



GOVERNMENT OF BERMUDA
Ministry of Public Works and Environment

Southlands Park Management Plan



The Department of Parks
Government of Bermuda
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2 EXECUTIVE SUMMARY

With the acquisition of the Southlands property following the land swap with Morgan's Point in 2012, the Government of Bermuda acquired 37 acres of priceless open space in Warwick Parish, comprising beach front, quarry gardens, fountains, residences, gardens, agricultural fields, woodlands and rare tree collections. Southlands Park provides an opportunity to restore a critical, ecologically sensitive area to a unique park destination, amenity space, and environmental education centre for the Island's residents and visitors to enjoy.

The Bermuda National Parks Act 1986 mandates that every National Park must have a Management Plan. The purpose of this Southlands Park Management Plan is to present a phased programme for the management, improvement, and maintenance of Southlands, in order that it may:

“serve as a guide for all activities related to the management and administration of the protected area so that the purposes for which the area was established are met and maintained, and such plan shall be developed to the level of detail and need appropriate for the area and may be amended from time to time as the circumstances require.”

Public feedback confirmed that the key recommendations for Southlands Park are an effective advertising campaign; highlighting the flora and fauna of the park, as well as its maintenance and amenities to help encourage residents to visit.

The goal of the Southlands Park Management Plan is to outline the objectives and proposals for improvements, and to provide guidance on how to preserve, protect, and enhance Southlands for the enjoyment of present and future generations.

2.1 Management Policies and Initiatives

The Southlands Park Management Plan introduces key objectives that direct the use of the park and identify priorities for the allocation of available resources. Specific objectives include:

- The promotion of Southlands Park as a premier environmental destination.
- The development of initiatives which enhance and protect the woodlands and quarry garden collections.
- The development of initiatives for special events and recreation.
- The establishment of criteria for the reuse, maintenance, and management of the buildings.
- The development of facilities and teaching programmes to educate children and visitors in the importance of our natural environment.
- The establishment of a coherent pedestrian friendly circulation system.
- The improvement of park amenities, utilities, and services.
- The exploration of revenue generating potential for Southlands Park.

3 BACKGROUND

3.1 Purpose of the Management Plan

The purpose of the Management Plan is to present a phased programme for the management, improvement, and long term maintenance of Southlands Park.

Section 12 (1) A management plan shall be so designed as to ensure that the protected area to which it applies is managed in such a manner as to achieve the objectives set out in section 5.

3.2 Scope of Works

Southlands Park is owned by the Government of Bermuda and is protected under the Bermuda National Parks Act 1986 as a “Class B – Amenity Park” protected area. Class B protected areas “shall be managed in a manner to encourage conservation and enjoyment of the natural, historic and educational features of these areas with a minimum of commercial activity.” This varies from Class A protected areas, which are Nature Reserves and “shall be managed to protect special or fragile natural features and provide limited public access” and Class C protected areas, which are recreational parks. Recreational parks are more likely to include active engagement activities, such as basketball courts or farmers markets. The objectives of protected areas are as follows:

- (a) To safeguard and maintain plants and animals as well as geological, marine and other natural features or products, and fragile ecosystems of national or international significance where strict protection is required and human use is generally limited to scientific research and educational purposes in order to protect and preserve these special or fragile natural resources;*
- (b) To provide for the use of the area in its natural state with a minimum of commercial and mechanized activity;*
- (c) To provide open space for use by the public for educational, social or recreational purposes;*
- (d) To protect and maintain historic monuments and buildings (including forts), marine products, sites of particular historic, archaeological, or aesthetic value and to so manage them so as to protect them from deterioration, and to provide public enjoyment, research and educational opportunities.*

3.3 Location

The area of land known as Southlands Park is one of the largest tracts of relatively undeveloped land in Bermuda. Located to the north and south of South Road, Warwick, Southlands Park as a whole consists of 37 acres of land.



Figure 1- Southlands Park Location Map

3.4 Origin of Southlands

The Southlands estate can be accurately traced back up to 200 years, but as far back at 300 years ago, the area was in use on a much smaller scale. In the 1700s, unofficial reports state that the ministers of Christ Church in Warwick lived at Southlands (Mello, 2024). It is believed that the original house had an area of only 15 feet by 12 feet at this time, with a gabled roof and a chimney. It is likely that the building was so small, that the fireplace was not even large enough to cook (Bermuda National Trust, 2020). By 1809, the original house was owned by Mr. Thomas Dunscomb along with four extra acres of land. He continued to purchase more adjacent land in the following years. It is believed that Mr. Dunscombe added three rooms to the original house, making it u-shaped, sometime in the early 1800s. The property passed through a number of familial owners until 1913, when it was sold to Anna Elizabeth Lyman Morgan of Montreal, Canada. It was 31 acres of land at this time with only the one main house (Bermuda National Trust, 2020).

James Morgan was a wealthy businessman who added to the Southlands estate for approximately a total of 80 acres. Found throughout Southlands are many quarries, the stone from which are said to have contributed to many of the buildings found in the City of Hamilton today. Mr. Morgan, upon receiving the property, put significant time and effort into revitalizing the quarries into individually themed gardens. He was fond of importing rare and unique plant

species and it is believed that there are 13 species of tree found nowhere else on the island but within Southlands (Southlands Bermuda, Accessed 2024).

The Bermudian magazine once stated, “Bermudians were more familiar with Mr. Morgan by reputation than they were with his ruddy, good-humoured countenance, his burly, heavily-knit frame and his shock of white hair, for he took little interest in social life, and while in Bermuda seldom crossed the boundaries of his property, preferring to devote his time and energy to ‘Southlands’” (McDowell, 2021). While his reclusive nature may have kept him to his property, it did not stop Mrs. Morgan from hosting tea parties, which were often fundraisers, but also a way of allowing the public to explore the “primitive Eden”, as the estate was once referred (Canadian Homes and Gardens, 1928).



Figure 2 - 1920 Tea Party Hosted by Mrs. Morgan on Southlands Beach

It was important to the Morgans to keep to Bermudian architectural aesthetics, so when developing their land with additional cottages, they employed Mr. Edward Tucker, a prominent local Architect (McDowell, 2021). As previously mentioned, the property was bought by the Morgans with mention of only one house, but there remains one cottage, now part of the Southlands acreage, that a deed has never been found for. This is the Morning Glory cottage found at 65 South Road. The Bermuda National Trust posits that this cottage may have been part of a later land acquisition and possibly once owned by a gentleman known as Farmer Tatem. James and Anna wanted Southlands to be their final resting place, and as such, they had a mausoleum built. In 1929, Anna passed away, followed by James in 1932. They were laid to rest in the mausoleum; however, it was vandalized and their bodies were moved to Montreal (Bermuda National Trust, 2020).

Since the passing of the Morgans, the property has passed through many hands, including the Torrey's of Detroit, USA, the United States Army, a retired British military engineer named

Harry Dunbar Maconochie, and the Willowbank Foundation. The Willowbank Foundation gained control in 1977 and aspired to turn the land into a retirement facility, but financial hardship meant that this project was never realized. Southlands Ltd. owned by Bermudian businessmen, purchased the remaining 37 acres of Southlands in 2005. They envisioned Southlands as a premium tourist destination, specifically for high-paying clientele, and began the designs for a hotel. The public of Bermuda lobbied against developing this pristine land and the Government brokered a deal with Southlands Ltd., whereby the property they owned (Southlands), could be swapped with Morgan's Point (Government owned), in Sandys Parish. Thus, the Morgan's Point Resort Act 2011 was established (Government of Bermuda, 2011).

4 INFLUENCES ON MANAGEMENT

4.1 Island Wide Influence

Southlands Park is unique to the national park system, with its diverse range of habitats and extensive woodland areas.

4.2 Parish Influence

Southlands Park is heavily wooded and comprised of habitats including sandy beach, rocky shore, coastal woodland, upland woodland, overgrown gardens, and limestone quarries.

The site is an important park for the Warwick Parish community. It is popular for swimming, picnicking, and nature walks. Typical activities include walking, swimming, snorkeling, mountain biking, horseback riding, and bird watching.

4.3 Current Zoning

The 37 acres of Southlands Park is designated under the Bermuda Plan 2018 as a Park zone with parts of it also zoned as Woodland Reserve and Agricultural Reserve Conservation Areas.

The Bermuda Plan 2018's objective for Park zones is "To protect sufficient land as amenity parkland for the passive and active recreational enjoyment of the public" (objective PAR(1)). Development within Park zones must be compatible with the quality, character and function of the park (policy PAR 4(1)) and must be essential to the maintenance, conservation, enhancement or enjoyment of the park (policy PAR 4(2)(a)). There is also a Section 34 Agreement that was formed as part of the Willowbank Foundation planning approval for the elderly housing facility which provides additional conservation protection to parts of the Park.

