19,680	22,000
Site Nights Occupied	715	1,512	2,393	2,762	3,055
CAMPGROUND REVENUE	\$47,216	\$127,452	\$290,075	\$334,776	\$370,209
1-hr Hunts Dam Walk Tour Experience (@ \$20 / Pax)	\$2,717	\$6,296	\$13,687	\$14,658	\$15,021
2-hr Merredin Peak Experience (@ \$55 / Pax)	\$4,803	\$9,540	\$17,547	\$20,358	\$22,758
Full Day Moulyk Dreaming Tour Experience (@ \$120/Pax)	\$5,984	\$10,398	\$19,127	\$22,190	\$24,807
Non-tourism Programs & Services (e.g. training & advisory)	\$15,500	\$17,825	\$20,925	\$24,025	\$27,125
TOUR & SERVICES REVENUE	\$29,004	\$44,059	\$71,286	\$81,232	\$89,711
Campground Shop Sales	\$6,340	\$12,020	\$27,023	\$29,927	\$33,455
Gross Profit on Shop Sales (Contribution to Overheads)	\$2,853	\$5,409	\$12,160	\$13,467	\$15,055
TOTAL GROSS REVENUE	\$79,074	\$176,920	\$373,521	\$429,475	\$474,974
REVPAS (\$ per site)	\$27	\$62	\$119	\$148	\$163
Revenue per Visitor	\$58	\$56	\$64	\$63	\$63

Figure 22. Campground Employment (wages)

EMPLOYMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Manager	38,250	48,450	64,600	69,768	71,861
Campground Assistants & Tour Guides	24,960	38,400	46,464	51,575	53,380
EMPLOYMENT EXPENSES	63,210	86,850	111,064	121,343	125,241

Key points within the itemised trading projection (figure 23 on a following page):

- Revenues increase gradually as additional eco-tents and services are introduced over five years. Much of the increase in revenue is contributed to higher-priced eco-tents, which includes use by non-tourism guests participating in specialist advisory and training services coordinated by Njaki Njaki Tours during the low (closed) season.
- Operating expenses increase gradually as additional eco-tents are introduced. The largest 'operating' expense is employment (47% of total expenses) followed by vehicles and utilities. Annual increases include inflation and regional cost indices.
- An annual lease fee of \$84,000 (average) is paid to Jura Corporation from year three onwards to help establish a recurring fund to support landcare and environmental programs employing Aboriginals from the region (e.g. a Ranger Program, wildlife sanctuaries, etc). The campground is expected to be one of several initiatives that will contribute recurring funds to Jura Corporation, which will enable it to become a sustainable, charitable venture that benefits the surrounding region.

Figure 23. Itemised Trading Projection

HUNTS DAM TOURS & CAMPGROUND					
OPERATING PROJECTION (excl. GST)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Operating Expenses					
Campground Revenue	\$47,216	\$127,452	\$290,075	\$334,776	\$370,209
Tour & Services Revenue	\$29,004	\$44,059	\$71,286	\$81,232	\$89,711
Shop Gross Profit	\$2,853	\$5,409	\$12,160	\$13,467	\$15,055
OPERATING REVENUE	\$79,074	\$176,920	\$373,521	\$429,475	\$474,974
Accounting, Bookkeeping & Booking Fees	6,400	6,560	6,724	6,892	7,064
Legal & Professional Services	3,400	3,485	3,572	3,661	3,753
Insurance: Plant & Equip., Public Liab., Bldgs & Vehicles	4,830	2,460	7,249	7,431	7,616
Communication: Mobile & Website & ISP	2,400	2,460	2,522	2,585	2,649
Bank & Merchant Fees	870	1,946	4,109	4,724	5,225
Marketing: Advertising & Promotion	4,050	4,590	4,860	5,535	5,673
Memberships & Subscriptions	2,400	2,460	2,522	2,585	2,649
Licenses, Permits, Shire Rates & Ancillary Charges	5,300	5,433	5,568	5,708	5,850
Consumables: Hygiene, Cleaning, Safety	1,653	4,461	7,614	7,616	8,422
Utilities & Services. Electricity, Gas, Water, Linen	5,055	7,327	9,158	10,008	12,942
Waste, Sullage & Enviro Sustainability	3,500	3,588	3,677	3,769	3,863
Office Consumables, Printing & Supplies	2,372	3,450	4,594	4,896	5,130
Vehicle: Rep & Maint., Fuel & Registration	12,800	13,120	15,088	17,351	19,954
Repair & Maint: Plant & Equip, Infrastructure, Facilities	3,675	4,165	5,206	5,987	7,484
Freight, Courier & Postage	2,300	2,358	2,416	2,477	2,539
Lease Fee Payable to Njaki Njaki Corporation	0	0	70,000	87,500	94,500
Employment, Training & On-costs	76,484	86,851	134,387	146,825	151,542
OPERATING EXPENSES	\$137,489	\$159,325	\$289,267	\$325,549	\$346,856
OPERATING PROFIT / LOSS	-\$58,415	\$17,595	\$84,254	\$103,926	\$128,119

4.9. Sustainability and Ongoing Viability

Projected trading results for years one and two are typical of new ventures. Actual results may differ, for example, the trading losses may be higher/lower than indicated, or profits could be realised earlier or later. It is anticipated the campground will require financial support in years 1 and 2 to fund pre-opening marketing, commissioning of the campground, and critical elements of the operations (e.g. insurance, compliance, consumables & shop stock). The projected shortfall in working capital (cash-flow) during years 1 and 2 will require support in the form of an overdraft, soft loan, directors loan or arrangements with third parties. The campground's ongoing financial viability and sustainability is expected to improve in year two and strengthen thereafter due to the following:

- Experience operating the facility during years one and two will help re-direct resources to priority areas in year three improving financial performance in subsequent years.
- Accessing training & development programs for Aboriginal youth & families will bring improvement to the campgrounds operating performance, particularly if the programs were offered during the summer, low season.
- Alliances with Aboriginal tourism operators, guided tour operators and tourism wholesalers / promoters will help drive growth in visitors and sales at Hunts Dam.
- Establishing commercial arrangements with tour bus operators seeking an overnight campground and Aboriginal tourism experiences for guests. Participating in Prospector (rail) packages with Merredin Visitor Centre, including group packages and disabled visitor packages, and targeted marketing campaigns will contribute to improvements in sales.
- Establishing a profile on social media and receiving favourable reviews on popular tourism sites (e.g. Trip Advisor & Virtual Tourist) that will help drive patronage.

It is anticipated viability and sustainability will be enhanced through the following:

- Fee collection upon entry will be engineered to minimise 'non-paying' guests. Check-in via the office-shop and issuing a receipt. Occupied sites will be required to display the receipt 24/7 to confirm payment and departure date.
- Campground staff will be vigilant in monitoring and recording guest arrivals & departures.
- Guests will be encouraged to undertake a Njaki Njaki tour to be assured of a high quality experience whilst staying at the campground & visiting the region.
- During evening campfire talks staff will encourage guests to book tours and/or take guided experiences to sites of special interest in the area.
- Posters promoting tours & workshops will be located in the covered barbecue area, ablutions, notice boards & office-shop.
- A daily notice board will highlight any unique sightings, occurrences or opportunities that further entice guests to participate in tours and workshops.
- During low and shoulder periods guests will be offered incentives to extend their stay (e.g. pay for two nights and get a third night free; stay three nights and get a guided tour at half price).
- Packaged tours & experiences will be offered to all guests upon arrival, for example, a combined bush walk and guided workshop experience at a discounted price.
- Patronage during the low (closed) season will be boosted by hosting participants for training and cultural development programs. Activities associated with Jura Corporation will bring guests to the campground that will require short term accommodation.

4.10. Project Timeframe & Milestones

The Project's milestones and timeframes are outlined below. Further details are set out in sections 4.2 and 4.11.

Main Activities / Milestone	Milestone Date	Responsibility
Project Planning & Validation	Jul – Dec 2019	Njaki Njaki
Land Tenure & Site Planning	Jan – Jul 2020	Njaki Njaki
Project Funding	Jul 2019 – Jun 2024	Njaki Njaki
Land Assembly	Jul 2020 – Jun 2021	Njaki Njaki
Civil Works & Pre-construction	Jul 2021 – Jun 2022	Njaki Njaki & Maarli Services
Infrastructure Development (phase 1)	Jul 2022 – Jun 2023	Njaki Njaki & Maarli Service
Training & Commissioning	Jan – Jun 2023	Njaki Njaki
Operations	June 2023 onwards	Njaki Njaki
Infrastructure Development (phase 2)	Jul 2023 – Jun 2024	Njaki Njaki & Maarli Service
Infrastructure Development (phase 3)	Jul 2024 – Jun 2025	Njaki Njaki & Maarli Service

4.11. Risk Analysis

The risk assessment examines the probability of the risk occurring and the impact of the risk using a scale of 1 to 4, where the higher number indicates a higher probability or impact.

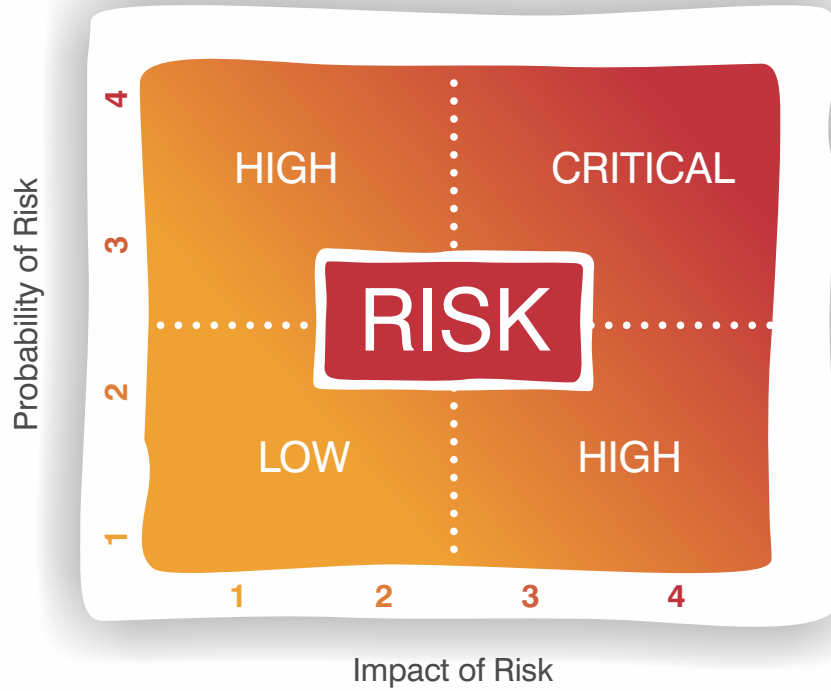


Figure 24. Risk Assessment:

STAGE & RISK	CAUSE	ASSESS -MENT	MITIGATION	RESIDUAL
Land Tenure & Site Planning	Delays in feature survey.	Medium	Assign priority & retain frequent dialogue with contractors.	Low
	Delays in obtaining site plan & drawings.	Low	Appoint a surveyor, architect & engineer at earliest opportunity.	Low
Land Assembly				
Flora & Fauna Surveys	At-risk species found causing delays.	Low	Schedule at earliest opportunity.	Low
Site clearing permits	Delays. Restrictions imposed.	Low	Schedule at earliest opportunity.	Low
Clearance & endorsement from Traditional Owners	Delays. Unexpected issues. Disagreement.	Medium	Land is owned by the State Government. Native Title has been extinguished. Formalise communication with the Balladong Group & prioritise clearance at the earliest opportunity.	Low
Bushfire Management Plan	"Bushfire attack area". High level of regulation can impact on development timeframe.	Medium	Consult with LGA early, seek input into planning process and incorporate the requirements.	Low
Development Approval from LGA	Objections, disapprovals, restrictions.	Low	Consult with LGA; ensure compliance with regulations; address concerns promptly; keep designs within the Caravan & Camping Act.	Low