4.4 Key Stakeholders and Areas of Responsibility

4.4.1 Department of Parks

The Department of Parks is responsible for the management and maintenance of Southlands.

4.4.2 The Estates Section and the Department of Public Lands and Buildings

The Estates Section and the Department of Public Lands and Buildings are responsible for the management of the leased property access and maintenance of all buildings within Southlands.

In consultation with the Department of Works and Engineering, they will provide advice on the structural integrity of the buildings and arrangements for any developments that will be permitted within the provisions of section 5 (1) of the National Parks Act of 1986.

4.4.3 The Department of Environment and Natural Resources

The Department of Environment and Natural Resources has the responsibility for the management of marine conservation, marine heritage, terrestrial conservation, nature reserve management, agricultural management, and animal and plant management.

4.4.4 The Highways Section of the Department of Works and Engineering

The Highways section is responsible for maintaining all roads within Southlands.

4.4.5 Department of Planning

The Department of Planning is responsible for control of appropriate development within the property.

4.4.6 Non-Governmental Stakeholders

The Management Plan must recognize the importance of the support group formed in 2013 to restore the property, Friends of Southlands. This group is not currently operating. They were a group of concerned citizens focused on the long-term preservation and protection of the historic Southlands Estate for future generations, and to facilitate its transition to a national park (2013, Friends of Southlands Facebook Page).

4.5 Management Responsibilities

In order to successfully meet the mission statement and specific objectives for Southlands, it will be necessary to create an effective management structure. This will include the following.

4.5.1 Ministry of Public Works and Environment

The Minister is mandated by the National Parks Act 1986 and the Bermuda National Parks Regulations 1988 to protect and manage the National Park System.

The Director of the Department of Parks works under the guidance and direction of the Permanent Secretary of the Ministry responsible for National Parks (currently the Ministry of Public Works and Environment). The Director manages the National Parks System to ensure the orderly development, maintenance, and preservation of the parklands and protected areas for the benefit and enjoyment of residents and visitors. They encourage the environmental protection and conservation of Bermuda's natural resources.

The National Parks Commission (NPC), on behalf of the Minister of Public Works and Environment, as mandated by the National Parks Act 1986, is the public advisory body responsible for guiding the policy and oversight of the Department of Parks. The NPC approves major capital projects and policy within the Park System. The primary function of the NPC, as per the National Parks Act 1986 is "to advise the Minister on matters affecting the long-term conservation and management of the System." The NPC will continue to actively support the development and management of Southlands.

The Department of Parks will have primary responsibility for Southlands Park with assistance from the Department of Environment and Natural Resources and the Department of Public Lands and Buildings. The mission of the Department of Parks is to provide safe and accessible facilities for active and passive recreation; to develop, enhance, and maintain an island-wide system of National Parks including the Railway Trail; and to maintain school playing fields and other public lands throughout Bermuda.

The Department of Parks will manage Southlands and undertake a few primary functions. These will include coordinating the physical development of the infrastructure of the park, coordinating and undertaking the phased culling of invasive species, undertaking the phased creation of the proposed terrestrial habitats, quarry garden collections, and sanctuaries, develop and coordinate the day-to-day management of the park, develop new education programmes for children and visitors, develop integrated signage and promotion strategy, develop self-guided tours and informational brochure packages, and coordinate site security.

The Director of Environment and Natural Resources (DENR) will assist with managing the creation of proposed terrestrial habitats in the park, while the Terrestrial and Marine Conservation Officer, in consultation with the Director of DENR, will assist with the culling of invasive species and development of new habitats in a phased, coordinated manner under the supervision of the Park Senior Superintendent.

Due to the importance, the depth of commitment, and the level of investment that the Government will be making for Southlands, the proposed Curator is a necessary position for the park's success. The new Curator post will be based on the Bermuda Botanical Gardens model. The Curator will be responsible for liaising with the public, coordinating the education and interpretation programmes, overseeing the day-to-day management of the site, cataloguing and liaising with volunteers, and assisting in creating proposals for grants/donations. The Curator post will be filled by a professional with experience in one or more of the following areas:

- Horticulture
- Facility Management
- Botany
- Environmental Management

There is also a need for a Superintendent of Horticulture at Southlands Park. In order to allow the Curator the ability to undertake the administrative function of the park and facilitate the improvements, it will be necessary to utilize the existing superintendent post whose primary function is to guide the maintenance of the park.

The Superintendent of Horticulture will be under the direct supervision of the Senior Superintendent of Parks. The post is filled by a professional with experience and education in horticulture, plant nursery management, and soft landscaping maintenance. Their responsibilities include:

- Leading the landscape maintenance and improvement program.
- Managing the day-to-day operation of the plant nursery.
- Assisting in the development of material orders.
- Supervising the park maintenance team.

Recognizing the size, existing resources, and intended use of the park, it will be necessary to establish a minimum of six new industrial posts. These new positions will be under the direct supervision of the Superintendent of Horticulture. Responsibilities of the team will include culling of invasive species, general landscaping maintenance, woodland management, and propagation of native and endemic species. These posts will allow the park to function at a satisfactory level and to move forward in its development. It is envisaged that as the park develops, additional posts may be needed in order to expand programmes and meet the demands of the facility. Costs associated with these posts will be the responsibility of the Government of Bermuda.

The Park Planner and Assistant Park Planner within the Department of Parks will be responsible for project managing and designing as needed capital improvements, submitted by the Director of Parks.

The Parks Officer will coordinate and supervise the Park Ranger Section in enforcing the National Parks Act 1986 and the National Parks Regulations 1988 and provide routine patrolling of the park.

In addition, responsibilities within other departments of the Ministry of Public Works will include:

The Survey section in consultation with the Department of Parks, will continue to assist in the development of topographical surveys as requested.

The Structures section in consultation with the Department of Parks will continue to assist with structural assessments and designs.

The Maintenance section from the Ministry of Public Works and Environment will be responsible for the regular maintenance of buildings.

The Estates section is responsible for all property assets subject to leasing, development, improvement, and granting of other interests in properties within the National Park System. In consultation with the Department of Parks and the National Parks Commission, the Estates section of the Department of Public Lands and Buildings will manage leases and other use rights or interest in all property assets which affect Southlands.

The Department of Environment and Natural Resources is responsible for protecting and legislating the island's terrestrial and marine environments. Requests may be made to remove or relocate feral animals within the parks as occasions permit.

4.5.2 Ministry of the Cabinet Office and Digital Innovation

The Department of Planning provides the land use and conservation policy framework for Bermuda. The Department of Parks will submit for planning approval all development proposals as required by the Planning Act 1974 and the current Bermuda Plan 2018.

4.5.3 Other Key Government Partners

The Ministry of Education is mandated to provide education and training to Bermuda's children and adult populations. In conjunction with the Ministry of Education, the Department of Parks will expand the environmental programmes offered at Southlands Park through the Education Officer to further enhance the national science curriculum, allowing Bermuda's school children to learn and embrace the importance of preserving Bermuda's fragile environment.

The Bermuda Tourism Authority is responsible for the coordination of the efforts of promotion, sales, and product development and to encourage and foster tourism in Bermuda. The Ministry responsible for the Department of Parks will develop further partnerships with the Tourism Authority to create new promotional packages, interpretation, and tours of the National Park System. As a unique destination, the park will give both tourists and locals options for full day excursions, where they can enjoy the unique habitats and beaches.

The Department of Culture will provide promotion, research, and documentation of the cultural heritage of Bermuda. In conjunction with the Bermuda Tourism Authority, the Ministry responsible for the Department of Parks will develop tours and education materials promoting Bermuda's cultural and historical heritage as they relate to Southlands Park.

The Bermuda Police Service will assist the Park Ranger Service, when necessary, to protect and enforce the regulations of the park.

4.6 Adjacent Land Uses

Positioned in the centrally located Parish of Warwick, adjacent to residential estates of Rocklands and Forest Hill, the property sits squarely within the tourism dominated south shore of Bermuda.

The property is located between two of the three primary main roads running the length of Bermuda, with South Road dissecting the property just above the beach line. The site commands a strategic position in the Warwick Parish on South Road, and a fairly central location within Bermuda.

5 PHYSICAL CONDITION

5.1 Topography and Geology

With a high point of 54 metres, the top of the Southlands property is just below the highest point on the island at 79 metres. From this high point of 54 metres in the north-east corner of the property, the boundary line winds along a northern perimeter ridge, to a 42 metre height on the north-west corner, and down to sea level on the southern shore. In between, gentle undulations rise up from a low of 24 metres, in the centre of the property, back up to a high of 34 metres, before falling to the shore and sea level (Appendix 1 Contour Map).

The property contains three parcels of arable land that are intended to remain, as well as a large valuable forest of mature Banyan trees.

5.2 Ecological Assessment

Southlands is a highly significant habitat for insect life and birds including the protected White-eyed Vireo, or ‘Chick-of-the-Village’, which frequent woodlands (DENR, 2021). Avian activity ebbs and flows with the seasons and – of course the presence of a suitable food supply and nesting sites.

Southlands beach is approximately 600 metres in length framed by natural rock outcroppings and equal in size and beauty to any beach on the south shore. The cliffs are covered by wind and salt tolerant endemic and native flora. Unfortunately, casuarinas have invaded this habitat and cliff erosion is evident. The cliffs are home to many White Tailed Tropicbirds, known locally as Longtails.

5.3 Vegetation Assessment

Southlands has a variety of vegetative types that can be found throughout the park including within the woodland reserve and coastal reserve protected areas.

The intent of retaining and enhancing the woodland areas via a management programme will consist of identifying plants that are of a desired type whilst culling plants that are of a poor quality and of an undesirable nature. It is important to note that retention of as much vegetation as possible is beneficial to the site as a whole whilst achieving the continued feel of maturity to the site.

The exercise of determining the desired vegetation will be carried out on a section by section basis, thus creating a significant base for culling or retention of material. Criteria for retention or removal will be based on several factors including, but not limited to, overall shape and health of plant, value within the landscape, potential problems to neighbouring plants in the future, flowering and fruiting value, nesting or feeding attributes for avian activity, and general use within the landscape including visual impact.

The eastern side of the property consists of a large area of woodland stretching from the *Ficus benghalensis* (Banyan) through the *Bambusa* species (Bamboo) and into the upper areas of the quarry gardens. This area is of most importance and interest from a flora and fauna point of view as it is the most diverse area of plantings on the site. Much of the remaining areas consist of *Pimenta dioica* (Allspice), *Casuarina equisetifolia* (Whistling Pine), and *Livistonia chinensis* (Chinese Fan Palm). There is a smaller portion of woodland to the west and a significant woodland across South Road on the southern portion of the park. This southern woodland, within the last two decades, was planted with many native and endemic plant species. The woodland is still dense with undesirables, but the native and endemic species have made this parcel of land highly important for the repopulation of rare flora, including Yellowwood (*Zanthoxylum flavum*) and the Bermuda Olivewood (*Elaeodendron laneanum*) (Copeland, 2021). Figure 4 highlights the zoning sections within Southlands Park.



Figure 3 - Example of Desirable Plants - Left to Right: Bermuda Olivewood (*Elaeagnus argentea*), Yellowwood (*Zanthoxylum flavum*), and Bermuda Palmetto (*Sabal bermudana*)

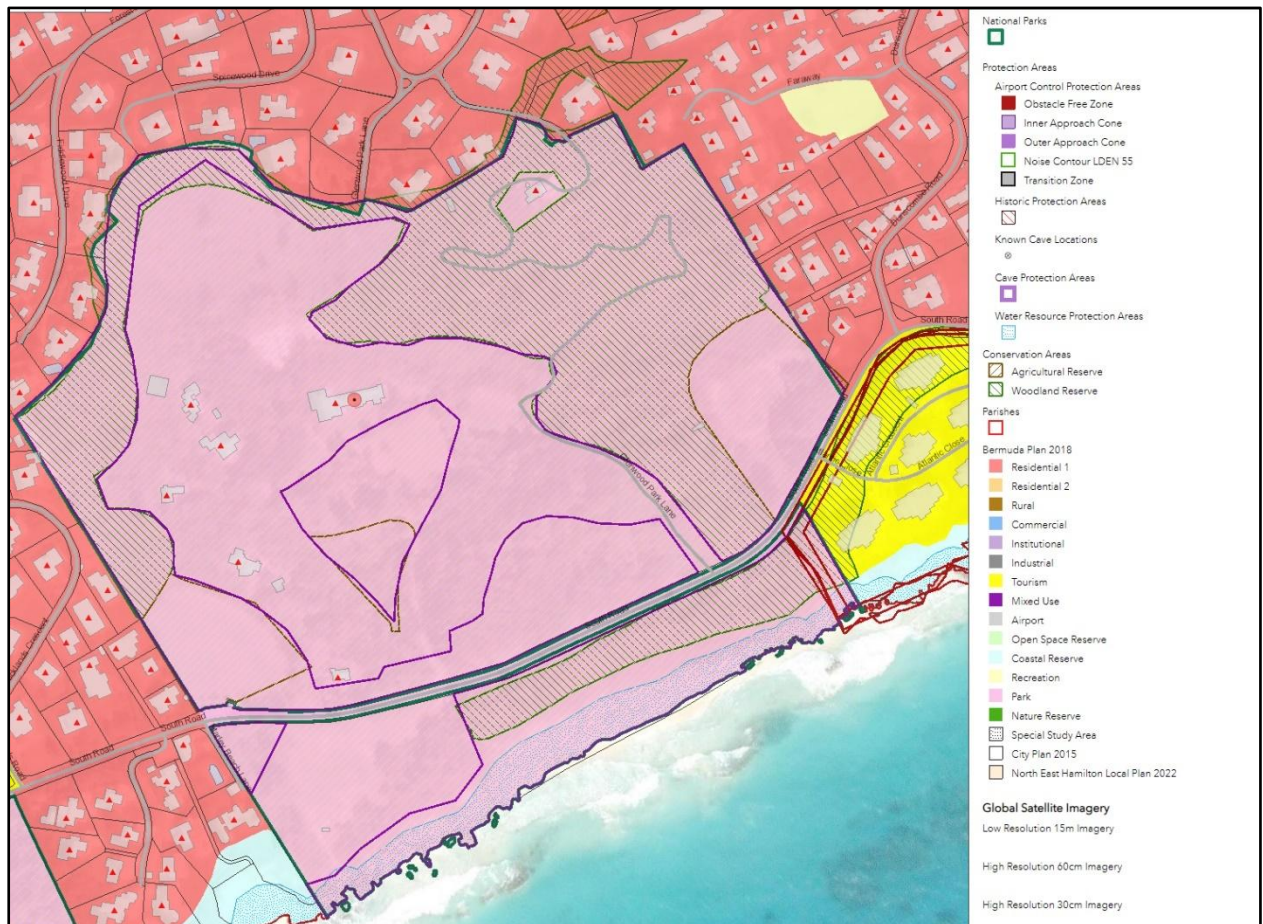


Figure 4 - Southlands Park Zoning Map

The grounds of Southlands Park have been neglected and unmanaged over the years. This has resulted in an abundance of invasive and other species including: *Leucaena leucocephala* (Jumbie Bean) and *Citharexylum spinosum* (Fiddlewood), *Pimenta dioica* (Allspice), *Schinus terebinthifolius* (Brazil Pepper), *Livistonia chinensis* (Chinese Fan Palm), *Eugenia uniflora* (Surinam Cherry), and *Casuarina equisetifolia* (Whistling Pine).



Figure 5 - Example of Undesirable Plants - Left to Right: Whistling Pine (*Casuarina equisetifolia*), Chinese Fan Palm (*Livistona chinensis*), and Allspice (*Pimenta dioica*)

Table 1 - Some plants found throughout Southlands Park

Botanical Name	Common Name
Trees	
<i>Araucaria heterophylla</i>	Norfolk Island Pine
<i>Bahinia variegata</i>	Orchid Tree
<i>Ceratonia siliqua</i>	Carob Wood
<i>Citharexylum spinosum</i>	Fiddlewood
<i>Coccoloba uvifera</i>	Baygrape
<i>Delonix regia</i>	Poinciana
<i>Ficus benghalensis</i>	Banyan
<i>Ficus microcarpa</i>	Indian Laurel
<i>Melia azederach</i>	Pride of India
<i>Peltophorum pterocarpum</i>	Yellow Poinciana
<i>Pimenta dioica</i>	Allspice
<i>Tabebuia pallida</i>	White Cedar
<i>Thevetia peruviana</i>	Lucky Nut
Palms & Cycads	
<i>Cocos nucifera</i>	Coconut
<i>Cycas revoluta</i>	Sago Palm
<i>Livistona chinensis</i>	Chinese Fan Palm
<i>Phoenix canariensis</i>	Canary Island Date Palm
<i>Phoenix reclinata</i>	Senegal Date Palm
<i>Rhapis excelsa</i>	Lady Palm
Shrubs, Perennials, Bulbs, Cactus, Succulents, & Herbaceous	
<i>Acalypha hispida</i>	Chenille Plant
<i>Acalypha wilkesiana</i>	Match-Me-If-You-Can
<i>Carissa macrocarpa</i>	Natal Plum
<i>Codiaeum variegata</i>	Croton
<i>Dombeya wallichii</i>	Assonia
<i>Duranta repens</i>	Pigeon Berry
<i>Hibiscus rosa-sinensis</i>	Hibiscus
<i>Justicia brandegeana</i>	Shrimp Plant
<i>Lonicera japonica</i>	Honeysuckle
<i>Malva viscosa</i>	Scotsmans Purse
<i>Nerium oleander</i>	Oleander
<i>Ochrosia elliptica</i>	Kopsia
<i>Pittosporum tobira</i>	Japanese Pittosporum
<i>Russelia equisetiformis</i>	Firecracker
<i>Tabernaemontana divaricata</i>	Bermuda Gardenia
<i>Tecomaria capensis</i>	Cape Honeysuckle
<i>Agapanthus africanus</i>	Lily of the Nile
<i>Asclepias curassavica</i>	Butterfly Plant
<i>Rhoeo spathacea</i>	Canoe Plant
<i>Gladiolus dalenii</i>	Bermuda Gladioli
<i>Lilium longiflorum</i>	Easter Lily
<i>Opuntia dillenii</i>	Prickly Pear
<i>Agave franzosinii</i>	Agave
<i>Aloe arborescens</i>	Aloe
<i>Billbergia sp.</i>	Bromeliad
<i>Sanseveria trifasciata laurentii</i>	Mother-In-Laws-Tongue
<i>Freesia refracta</i>	Wild Freesia
<i>Strelitzia reginae</i>	Giant White Bird of Paradise
<i>Strelitzia reginae</i>	Bird of Paradise
Vines	
<i>Ficus pumila</i>	Creeping Fig