STAGE & RISK	CAUSE	ASSESS -MENT	MITIGATION	RESIDUAL
Civil Works				
Remove waste & remnants & level site to specification.	Bio-physical features impeding optimum layout.	Low	Feature Survey to identify hazards. Redesign layout to suit. Assess & manage hazards early with a specialist.	Low
Survey & mark out paths, camp & amenity sites.	Delays. Site impediments. Sub-standard outcome.	Medium	Builder, Surveyor & Project Proponent to jointly mark layout. Retain trees & shade canopies.	Low
Prepare all-weather entry road, foot paths & camp sites.	Delays in getting earthworks finalised.	Low	Road, site & path construction carried out by experienced contractor.	Low
Infrastructure Development				
Prepare specifications, issue tenders, select & appoint contractors.	Delays. Incomplete information. Sub standard quotes.	Medium	Aim to begin after Jul-2020. Seek assistance with specs & tendering. Request fixed price quotes & costing.	Low
Reticulate water, power & sewage to site & facilities.	Bio-physical obstructions. Delays. Cost overruns. Weather events.	Medium	Commence early & schedule for obstructions & delays. Loosely monitor progress. Contingent plant & machinery on standby.	Low
Construct-Install Ablutions & Covered BBQ area.	Delays.	Medium	Materials delivered to site well before commencement. Contractors on call.	Low
Install solar facilities, lighting, signage & amenities.	Delays.	Medium	All materials delivered to site well before commencement.	Low
LGA and Dept of Health approval for waste water systems.	Non-compliance. Re-drafting application. Delays. Re-engineering.	Medium	Builder & Engineer assisting with application. Apply at earliest opportunity. Strict compliance with Health & Caravan & Camping Acts.	Low
Operations				
Nature Based Park License (via LGA).	Objections, disapproval, delays.	Medium	Obtain a Management Plan & apply at earliest opportunity.	Low
Injury	Fire	Medium	Fire breaks maintained, fire in designated pits only, enforced policies, guest induction, ample signage.	Low
Access blocked. Evacuations.	Flood	Low	Construct above flood levels & away from drainage contours; install flood-resistant infrastructure.	Low
Site closure	Storm, Lighting, Trees fallen, Flash Flood, extreme winds.	Medium	Remove vulnerable features & maintain minimal infrastructure during off-season.	Low
Interruptions	Vandalism, disturbances, incursions.	Medium	Daily presence on-site, install motion-activated cameras, trespass signs on boundaries.	Medium
Accidents, Falls, Bites / Stings	Injury / Harm to Visitors	Medium	Staff trained in first aid, staff induction as first responders, cordoned areas signed,	Medium
Visitor Services	Absent Tour Operators	Medium	Training & mentoring programs, documented procedures, rostered participation & 'standby' guides.	Low

4.12. Local Content

Strong opportunity for local content and local partnerships at Hunts Dam through the following:

- Njaki Njaki has alliances with contractors for construction, transport, civil and labour services who will be invited to tender on the development of the campground.
- Njaki Njaki have affiliate (family owned) entities that provide a range of services including engineering, civil, construction, maintenance and project management services, which will be invited to tender on the construction of the campground.
- Wheatbelt towns, service providers and tourism / accommodation operators will be invited to participate in packages and itineraries that include Hunts Dam Campground.
- Aboriginal tour operators from counter-seasonal areas within WA will be invited to stay and offer visitor services to Hunts Dam guests during their off-season.
- Aboriginal artisans from the Goldfields & Wheatbelt will be invited to supply consignment stock for sale at Hunts Dam, for example, during the peak visitor season.

4.13. Aboriginal Participation

Hunts Dam intends to foster productive relationships with Aboriginal people and create opportunities for employment and enterprise through the following:

- Njaki Njaki people are expected to operate the campground and provide tourism services to visitors (e.g. talks, tours, walks, catering & workshops).
- Njaki Njaki will be encouraging Aboriginals to develop tourism services to visitors & guests at Hunts Dam. This may include bike hires & tours, bush tucker inspired catering, astrology talks, art-craft workshops, guided 4WD tours & walks.
- Aboriginal enterprises will be invited to quote on services required during the development and/or operation of the campground. This may include for example catering, cleaning, maintenance, landscaping, fire breaks and transport – shuttle services.
- Njaki Njaki Cultural Tours Pty Ltd will pay an annual lease fee to Jura Corporation; a proposed Aboriginal, not-for-profit, charitable entity facilitating landcare and environmental programs in the Wheatbelt; Jura Corporation will employ Aboriginals and support the development of Aboriginal-owned enterprises.



5. Project Implementation

5.1. Project Management

It is anticipated project management for the Hunts Dam Campground will be as follows:

- An affiliated entity of Njaki Njaki Tours, [Maarli Services](#), will provide project management services during the planning, construction and commissioning phases.
- Maarli Services will be the project manager facilitating the pre-planning and approvals, specifications and tendering, appointment and supervision of contractors, and ensuring that delivered outcomes conform to specification. Njaki Njaki will remain closely involved.
- Maarli Services and Njaki Njaki Tours will regularly visit Hunts Dam in monitoring the planning, development and commissioning of the campground.
- The project's proponent, Njaki Njaki Tours, will be represented on site by the project manager (Maarli Services). The owner of Njaki Njaki Tours who resides in Merredin, will assist on a regular basis by monitoring the campground's development and construction.
- Maarli Services and Njaki Njaki will work collaboratively on resolving any issues, delays and contingencies that arise during the development-construction of the campground. Periodic meetings will be programmed with contractors and important stakeholders.
- It is anticipated WAITOC and/or IBA may be involved during select stages of the project and may liaise with Maarli Services and Njaki Njaki during the project.

5.2. Project Governance

The governance processes associated with the Project will be as follows:

- Maarli Services, supported by Njaki Njaki, will provide a day-to-day presence on-site during construction and commissioning and if required, will compile a monthly report to stakeholders (e.g. funding bodies). It is anticipated that during periodic meetings the assigned contractors will contribute data and information for reporting purposes.
- Maarli Services will hold fortnightly or monthly meetings with the assigned contractors, on site or via phone, to verify progress, timelines, compliance, safety, costs and specifications.
- Maarli Services, supported by Njaki Njaki, will distribute relevant reports as required by stakeholders.
- Maarli Services has over 5 years experience in contracting, project management and engineering projects. This experience will enable the project to manage critical components.

The required licences and approvals are set out in section 4.2. The procedures required to ensure the Project progresses in accordance with approvals and compliance are outlined in section 5.1.

5.3. Procurement Strategy

The procurement strategy will aim to support the WA Government's Buy Local Policy and The Building Local Industry Policy as follows.

- The opportunity to quote on the supply of goods and services will be advertised through local newspapers and/or communicated to reputable organisations and/or those aligned to the project's stakeholders.
- Existing suppliers to Njaki Njaki and Maarli Services who are based in the Wheatbelt and/or surrounding regions will be invited to quote on the supply of goods and services.
- Aboriginal-owned contractors and enterprises will be invited to provide quotations to supply goods and services.

5.4. Communication Strategy

The communication strategy for the Project and how it will be marketed to the broader community follows.

- Hunts Dam campground will become a member of Australia's Golden Outback, Wheatbelt Visitor Centre and the WA Indigenous Tourism Operators Council (WAITOC) to get listings online, in print publications (e.g. Holiday Guides, Travel Planning Guides) and in-store displays (e.g. brochure racks & posters).
- The campground will have a website linked to WAITOC, TWA, AGO, Central Wheatbelt Visitor Centre and regional tourism operators as well as a presence on social media (e.g. Facebook, Twitter, Instagram, Snapchat, etc).
- The campground will install roadside signage at intersections within the surrounding area and on approaches to Hunts Dam where a visible entry statement will be installed.
- The campground will seek publicity through familiarisations, VIP's, local media and journalists. A 'media package' of high quality photographs and text for promotional articles will be available as a download from the website and/or supplied electronically.
- The campground will have a small budget to participate in collaborative advertising with AGO/WAITOC including programs relating to the promotion of Aboriginal tourism experiences and heritage-cultural experiences within the Wheatbelt.
- The campground will advertise within the holiday travel planning guide published by the Wheatbelt Visitor Centre and will have a DL size brochure for display within the Wheatbelt visitor centre.
- The campground will have a downloadable A4 size map showing its location, approaches via main arterial routes, suggested day trip itineraries to surrounding places of interest, a list of available Aboriginal tourism experiences, and suggested itineraries whilst enroute to the campground.
- The campground will register with online forums specialising in self-drive holidays, caravan and camping, 4WD experiences, and cultural tourism and nature based interest groups (e.g. bird watching, wildflowers, conservation volunteers, etc) to raise awareness of the campground's location, amenities, tours, activities and nearby sites of interest.
- Hunts Dam campground will be listed on popular online tourism directories such as Trip Adviser, Drive WA, Scoop Traveller, Regional WA.com, tourism.net.au, etcetera.
- A budget will be available to begin the communication–marketing program four months prior to opening.

5.5. Business Alliances

The project proponent is based in the Wheatbelt and has an established network of partners that will bolster their capacity to successfully deliver the project. The range of partnerships and their anticipated input / impact are outlined below.

PARTNER	INPUT / IMPACT
Wheatbelt Development Commission	Data / Information; Grants; Regional collaboration
Local Government	Approvals and licenses; visitor centre
WAITOC	Tourism Directory; Collaborative projects; Business assistance.
Wheatbelt Visitor Centres	Brochure display; Referrals; Promotions; Bookings.
Australia's Golden Outback	Membership; collaborative advertising; Famils.
Tourism WA	Famils, Web listing, collaborative promotion.
Njaki Njaki Community	Collaboration, Employment, Enterprise development

The strengths and advantages of the proposed site and facility include:

- Project proponent, the owner of Njaki Njaki Tours, living on-site as a resident caretaker.
- Availability of Aboriginal staff living nearby at Merredin (Aboriginal population over 200).
- Aboriginal stakeholders enthusiastic to offer services and grow the venture.
- The site is within close proximity to Merredin township, a regional centre, offering a range of services, amenities, passenger railway, national highway and population benefits.
- The site is on the Chandler-Merredin Road, with significant passing traffic to attract visitors (e.g. 210 vehicles per day). The site has scope to expand in the future.
- The site will offer a variety of activities and experiences, appealing to a range of visitors.
- The facility will offer 'above average' standard of amenities, superior to conventional campgrounds (e.g. flushing toilets, hot showers, recharging facilities, campers kitchen, guided tours, shop, office, amphitheatre, communal fire pit and resident caretaker).
- The facility will offer accommodation that appeals to a range of budgets, from \$20 / night unpowered campsite to \$240 / night deluxe eco-tent with ensuite.
- The project proponent was born and raised in the area, has a deep understanding of the surrounding region, experience operating a successful tour business in the region, thus ensuring visitors to the campground will receive high quality, authentic experiences.
- The proposed alliance between Njaki Njaki Tours and Maarli Services provides a 'proven' capability to deliver successful outcomes that could further generate significantly greater outcomes for the Wheatbelt and Merredin, for example, through Jura Corporation.

The proposed campground is expected to become a tourism destination in its own right. A place where visitors will stay for 2-10 days enjoying quality amenities, Aboriginal tours, and access to a wide range of self-drive experiences (i.e. 30+ sites) within 1.0hrs drive of the campground. The Wheatbelt will gain a facility that will stimulate growth in the development of Aboriginal employment and tourism experiences and further strengthen the Wheatbelt's appeal as a weekend getaway and holiday destination.

The investment in tourism infrastructure will stimulate growth in visitation and improve community amenity, liveability and the appeal of Merredin as a place to live. Tours and accommodation at Hunts Dam will provide increased diversity in tourism product that will increase length of stay, visitor expenditure and the value of existing tourism product, helping stimulate jobs, enterprise and growth at a local level.

This business case demonstrates that there are no significant barriers in developing the project and the anticipated governance approach is well proven to manage the approvals, contracting and commissioning to deliver a sustainable, successful campground operated by Aboriginal stakeholders. Given the required funding, the project could be instrumental in triggering a new charitable entity that could significantly benefit the region, the community and visitors.



6. Summary & Conclusion

The Wheatbelt Regional Investment Blueprint (2015) and The Wheatbelt Tourism Strategy (2017) identified the need for investment in infrastructure to grow tourism and leverage the region's nature based and heritage experiences, building on iconic features and significant natural attractions. The proposed tourism facility will offer 8-campsites, 10-eco tents and high quality, authentic Aboriginal tourism and nature-based experiences consistent with the region's tourism development priorities. The facility will add new accommodation infrastructure that will appeal to the region's existing 63,000 self-drive visitors seeking nature, heritage, adventure and culture based experiences. The project provides much needed diversity and capacity to the region and has strong potential to help grow tourism and encourage further investment in the Wheatbelt's tourism sector.

The project is potentially a potent catalyst for the development of a not-for-profit, charitable, Aboriginal Corporation (i.e. Jura Corporation) that could significantly add to the Wheatbelt's economic diversification objectives. For example, Jura Corporation could be pivotal in the creation of an Aboriginal Ranger program, managing fifty-plus neglected nature reserves in the region, contribute to the creation of wildflie sanctuaries at select sites to preserve endangered flora and fauna, leverage Indigenous landcare capabilities in developing unique agri-business ventures, and facilitate the development of specialist services generating employment, enterprise and economic benefits across the Wheatbelt. Annual lease fees paid by the campground (& other ventures) to Jura Corporation will provide an ongoing stream of funds to activate programs in landcare, tourism and agribusiness.