Table 1 is an amalgamation of some of the plant life found on the Southlands property. Though not exhaustive, it gives valuable insight into the vast flora found on site. Many of these plants may be considered invasive, but at one point, many of them were specifically planted to enhance the gardens within Southlands. Since they have been left unmanaged, many have proliferated.

5.4 Built Form Assessment

Interesting features on the upper slopes include the mausoleum of James Morgan and his wife, a series of interconnecting, gravity fed ponds, and several quarries. It is envisaged that these features play an important role in the future landscape. There is also a water catchment above the main building that will need repairs.

The quarries are in themselves unique as they have been hewn by manual labour during the initial development of the property and not only have some interesting plantings, but also offer outstanding panoramic views of the south shore.



Figure 6 - Southlands Beach - Coastal Rocky Shore

The quarry gardens are a major facet of the property (Figure 7). These areas will be given additional attention, especially in areas of removing undesirable material from rock crevices and surrounding stones walls, pillars, etc. One quarry in particular has a collection of *Rhapis excelsa* (Lady Palm) which will remain untouched. Other areas of stonework, water flues, and pond areas will all be given special attention and, wherever possible, be incorporated into the total design of the area. Excluding the quarries, no extraordinary geological formations are to be found in the property, aside from the coastal rocky shore (Figure 5).



Figure 7 - Example of Quarry Found in Southlands Park

There are seven existing buildings on the Southlands property, all of which are vacant and in a state of disrepair. They include: Morning Glory (65 South Road), Mimosa (67 South Road), Quarry Cottage (73 South Road), Silo Cottage (75 South Road), Dapples (77 South Road), Prima Vera (83 South Road), and the Main Building (81 South Road). Figure 9 highlights the buildings and main entrance points to Southlands Park.

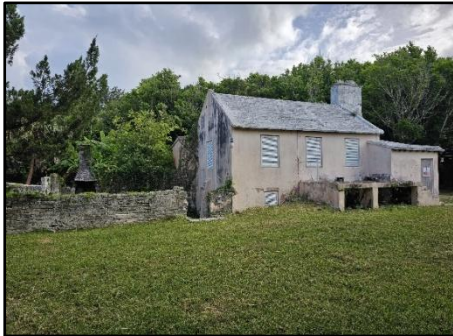
The following assessment looks at four of the buildings on site and an overall assessment of the various structures within the property. The assessment is based on a visual assessment of the buildings and structures. The main building is a Grade 2 Listed Building and has maintained all of the Bermuda architectural features including the little butteries, the white roofs, shuttered windows, and a long one-story house.

No assessment could be made of the underground water storage tanks for the water catchment. A more thorough structural assessment will have to be undertaken by a certified structural engineer to reassess the buildings in their current condition; however, this preliminary survey does provide a good description and assessment of the condition of the buildings prior to the government acquisition of Southlands, plus visible changes that have occurred since the 1900s.

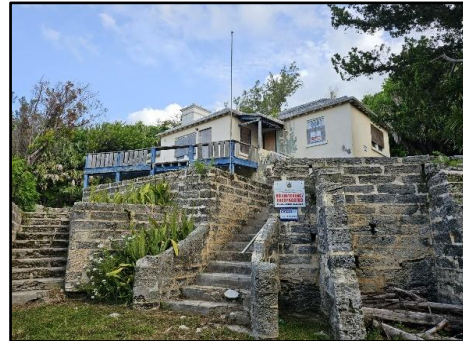
The survey looked at the following areas:

- Structural
- Masonry
- Doors and Windows
- Finishes
- Furnishings
- Mechanical
- Electrical

The buildings assessed were predominantly constructed of Bermuda stone on rock or stone foundations. The main building is a Grade 2 Listed Building designated under the Development and Planning Act 1974. This grade refers to buildings, structures, or groups of buildings that are of such special interest and architectural or historical value that alterations and additions should be limited to works that do not impinge on those parts of the building to be protected and preserved. Such works should normally be carried out in the structural and decorative style of the existing buildings.



Morning Glory



Mimosa Cottage



Main House



Dapples



Silo Cottage



Quarry Cottage



Prima Vera Cottage



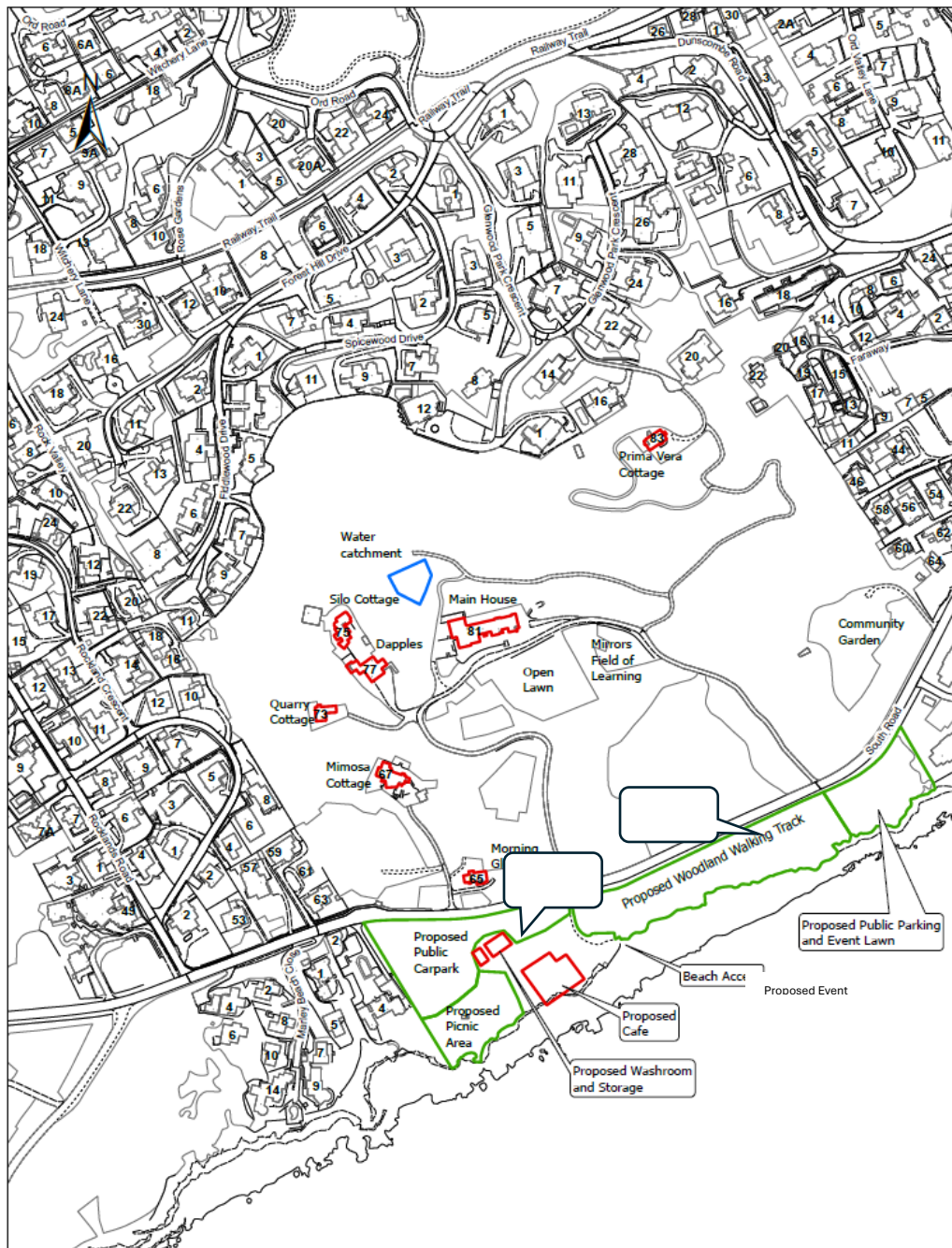
Water Catchment

Figure 8 - Buildings within Southlands Park & Water Catchment



GOVERNMENT OF BERMUDA
Ministry of Public Works

Location Plan



Date: Monday, 22 August 2022
Scale: 1:2,500

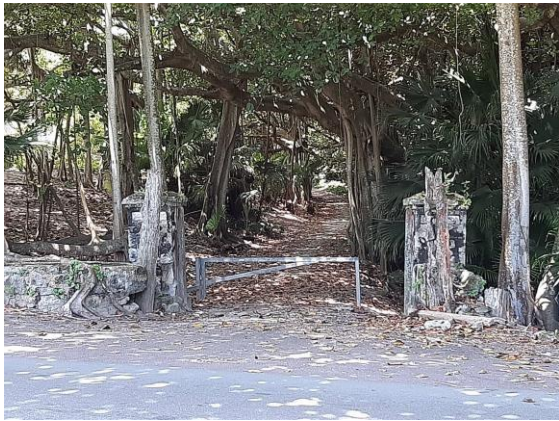
Buildings and Improvements of Southlands Park, South Road, Warwick

Drawing No.5510046736

Figure 9 - Southlands Parks Buildings & Entrance Points + Proposed Improvements on the Southern Boundary

5.5 Circulation Assessment

Southlands Park has three main entrances from South Road, which can be seen in Figure 10. Two of these are located on the northern side of South Road, one is the east entrance and the other is the west entrance. The third main entrance is the access drive to the beach. There are a number of other access points to the park, as well. Vehicular access will be restricted.



North-east entrance



North-west entrance



South beach access

Figure 10 - Southlands Park Main Entry Points

5.6 Site Amenities

There are presently limited park amenities at Southlands. The property lacks lighting, benches/tables, trash bins, restrooms, and refreshment services.

5.7 Utilities Assessment

While electric power and water are connected to the site, distribution systems will need to be incorporated into the site improvement plan.

6 CONSULTATION AND SITE ANALYSIS

6.1 Key Issues

In determining the suitability of future land uses for Southlands Park and assessing the challenges and opportunities that the site offers, the following issues were considered.

6.1.1 Land Use and Management

- The benefits that this site will have at a local, national, and international level.
- The nature and potential impact that neighbouring uses will have on possible land uses.
- The economic, social, and physical implications of the end use.
- The means of implementing the chosen end uses and management of those land uses.

6.1.2 Built Form and Utilities

- The current state, visual impact, and compatibility of buildings, structures, and utilities to potential land uses.
- The siting of proposed utilities.

6.1.3 Access and Security

- The impacts of vehicular access into Southlands.
- The impacts of smaller access points with unmanaged entry.

6.1.4 Environment and Recreation

- The urgent need for more public open spaces in Bermuda and the importance of open space to the human psyche.
- The potential of a café concession for use of the entire park.
- The potential for existing Government Departments to manage the site.

6.1.5 Environmental Mitigation

- Potential problems (past, present, and future) specifically as they relate to the environment and any necessary actions for cleanup and removal of existing built form.
- The degree, extent, and cost of removal and management of invasive species.
- The financial cost of clean-up of the site to accommodate the chosen end use.
- The necessary works to stabilize the erosion of the coastal cliff.

6.2 Consultees

The Government of Bermuda recognizes that one of the most important activities in ensuring the success, growth, and vitality of Southlands Park is the buy in, support, and assistance from the community. As a result, the lead Departments are building relationships with support organizations as well as with the community at large.

The following Government Departments and non-governmental organizations were consulted in an initial round of consultations as part of the formulations of the plan for Southlands:

- The National Parks Commission
- The Department of Parks

- The Department of Environment and Natural Resources
- The Department of Public Lands and Buildings
- The Department of Planning
- The Department of Works and Engineering
- The Bermuda National Trust
- The Bermuda Environmental Sustainability Taskforce
- The Bermuda Audubon Society

6.3 Consultation Summary

In February 2021, a public survey was conducted to gather feedback from the public regarding amenities, activities, and experiences that should be offered at Southlands Park. There were a total of 355 responses to this survey, of which the majority of respondents were above the age of 24. The age of 35-44 saw the highest number of respondents, holding 22% of the overall responses. 230 of those responses were female and 125 were male. An overwhelming number of respondents were white at 68% of responses. Black was the second highest at 18% of responses. Please see figures in Appendix 2 for all of the raw statistics regarding respondent information.

6.3.1 Potential Amenities

As can be seen in Figure 11, 19% of responses indicated that people wanted the park to remain as is. 13% indicated wanting the buildings removed or restored to house various amenities, such as a visitor's centre, a café, a museum, or an education centre. 10% of responses called for various recreational facilities such as a children's playground, a picnic area, a camping area, exercise facility, etc. 9% of respondents asked for signage and maps throughout the park. They would like for this signage to contain information relating to the history of the property and the various flora and fauna. 5% of responses called for the property and the trails to be maintained, while 2% specifically would like to have the invasive species removed. Their responses also included planting native and endemic plants in their place.

Including a proper parking area and a cross walk garnered 5% of the respondents' choice. When it came to biking and walking in the park, 4% of respondents wanted trails for both, while 4% favoured walking only paths and 2% wanted biking only trails.

4% of respondents would like to include a community garden and farmers market within the park. 3% would like to see an area dedicated to a dog park. Another 3% of responses indicated that proper waste bins, recycling bins, and dog waste stations are necessary. 2% of respondents would like to see a zip-line course included in the park design.

A proper bathroom facility was requested by 2% of respondents. 2% requested benches around the property, accessible paths for strollers and wheelchairs, CCTV, and tours within the park. 1% of responses requested a nature reserve/ observation centre for bird watching.

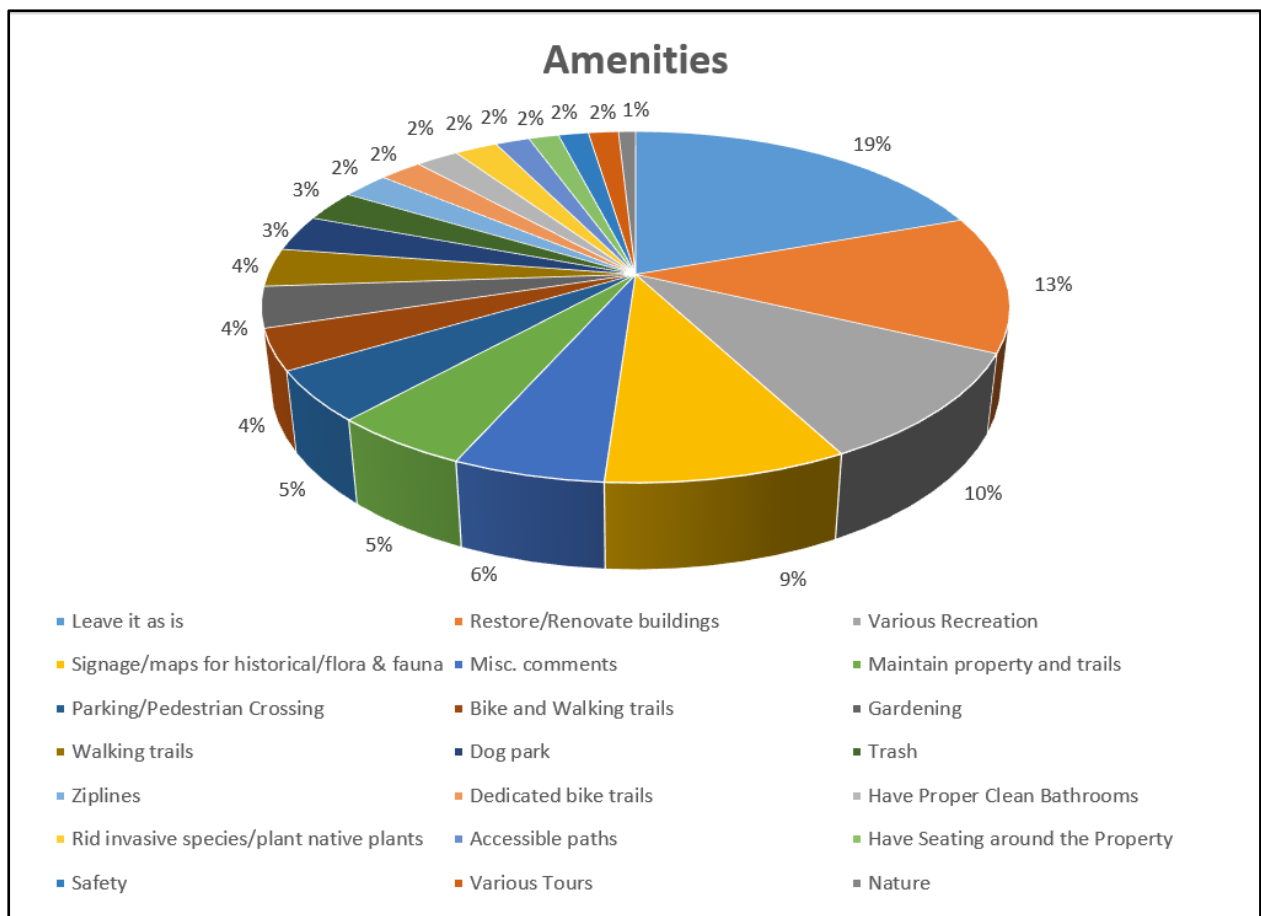


Figure 11 - Pie Chart of Preferred Amenities

6.3.2 Other Experiences

Figure 12 indicates other experiences that respondents of the 2021 survey chose. It can be seen that many of the other experiences are similar to those of the amenities list, but with differing statistics. There needs to be a clear understanding of amenities versus experiences in this case.