Economic analysis of the project demonstrates the significant benefits from a campground offering a range of accommodation options, a wide variety of self-drive experiences, and opportunity for visitors to engage with Aboriginal tour guides. An investment of \$1,486,120 to develop the project could generate \$6,830,000 output into the Wheatbelt economy and support employment of 4.0FTE and 7.5FTE with up to \$993,000 in wages during construction and operation respectively. The project delivers a net economic benefit of \$5,344,000 and a benefit cost ratio of 3.6 further supporting the merits of the project.

The financial analysis suggests the campground could trade at a small loss in year one and profitable from year two onwards as the facility is gradually developed. The addition of higher yielding eco-tents in years 2 and 3 and the anticipated increase in patronage, and improved tour and shop sales, result in profitability and positive cash flow, demonstrating a sustainable business model. Conservative increases in visitation in years 4 and 5 generate trading profits averaging \$116,022 per annum giving scope to service debt, invest in growth or pursue opportunities with the available cash flow. Higher utilisation is achievable year 5 onwards which could generate in excess of \$203,000 annual profit.

The main risks include fire damage, accidental injury to guests, and continuity of visitor experiences-services, which can be mitigated through fire management planning, first aid training, staff development and tourism mentoring programs respectively. The proposed venture would have a risk profile similar to existing short stay campground-accommodation ventures (i.e. no unique, extraordinary risks).

With external funding of \$1,486,120, the project will be able to finalise site tenure and planning, land assembly, civil works and construction to deliver a functional campground by 2025. Under the guidance of Njaki Njaki Tours and Maarli Services, the project's phased construction and commissioning will be attainable. The proponent, Njaki Njaki Tours, has tourism and small business expertise and is well supported by Maarli Services, who is a successful Aboriginal-owned contracting and project management organisation.

Factors that will impact on the ultimate success and performance of the project are:

- Securing external funding for the project (\$1,486,120 during 2020 to 2023).
- Project management by Maarli Services with the close collaboration of Njaki Njaki Tours.
- Alliances with WAITOC, local government, visitor centres & regional tourism organisation.
- Investment in tourism business systems, marketing and operational (quality) standards.
- Continuous engagement of Aboriginal people in delivering high quality Aboriginal tourism experiences at the campground and at select sites across the region.

APPENDIX

Potential Funding Sources

NAME & PURPOSE	APPLICABLE PROGRAM	CRITERIA	AMOUNT & DETAILS
<p>Indigenous Advancement Strategy.</p> <p>The JLE Programme provides support to connect working age Indigenous Australians with real and sustainable jobs; fosters Indigenous business; aims to improve employment outcomes & support the development of Indigenous businesses and communities. Supporting Indigenous entrepreneurs to establish or grow sustainable businesses.</p>	<p>Jobs, Land & Economy (JLE) Programme.</p> <p>The objectives are to:</p> <ul style="list-style-type: none"> • Get Indigenous Australians into work. • Get remote jobseekers work ready, through community & other activities & work experience. • Foster Indigenous business. • Assist Indigenous Australians to generate economic & social benefits. 	<p>ELIGIBILITY CRITERIA:</p> <p>All activities funded under the IAS should be community led. Applicants must be a legal entity and have legal capacity to enter into a Project Agreement with the Commonwealth.</p> <p>Have an ABN and registered for GST. Incorporated under the Corporations Act 2001, or, incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006.</p> <p>ASSESSMENT CRITERIA:</p> <p>The assessment criteria aim to answer two questions: Will a proposed activity lead to improved outcomes within the target community or group that would not occur without the grant? Do the intended outcomes represent value for money; do the outcomes justify the Government providing the grant funding? The focus is on Need, Quality, Effectiveness & Efficiency.</p>	<p>From \$5000 to over \$5,000,000</p> <p>https://www.pmc.gov.au/indigenous-affairs/grants-and-funding/funding-under-ias</p>
<p>Indigenous Advancement Strategy.</p> <p>Provides funding to connect working age Aboriginal peoples with real and sustainable jobs; support Indigenous school student's transition from education to sustainable employment; funding is available to organisations at any time.</p>	<p>Tailored Assistance Employment Grants</p> <p>Supports employers to engage and retain Aboriginal job seekers into ongoing jobs, including post placement support.</p>	<p>ELIGIBILITY CRITERIA:</p> <p>Applicants must be a legal entity and have legal capacity to enter into a Project Agreement with the Commonwealth.</p> <p>Have an ABN and registered for GST. Incorporated under the Corporations Act 2001, or, incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006.</p> <p>Encourages employment & training activities targeted at unemployed job seekers, people not in the labour market & youth / students at risk of disengaging when leaving school.</p> <p>Employment activities should deliver outcomes that: Increase employment & participation rates for Indigenous Australians. Increase the number of Indigenous Australians participating in activities and work experience that build work-readiness & contribute to community.</p>	<p>From \$1,000 to over \$100,000</p> <p>https://www.pmc.gov.au/indigenous-affairs/employment/tailored-assistance-employment-grants</p>

NAME & PURPOSE	APPLICABLE PROGRAM	CRITERIA	AMOUNT & DETAILS
Regional Economic Development Grants	WA State grants of up to \$250,000 for private tourism businesses, tourism associations and local government. Regional WA only. Supports a variety of projects including infrastructure, marketing, capacity building, skills, etc. Managed by the Wheatbelt Development Commission.		From \$5,000 to \$250,000 http://www.drd.wa.gov.au/rfr/REDG/Pages/default.aspx
Regional Economic Development Grants	Federal grants from \$20,000 up to \$10 million exclusively for tourism. Limited to non-profits, associations and local government (not for profit businesses). Some parts of Perth, and all regions, eligible. Up to \$45 million available for Australian tourism. Must be infrastructure projects.		From \$20,000 to \$4,000,000 https://www.business.gov.au/assistance/building-better-regionsfund/building-better-regions-fund-infrastructure-projects
Building Better Regions Fund (BBRF) – Community Investments Stream	Federal grants from \$5,000 up to \$10 million. Not exclusive to tourism. Limited to non-profits, associations and local government (not for profit businesses). Some parts of Perth, and all regions, eligible. Projects can include events, workshops and strategic planning .		From \$5,000 to \$5, 000,000 https://www.business.gov.au/assistance/building-better-regions-fund/building-better-regionsfund-community-investments



Southwest Native Title Settlement Area

A map of the southwest native title land area is shown below. Relevant sections of the Land Administration Act follow.