With that being said, the highest percentage indicates that 26% of respondents wish for the park to be kept as it is, while 12% called for the property and trails to be maintained. 7% of respondents are looking for various recreational facilities. Responses included a children's playground, a camping area, a Frisbee golf course, a paint ball course, a yoga centre, etc.

6% of responses indicated that it would be nice to have a variety of tours of the property available and that restoration of the buildings for cafés and shops would be ideal.

The majority of other responses under other experiences remain similar to that of the amenities section. The only other standout would pertain to what can be deemed the miscellaneous comments section where 7% of respondents request a dog park, erecting bird boxes around the property, building long-tail igloos, creating a peaceful area, a covered theatre, or creating a treehouse.

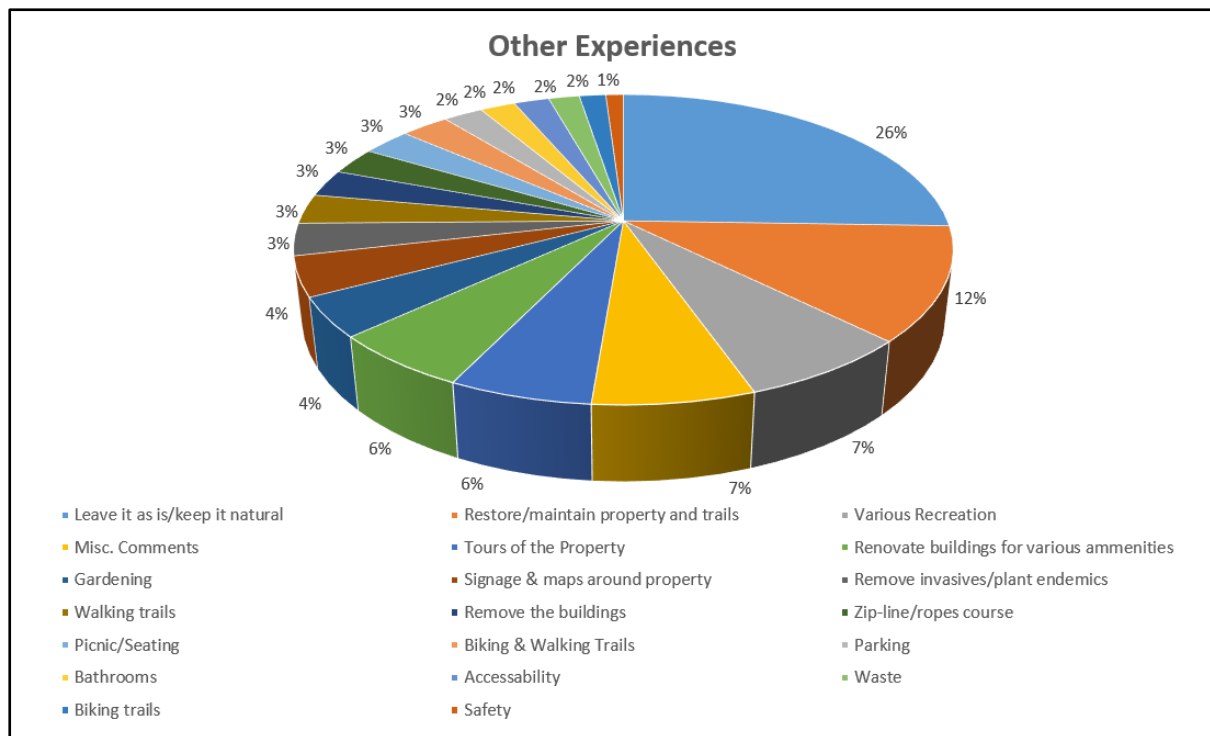


Figure 12 - Pie Chart of Preferred Experiences

The 2021 survey is the most recent public consultation conducted; however, two public consultations were organized by local Mindmaps interviewers in 2013. The results of these consultations are from twelve years ago, but surprisingly are not much different from those found in February 2021.

A representative sample of 308 attendees of the 2013 Agricultural Exhibition participated in an intercept interview with local Mindmaps interviewers. Intercept interviews took place across the three days of the exhibition, which were April 18th through 20th.

A sample of 119 attendees of the Southlands open-house held on October 29th, 2013, participated in an intercept interview with local Mindmaps interviewers. Public consultation confirmed that the key recommendations and items requested by the public for Southlands were:

- An effective advertising campaign highlighting the flora and fauna of the park.
- Walking trails.
- Include amenities such as restrooms, trash bins, picnic tables, benches, and children's play area.
- Directional and informational signage detailing trails.
- Maps and informational brochures about the park.
- Keep the park in its natural state.
- Frequent maintenance of the grounds.
- Provide security for ensuring patron safety and prevent abuse to the park.

Particular attention has been paid to issues raised and feedback received during the consultation processes.

Bermuda is developing land at a prodigious rate and it is widely considered that there is insufficient publicly accessible open space for the Island's population. Southlands provides Bermuda's residents and visitors with an unspoiled public open space to restore for everyone's benefit, especially located in a densely populated parish.

Not only do open spaces have an environmental benefit in that they increase and protect biodiversity; the importance of open space to the human psyche cannot be overstressed. Open spaces provide children with healthier places to play and areas for adults to enjoy for recreation and relaxation. Open spaces also promote proven and tangible health benefits by helping to reduce stress levels.

Southlands is an extremely important site environmentally; both locally and internationally. The area is isolated enough to enable the successful restoration and protection of Bermuda's native and endemic plant and animal life. In addition, Southlands is easily accessible by road, making it an attractive destination for school children, visitors, and residents.

Southlands is particularly suitable for providing environmental education and passive recreation. It could be a living museum for children and adults to learn hands on about Bermuda's flora and fauna, endangered species, and environmental stewardship. There is great opportunity to provide Bermuda's schools with a purpose built environmental field centre. The site and the field centre could be used to teach primary, middle, and senior level science and social studies programmes.

In addition, there is a unique opportunity to create in an existing building a museum and visitor's centre at Southlands, which celebrates the history of the property. The museum could have exhibits of what the property once embodied. This could be a huge visitor attraction.

Ideally, funds could be made available from the Bermuda Government, international foundations, private local donors, as well as some modest economic return from charging an entrance fee and raising revenue through tours to fund Southlands.

6.4 Market Analysis

6.4.1

The site and future plans of Southlands have and will have numerous stakeholders including Government Ministries, nongovernmental charities, the general public, and international visitors.

Southlands complements and is an extension of Bermuda's strategy on sustainability, biodiversity, and associated action plans. While new resources will have to be allocated, there is a substantial infrastructure capacity and some funding for the proposed activities. There are no other competing interests on site. Southlands and its beach will become extremely popular with the general public as indicated by the usage levels of both areas.

7 VISION

7.1 Mission Statement

The mission is to restore Southlands such that it will provide residents and visitors with a unique place to experience and learn about its history and environmental heritage. As such, Southlands will:

“Conserve and promote the historic, cultural, and environmental qualities for future generations.”

7.2 Objectives

The following objectives for Southlands reflect a focus on the value of conserving Bermuda’s biodiversity and environmental heritage as a whole.

7.2.1 Resource Management and Protection

Objective A. Preserve and enhance Southlands in part as a National Park that will provide residents and visitors with a unique place to experience Bermuda’s natural heritage.

- Protect Southlands under the National Parks Act as a Class B Amenity Park.
- Renovate all buildings, facilities, infrastructure, and assets of natural, historical, educational, and recreational interest and remove those which are deemed unsightly, undesirable, and unnecessary to the operation of Southlands Park..
- Allow only minor site work and structures to be built that are essential to the maintenance, conservation, or enhancement of the National Park.
- Provide visitor parking on the southern park of the property.
- Create a system of access which encourages pedestrian access only within the National Park, while restricting access to emergency and maintenance vehicles, and disabled persons.
- Provide a safe, secure, and enjoyable place to visit.