Section 46 of the Land Administration Act. Care, control and management of reserves.

Section 1. The Minister may by order place with any one person or jointly with any 2 or more persons the care, control and management of a reserve for the same purpose as that for which the relevant Crown land is reserved under section 41 and for purposes ancillary or beneficial to that purpose and may in that order subject that care, control and management to such conditions as the Minister specifies.

Section 2. The Minister may, with the consent of the management body of a reserve and of the holders of any interests within the reserve, by order vary any condition to which the care, control and management of the reserve is subject.

Section 3. The Minister may —

- (a) by order confer on a management body power, subject to section 18, to grant a lease or sublease or licence over the whole or any part of the Crown land within the reserve for the purposes referred to in subsection (1); and
- (b) approve a mortgage of any such lease.

Tourism Sites & Attractions Within 100km Of Merredin (& Hunts Dam)**In & Near Merredin**

1. Merredin Peak (& dam)
2. Cummins Theatre
3. Railway Museum
4. Military Museum
5. No. 4 Pump Station
6. Collgar Wind Farm
7. Apex Park (BBQ's, skate park, toilets, playground)
8. Tamma Parkland (natural bushland, walk trail, wildflowers)
9. Silo Art
10. Totadgin Rock & Hunts Well (Conservation Park)

In & Near Westonia

1. Edna May Mine Lookout
2. Rabbit Proof Fence
3. Westonia's historic streetscape
4. Bodallin Soak
5. Sandford Rocks
6. Hood Museum

In & Near Nungarin

1. Heritage machinery & army museum
2. Eaglestone Rock & Lake Brown
3. Mangowine Homestead
4. Lake Champion

In & Near Narembeen

1. Wadderin Wildlife Sanctuary
2. Grain Discovery Centre
3. Hidden Hollow & Roe Dam
4. Wakeman Lake Nature Reserve

In & Near Bruce Rock

1. Kokerbin Rock (Australia's 3rd largest monolith)
2. Shackleton Bank (smallest in Australia)
3. Bruce Rock Museum
4. Ardath Hotel

In & Near Muckinbudin

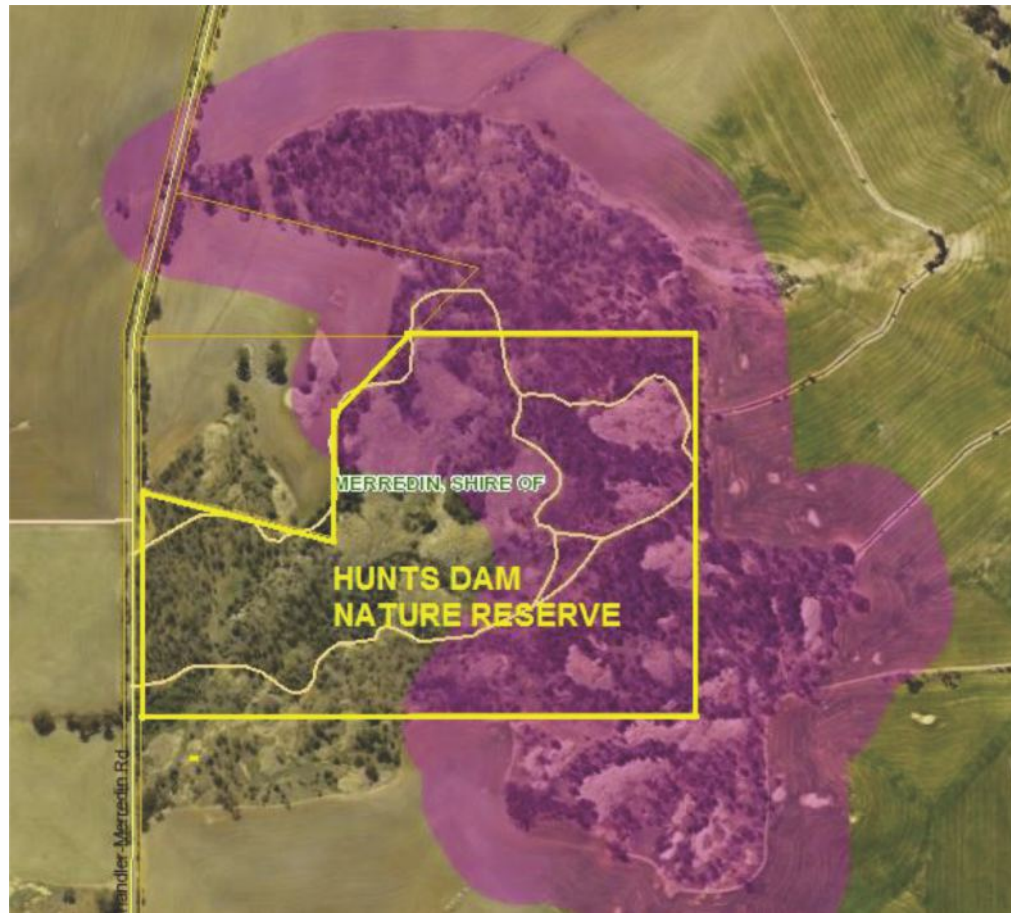
1. Elachbutting Rock
2. Beringbooding Rock
3. Yaneymoonie Rock & Nature Reserve

In & Around Kellerberrin

1. Kellerberrin Hill
2. Lake Baandee
3. Marek Brothers Garage
4. Pioneer Museum

Hunts Dam Bushfire Risk

The eastern portion of Hunts Dam Nature Reserve (shaded pink below) is categorised by FESA as a 'bush fire prone area', meaning it is subject to, or likely to be subject to, bushfire attack. The proposed campground is considered to be a 'vulnerable' land use in respect to planning within a bush fire prone area. All vulnerable land uses should be referred to the Department of Fire and Emergency Services for assessment. FESA's guidelines suggest *'additional planning and building requirements may apply to development on this site, including a further assessment of the bushfire risk may also be required'*.



Source: <https://maps.slip.wa.gov.au/landgate/bushfireprone/>

What is the bushfire risk at Hunts Dam? Using the 'simplified procedure', method 1, outlined in AS3959²⁷, the Bushfire Attack Level (BAL) of the proposed campground is FZ, Fire Zone, meaning the campground is likely to have direct exposure to flames from a fire front in addition to heat flux and ember attack. As a result, the risk is considered to be extreme. The FZ rating is based on an 'unofficial' assessment²⁸ using the method outlined below:

- Fire Danger Index of WA: 80 (i.e. FDI 80)
- Distance from vegetation: 5m – 10m (i.e. small shrubs & low woodlands within 5-10m of tents).
- Slope: upslope, 5°, ratio 1:11, 9%; (i.e. vegetated land on adjacent slopes slightly 'up' to the east & south).
- Vegetation: low open woodland (rating 08); mallee / mulga, tall shrubland (15); open scrub (14).
- Combining these elements as per Table 2.4.3 of AS3959 for a FDI of 80, gives a BAL of FZ.

²⁷ Australian Standard, 3959, Construction of Buildings in Bush Fire Prone Areas, 2009 incorporating amendments 1,2 & 3 (Nov. 2011)

²⁸ As outlined in AS3959, 2009.

The proposed campground includes accommodation in the form of eight powered & unpowered camp sites and ten eco tents on elevated steel platforms. Campground facilities will include one large and one small camp kitchen as well as one communal amenities building, a toolmaking workshop building, an office/shop and a caretakers house. All buildings will be eco tents of varying size with steel framed sub-flooring and steel framed walls & roof covered internally & externally with 14oz canvas. Open-able doors and windows will have meshed screens with zipped canvas covers. For the purposes of managing fire risk the buildings will be deemed 'expendable' and subsequently, fire risk will be managed through a BAL assessment, a bushfire management plan and an emergency evacuation plan, that demonstrates knowledge of the fire risks and recommended mitigation approaches. Put differently, importance will be placed on the planning, practices & procedures required to reduce the risk of fire and in the event of an impending bushfire near or within the campground envelope, the priority will be to relocate guests to a safe refuge (including off site). The planning, practices & procedures will be specified by independent experts contracted to undertake the BAL assessment, bushfire management plan and emergency evacuation plan, which will be submitted to the Shire of Merredin during planning applications.

This approach is consistent with the *Draft Position Statement: Tourism land uses within bushfire prone areas, December 2018*, issued by the WA Department of Planning, Lands & Heritage and Western Australian Planning Commission.

Off Grid Energy & Water Systems

As a reference, an energy efficient 4x2 home in Australia uses approx. 7,500kWh per year or 20.5kWh per day²⁹.

To go off-grid with an integrated solar-wind-battery power system, Hunts Dam campground may require, for example, a 5kW wind turbine (\$8,000) plus 10kW solar panels (\$12,000) and 20kWh batteries (\$15,000) to provide constant off-grid power across the site during peak & off-peak periods. Approximate total cost \$35,000 plus the cost to reticulate power across the site to eco-tents, campground and shop /office /workshop areas (approx. \$50,000). **Combined total cost \$85,000 (approx.)**.

Alternatively, an off-grid solar + battery power system for the campers facility (i.e. camp kitchen, ablutions & 4 x 240V powered caravan bays), would cost approx \$10,000 (installed³⁰). PV Panels & battery near the eco-tents and eco-camp kitchen to provide 240V power to ALL eco-tents, would cost approx \$26,000 (installed³¹). PV panels & battery, 240V off grid system, for the shop, office, caretakers residence and workshop, would cost approx \$21,000 (installed). Total cost for three separate off-grid solar+battery power systems is approx. \$57,000. Reticulation would be less extensive, more localised, costing an estimated \$15,000. **Combined total cost \$72,000**. Additional ongoing maintenance and replacement would be required costing approximately \$3,600 p.a. A replacement provision, of approximately \$2,400 p.a., would be recommended to fund the upgrade of PV panels and select batteries every 6-8 years.

Atmospheric Water Generators

An alternative to using mains water for drinking is to 'make' water on site, store it in tanks for use in vanities, sinks and showers and use (saline) bore water for toilets. Water can be 'made' using atmospheric water generators. Atmospheric Water Generators (AWG's) take humidity out of the air and convert it to pure drinking water. Visitors in an 'eco' facility would be expected to use approximately 30-50 litres of fresh water per day on average. A total of 80 visitors, when the campground is full (e.g. school holidays), would use approximately 3200 litres per day (i.e. 45,000 litres of fresh water in 14 days).

Solar powered AWG's (known as Source hydro-panels) produce approximately 5 litres per day (approx. cost \$3850 per panel). Sixty (60) hydro-panels would be required to produce 50,000 litres during the 'off peak / closed' season for storage (costing \$160,000 plus tank, reticulation, pumps & filters costing \$30,000). The hydro panels would produce 300 litres per day during the peak visitor season to help maintain water reserves. Hydro panels would be prohibitive in terms of the space required to locate sixty hydro-panels on site and present an uneconomic capital cost (e.g. \$190,000).

²⁹ In comparison, the ten eco-tents would have mini LED lighting, power outlets for charging devices, small portable fan (cooling & heating) & mini-fridge (deluxe tents only). No air conditioner, no TV, no dishwasher, no washing machine & no other appliances. Relatively low power use.

³⁰ For example, 2kW Solar PV & 14kWh AGM Battery & regulator / fuses / controller, installed; suitable for a 'medium' dwelling.

³¹ For example, 8kW solar PV & 43kWh battery & regulator / fuses / controller, installed; suitable for a 'large' dwelling.

Alternatively, electric AWG's require 240V power to operate continuously to produce from 2 to 2,000 litres per day depending on size & scale. Electric AWG's incorporate ozone purification to ensure high quality, purified drinking water. AWG prices vary according to size (output) as shown below:

14 litres per day	\$1,500 (unit size W35cm x D46cm x H44cm)
32 litres per day	\$4,200 (unit size W40cm x D56cm x H102cm)
302 litres per day	\$29,000 (unit size W72cm x D112cm x H86cm)

A 300 litre per day electric AWG, producing 54,000 litres during the off-season, and stored in a 60,000 litre tank (cost: \$10,000 installed), plus reticulation & filters & pumps, would cost approximately \$70,000. Plus the cost of a bore for saline water in toilets, plus pumps, filters & reticulation (approx total \$20,000). Estimated total cost \$90,000 – to 'make' and store potable water and to use local bore water in the sewerage system.