Objective B. Restore the woodland area of Southlands.

- Enhance the woodland habitats and sanctuaries with protection of existing trees.
- Extensive culling of invasive species to open trails and pathways.
- Planting of native and endemic plant species.

7.2.2 Tourism, Sports, and Recreation

Objective C. Provide new and exciting opportunities for environmental education, recreation, and tourism.

- Offer guided walks, eco-tours, tree canopy walks, zipline tours, and bird watching.
- Restore the former main cottage as a visitor centre. This facility will celebrate the rich environmental heritage of Southlands, its role in the community, and the site’s environmental uniqueness. The centre will include facilities such as a small museum, education centre, and restroom.

- Provide recreational training grounds and activities which will have minimal environmental impact. These can be limited to specific times so as not to impede pedestrians.
- All of the buildings on site are to be renovated, repurposed, or removed for uses within the National Park setting as proposed in the Development Scheme (Phase 1) (Annex 3).

Objective D. Achieve financial sustainability to secure the long-term restoration and management of Southlands.

- Provide for a range of job opportunities that will support the mission of Southlands.
- Introduce and support revenue generating initiatives that are in keeping with the objectives of the park.
- Establish partnerships with international and local conservation groups.
- Pursue international designations and explore the possibility of securing international funding.
- Prepare a sustainable business strategy which:
 - Clearly identifies the economic possibilities that exist for Southlands Park.
 - Clearly illustrates the financial viability of the park.
 - Addresses the financial implications of environmental cleanup works.
 - Outlines possible sources of financial aid for the cleanup of the site.
 - Identifies financial opportunities to enable the establishment, implementation, and management of the National Park, including government sources and enabling development funds.
 - Investigates international designations that will help in the securing of international financial aid.
 - Repurpose existing structures where possible to new uses that are compatible with the mission statement.

7.2.3 Management and Administration

Objective E. Create and support an efficient management structure that allows Southlands to meet its mission statement.

Objective F. Assign an onsite park maintenance crew and curator for the property.

- Assign a Curator who ideally has a background in botany, horticulture, or landscape design/architecture to carry out the mandate and capital development projects at the property.
- Assign the Superintendent of Horticulture to manage and oversee the park maintenance crew of six persons with the below qualifications:
 - Tree Surgeon
 - Mason/Tradesman
 - Labourers
 - Skilled Gardeners

7.2.4 Environmental Education Outreach

Objective G. Interpret and Promote Southlands.

- Establish Southlands as one of Bermuda's main environmental education field centres where children can learn hands on about Bermuda's terrestrial and marine environment.
- Establish Southlands as a living museum to teach environmental stewardship to primary, middle, and senior school student through the science and social studies school curriculum.
- Develop an integrated signage and interpretation system for the park.
- Develop informational and self-guided brochures and tour maps for visitors.
- Develop and maintain a web site dedicated to the promotion and programmes of Southlands.
- Offer international research opportunities in environmental and conservation programmes.

8 SOUTHLANDS PARK MASTER PLAN

8.1 Concept

The master plan promotes a physical infrastructure to support Southland's programmes. The goal of the master plan is to establish an infrastructure that will support and guide the restoration and management of Southlands; showcasing Bermuda's environmental heritage and adopted uses for specific areas or locations.

8.1.1 Development and Management Strategy: Phase 1 and 2 Development Scheme

The two phased developmental scheme along both the south and north of South Road for Southlands Park, as shown by the appended Updated Southlands Draft Layout Plan (Appendix 3), should be incorporated into the Site Analysis Plan. This plan identifies the proposals for a beach/park concession, a public restroom, and a public car park. Likewise, the woodland trail and the historic gun battery mount along the southeastern portion of South Road will be catered to in this site plan. The development of a picnic location is also proposed.

The provision of a public car park will address issues associated with street parking along South Road. This will also allow the north side of South Road to remain vehicle free, which will encourage walking visits or activities. A designated parking lot will encourage the local community to visit and enjoy on foot events, the beach, and the proposed concession. The concession would provide an added attraction.

8.2 Proposed Improvements

All proposed developments and improvements at Southlands will be scaled in a manner compatible with the surrounding natural environment. Every attempt will be made to maintain a Bermudian inspired character while avoiding monumentality and over development of this sensitive environment.

Prevalent issues that affect Southlands that will be addressed in the master plan are discussed in the next sections.

8.2.1 Restoration and Sustainability

Southlands will be restored to its early 1900s condition through a phased restoration programme. Integral to the park will be the removal or renovation structures, roadways, and the minimization of any new development within the park. The master plan will recognize agreements, leases, and commitments of the government.

8.2.2 Access

While public access will be guaranteed to the site's beautiful beach, trails, and habitats, every effort will be made to minimize vehicular intrusion and trash generation within the park. Disabled and special needs accommodation will be provided within the property. All other access will be restricted to maintenance and emergency vehicles within the park. Circulation is another key factor for access. An integral pedestrian system will have to be designed to minimize user conflict within the park. Park maintenance staff will need to have access within the park and will be able to utilize required vehicles within.

8.2.3 Environmental Education Initiatives and Scientific Research

The Department of Parks is committed to ensuring that Southlands Park serves to educate the local public, children, and international visitors in the importance of Bermuda's fragile environment. Facilities are proposed to be constructed to support this mandate which will include a multi-purpose education facility in a new visitor's centre. The Department of Park will need to establish an Education Officer position so as to have the support needed for this facility. The majority of programs will interpret the natural habitats and cultural features of Southlands.

8.2.4 Utilities

Where possible, in the short term, the park will restore and reuse existing infrastructure with the intention of moving to alternative and/ or eco-friendly energy sources and facilities in the long term.

Electricity. The mainly daylight operations of the park will significantly reduce the needs of overall utility demand and costs for the site. Where possible, all ancillary structures will use solar power, as they are relatively low use operations. Environmental lighting design is a critical feature of a site such as Southlands. Any new lighting should be implemented in a way that will create the required ambiance and safety while not intruding itself into the nightscape of the property or surrounding area. Special attention and great care will be given to customized planning and design of all lighting to maximize on-ground illumination, while minimizing glare, and/or glow to the night sky. Solar lighting is the desired option for Southlands along the main road through the park. This eliminates the need for extra trenching work for cables. The potential for solar panels installation will be explored.

Water. This will be supplied by the existing water catch. Potable water demand will primarily be needed at the proposed visitor's centre and staff quarters. The majority of the water lines already exist; however, the piping is lead.

Sanitation. Appropriate restroom facilities are proposed for the southern portion of the park, nearest the beach. The main building's restrooms can be renovated for use.

8.2.5 Interpretation and Signage

Using the Railway Trail integrated signage strategy as a national standard, a similar system will be designed for the park. This will create directional, locational, and interpretive signage for areas of interest. Examples of the interpretive signage as utilized along the Railway Trail can be seen in Figure 13.



Figure 13 - Examples of Interpretive Railway Trail Signage

There is a problem with orientation within Southlands. Taking another example from the Railway Trail, directional signage could be achieved (Figure 14). Informational and directional signage does not currently exist within the park. There is; however, informational signage for the Morgan mausoleum. Plant signage, particularly tree species signage, would be a welcome addition to Southlands.



Figure 14 - Example of Directional Railway Trail Signage

8.2.6 Existing Vegetation

The botanical collections, quarry gardens, and woodland areas are important to Southlands. However, several quarry gardens are sporadically placed throughout Southlands, making them hard to maintain, locate, and appreciate. A general policy and procedure for documentation of the tree species and plant collections will be developed.

It is recognized that much of the existing material is an ongoing problem with regards to flowering and thereafter seeding, thus having a proliferation of seed dispersal and probably germination. It is envisaged that the area on the eastern side of the property consisting of a woodland base be tackled first. This will involve the identification of material in each sector as it is worked; as plants are identified they will be assessed as to their qualities for being retained, those that have little or no prospects of being retained will be identified by a mark be it spray paint or otherwise, as will plants to be retained; more than likely by colour coding.

Culling of material will follow, taking care as to the removal process in order not to disturb the root systems of the material that is to be retained. Following this clearing, plants that have been retained will be pruned and checked for any other problems. As these areas are of a dense nature, much of the work will be carried out by hand with peripheral work being backed up by small machinery to assist in moving heavy material. Once an area is deemed to be free of unwanted material, replanting will take place as the need arises. The design of these areas will be based on the type of retained species, location, and available space.

Notwithstanding the question of being invasive, it is desirable to retain throughout the property and wherever possible, groups of species such as *Livistonia chinensis* and *Pimenta dioica* as collectively they each make bold statements in not only their appearance in the landscape, but additionally by their maturity. From a historical aspect, both of these plants are interesting, especially the *Pimenta*, which also has numerous attributes that add to the interest of the landscape, such as interesting bark colouration, flower, seed, foliage, as well as flavouring. Seed removal would be needed each season so these species do not spread.