Sewerage Systems

The campground has a layout that warrants a dedicated waste system at the campground and at the eco-tent area. Alternatively, a larger, centralised waste system could be used, with capacity to process around 6,000 litres per day, using 'pressurised' pumping of waste from each respective area, for example, using the Saniflo system.

A supplement to sewerage systems is a Saniflo waste water pump, with an in-built macerator that converts waste (e.g. black water) into a fine slurry that is pumped in small diameter pipe (e.g. 50mm diam.) for up to 250m to a 'distant' collection point (e.g. anaerobic tank). The Saniflo macerates black & grey waste thus accelerating the decomposition process. For example, one *Saniflo Sanicubic 1 Lifting Station* in each ablution block and each eco-tent would ensure black/grey waste is dispersed to a 'distant, centralised' anaerobic tank and leach drain, costing \$2,300 plus installation for each Saniflo unit. Total cost \$27,600.

Pre-Fab Kit Buildings

There are many options available for modular, pre-fab, kit buildings (e.g. granny flats, studios, pods) suitable as a caretakers residence and-or a shop / office.

In this instance, the proposed caretakers residence is a 'basic backyard' flat-pack pod kit 4.5m x 8m with 1 bedroom, 1 bathroom-ensuite & 1 kitchen with cabinetry (no appliances), 4 double glazed windows, 1 sliding door, internal lined walls & ceiling & floor; exterior walls & roof clad in Colourbond, steel sub-floor frame & foundation footings (piers), 450mm eaves and 2m wide front verandah, delivered to Merredin; cost \$34,000 excluding assembly-installation, services-utilities, fittings, fixtures & furnishings (estimated cost \$11,000). For fire management, the building is steel frame and steel clad with aluminium doors/windows. The same size & style kit building is proposed for the office-shop, however, with no kitchen and no internal (bedroom) walls; cost \$30,000 delivered to Merredin (i.e. in flat pack form) plus estimated \$10,000 for assembly-installation, services-utilities, fittings, fixtures & furnishings. Total cost for pre-fab buildings: \$64,000

Breakdown of Tent Costs

4 Diamantina Kariba Lodge Tents with ensuite (2-4 PAX) = \$20,000

Steel sub frame & piers, ecoply decking, lino floor, \$4000, 4 tents = \$16,000
 Reinforced tent poles, Furnishings, Ensuite fittings, etc: \$6,000, 4 tents = \$24,000
 Plumbing & electrical services installed, \$1500 x 4 = \$6,000
 Maarli Services labour to install tents. 4 tents @ \$3500 = \$14,000
 Freight, Delivery, Machinery Hire, Specialists & Misc. 4 x \$900 = \$3600
 TOTAL 4 Diamantina ensuite tents installed & furnished: \$84,000 (\$21,000 each)

4 standard Eco Structures tents (2-4 PAX)

4.2m x 4.2m eco tent \$21,000 each. 4 tents = \$84,000
 Add-on basic enclosed ensuite, \$8000 each x 4 = \$32,000
 Insulated canvas for 4.2m tent = \$5,000. 4 tents = \$20,000
 Maarli Services labour to install tents. 4 tents @ \$3000 = \$12,000
 Furnishings for 4.2m tent: \$4,000 each. 4 tents = \$16,000
 Plumbing & electrical services supplied & installed, \$1500 x 4 = \$6,000
 Freight, Delivery, Machinery Hire, Specialists & Misc. 4 x \$1000 = \$4,000
 TOTAL 4 x 4.2m insulated ensuite tents installed & furnished: \$174,000 (\$43,500 each)

2 large, Dorm Style eco tents (2-6 PAX)

6.3m x 6.3m eco tent \$35,000 each. 2 tents = \$70,000
 Add-on Kakadu enclosed ensuite, \$15,000 each x 2 = \$30,000
 Insulated canvas for 6.3m tent = \$7,000. 2 tents = \$14,000
 Maarli Services labour to install tents. 2 tents @ \$3000 = \$6,000
 Furnishings for 6.3m tent: \$6,000 each. 2 tents = \$12,000
 Plumbing & electrical services supplied & installed, \$2000 x 2 = \$4,000
 Freight, Delivery, Machinery Hire, Specialists & Misc. 2 x \$3000 = \$6,000
 TOTAL 2 x 6.3m insulated dorm tents with ensuite installed & furnished: \$142,000 (\$71,000 each)



FORM Silo Trail. Merredin Visitor Survey. 2018

Approximately 150 travellers were surveyed who had recently visited Merredin to view FORM's painted silo trail. A summary of key findings follows.

67% or 101 travellers were female, 33% were male.

40% or 61 travellers were aged 65+ years, 30% were aged 55-64 years & 14% were aged 45-54 years.

43% or 65 travellers were travelling with their spouse/partner, 25% with family, 14% with friends & 7% alone.

59% or 96 travellers were on a holiday or short break. 30% were on extended travel.

30% or 45 travellers were touring around WA, 26% were visiting regional WA & 21% were touring around Australia.

64% or 97 travellers were on their first visit to Merredin. 36% were repeat visitors.

41% or 60 travellers were staying 1 day in Merredin, 18% staying 2 days & 18% staying 3 days.

34% or 55 travellers were staying in a caravan, 27% were staying in 'other' (e.g. AirBnB), 13% were staying in a hotel & 10% were camping.

50% or 72 travellers expected to spend over \$100 in Merredin, 25% anticipated spending over \$300, and 10% anticipated spending \$500 or more. Potentially, over \$26,000 was spent across 150 visitors.

15% or 31 travellers visited Merredin after viewing a tourist brochure / planner, 11% visited to enjoy a particular attraction & 7% came to revisit the area.

66% or 122 travellers engaged in sightseeing / visiting attractions, 9% engaged in activities & 9% engaged in events.

78% or 119 travellers visited the visitor centre to get information on things to see & do in Merredin, 19% searched online using a smart phone / tablet & 14% used a travel planner / tourism brochure.

68% or 102 travellers were 'satisfied' with their overall experience visiting Merredin & 23% were 'fairly satisfied'.

73% or 108 travellers would likely visit Merredin again in the next five years.

15% or 26 travellers suggested more free camping sites would enhance their experience / stay in Merredin,

15% suggested more unique experiences you can't get elsewhere & 6% suggested more diverse accommodation.



Njaki Njaki

Aboriginal Cultural Tours

Sharing Culture Exploring Country