In the eastern block area are found plants such as *Ficus benghalensis* (Banyan), *Bambusa* sp. (Bamboo), *Ceratonia siliqua* (Carob Wood), *Juniperus bermudiana* (Bermuda Cedar), *Bauhinia variegata* (Orchid Tree), *Malvaviscus arboreus* (Scotsman Purse), *Microsorium scolopendrium* (Wart Fern), and *Rhapis excelsa* (Lady Palm). Plants worthy of note in other areas include *Sabal bermudiana* (Bermuda Palmetto), *Cycas revolute* (Sago), *Ficus aspera* (Mosaic Fig), *Chiococca bermudiana* (Snowberry), *Lonchocarpus violaceus* (Lilac Tree), and *Dombeya wallichii* (Assonia).

Plant species to be used in woodland areas include, but are not limited to, the following examples:

- *Chiococca bermudiana*
- *Cassine laneana*
- *Narcissus tazetta*
- *Hedychium gardnerianum*
- *Aplasia zerumbet* variegata
- *Stelitzia reginae*
- *Kohleria tydaea*

- *Aspidistra elatior*
- *Podranea ricasoliana* □ *Baccharis glomeruliflora* □ *Solandra* sp.
- *Trema lamarkiana*
- *Celtis laevigata*
- *Psychotria ligustrifolia*
- *Callicarpa americana*
- *Malvaviscus arboreus* □ *Juniperus bermudiana*
- *Forestiera segregata*
- *Sabal bermudiana*
- *Erigeron darrellianus*
- *Setaria palmifolia*
- *Zanthoxylum flavum*

Group plantings or drifts and single specimen plantings will be the cornerstone of the design layout. The groupings will make bold statements as well as inter-connecting the totality of the surrounding landscape.

Culling and clearing of woodland areas should ideally take place in the winter months with new plantings starting to be installed in the spring to optimize their growth rates.

8.2.7 Buildings and Structures

All structures that are deemed irreparable for their primary function will be removed. This buildings that remain will be utilized in such a way that they are compatible with the mission statement of the park. For the onsite staff, the buildings need to comply with a safe working environment. The buildings shall be repairs to a standard that communicates Bermudian architectural character.

8.2.8 Recreational Activities and Special Uses

A key objective for the park is to make each person's visit an enjoyable experience by encouraging and allowing visitors to fulfill their recreational needs, while not degrading the educational and scientific functions of Southlands Park or inhibiting the enjoyment of other visitors to the park. The inclusion of a special events area that is compatible with the park's environmental mission statement will encourage outdoor group recreation in a natural setting.

Developing management policies to accommodate recreational uses while reducing conflicts with the other users of Southlands is another key objective.

Passive recreational activities for families and individuals will be encouraged at Southlands. Such uses will include picnicking, informal play, and recreational activities. Activities that interfere with the woodlands tree species and the quarry gardens will be restricted. Dog walking will be allowed keeping in line with legislation as well as a proposed dog park in one of the quarried areas. Dog litter bins will be provided at strategic points.

Events such as weddings/receptions, community-oriented events, and school programmes will add to the activity and revenue generating possibilities within Southlands. Issuing special permits for the use of the grounds and buildings within Southlands will be considered with

generating revenue in mind. This will be the responsibility of the Parks Administration Staff that handle all special permits.

The potential of support groups such as the reestablishment of Friends of Southlands, the Bermuda Botanical Society, the Mirrors Programme, the Garden Club of Bermuda, the Bermuda National Trust, the Bermuda Environmental Sustainability Taskforce, and the Bermuda Audubon Society will be utilized.

8.3 Implementation of Policy and Physical Improvement Programme

The following section looks to implement the physical improvement programme for Southlands and establish an effective management and economic structure for the park. The management plan will create twelve districts representing as diverse a range of habitats as possible in the park, showcasing the flora and fauna unique to each type.

8.3.1 Upland Hillside Woodland

This area will showcase the typical native and endemic woodland mix found on Bermuda's hillsides. Native and endemic plantings took place in this location approximately 15 years ago and are in need of landscaping. The invasive vegetation has encroached on the once existing trails and plantings. The winding paths will need to be maintained. Future works in this area will be largely restricted to the culling of invasive species. When replanting the area with native and endemic species, consideration should be given to reopening pedestrian paths and vista points of the south shore. There is a historic gun battery mount within this portion of woodland that could benefit from the installation of informational signage.

8.3.2 Lowland Valley Woodland

Located in the more protected interior of the site, this area will be culled and replanted with a native and endemic mix suitable for dells and valleys. This would need to be done in stages over a minimum of 20 years, otherwise the removal of invasive trees will result in bare landscapes. Both types of woodland areas could be suitable for the introduction of bat houses.

8.3.3 Beach and Concession Area

The main beach of Southlands should be restored as a beautiful recreation area. The path and steps leading to the beach are proposed to be reconfigured and repaired in keeping with Planning approvals and Building Code. The cliff face has experienced extensive erosion, and the Department of Public Lands and Buildings is exploring options for stabilization. Extensive culling of invasive species will be undertaken followed by the replanting of native and endemic coastal plant species suitable for coastal habitat. A proposed café is allocated to this section of Southlands along with an updated restroom facility and parking lot. Included in this proposal would be an open space with park benches and picnic tables to enjoy the view (Appendix 5). Activities such as snorkeling, scuba diving, and kayak tours will allow visitors and school children to explore the reef system and marine life of the area.

8.3.4 Visitor's Centre and Educational Museum

As the hub and main entry point of the park, the former main cottage would be suitable for a visitor's centre and educational museum. This multi-purposed visitor facility could provide the following primary functions/facilities:

- Office for Curator of Southlands
- Office for Volunteer Coordinator
- Restrooms

- Multi-purpose event room
- Museum exhibits

The proposed exhibits for the museum would include the history of Southlands, environmental programmes being undertaken by the park, interpretive exhibits on sanctuaries within the park, quarry garden collections, and species that visitors are likely to encounter or learn about. The main building has been included in the request for proposals issued by the Department of Public Lands and Buildings. Proposals will be reviewed to determine if they fulfill the visitor's centre vision or if they provide another suitable endeavour.

8.3.5 Water Catchment

It is proposed that the water catchment be retained such that the park will have access to use the fresh water for its needs. As new facilities come online, appropriate alternative water sources will be incorporated to ensure adequate supply for the park. It has been relieved of the stress of overgrown vegetation and the pathways leading to it have been landscaped to allow easier access to the site.

8.3.6 Fern Sanctuary

The significant tree canopies that cover the site provide for opportunity to create a sanctuary for endangered ferns such as the Governor Laffan Fern, 10 Day Fern, and the Virginia Chain Fern. This area is also expected to be good habitat for the Barn Owl. There are number of quarries that include gravity fed ponds that could be minorly modified into a re-circulating freshwater cascade to a shallow pool reservoir and a peat basin which would assist greatly in providing the right conditions for the ferns. Additionally, a section of the park which is zoned Agricultural Reserve was once used as a plant nursery. This could be revived and be inclusive of a section for the ferns.

8.3.7 Manicured Open Lawn

This area will be utilized for special event bookings such as weddings/receptions and corporate functions, as well as to serve as an outdoor classroom area for schools. It is located directly across from the main building and is easily accessible via the main roadway through Southlands. Considerations for vehicular access for the set up and break down of events will need to be assessed on a permit-by-permit basis.



Figure 15 - Proposed Lawn for Event Space

8.3.8 Arable Land

Three areas within Southlands are zoned as Agricultural Reserve under the Bermuda Plan 2018. These areas will remain as arable land; leased and managed by the Estates Section of the Department of Public Lands and Buildings. One of the plots is currently utilized as a community garden by the Mirrors Programme. The central agricultural reserve land was what was once used as a plant nursery and it is proposed that this can once again be the use. This field is overgrown and will require landscaping. The most western plot is currently leased by a local farmer.



Western farm plot

Figure 16 - Farm Plots in Southlands Park



Mirrors Programme Community Garden

8.3.9 Community Gardens

Mirrors is a ground-breaking programme whose aim is to transform the lives of participants through personal development training, mentoring, and performance coaching. They have worked closely with the Department of Parks to maintain Southlands Park for many years. They have assisted in culling invasives and clearing the Southlands buildings of debris. They have been granted use of one of the arable fields for a community garden as pictured in Figure 16. Additionally, in 2021, the Southlands Community Garden was officially launched to meet one of the goals of the Progressive Labour Party's election platform. They wanted to “promote and develop community gardens that can assist in meeting the needs of the less fortunate in our community” (Government of Bermuda, 2021). This community garden has seen great success and public interest. Where there was once a dirt biking track, damaging Southlands Park, there is now a vibrant gardening community.



Figure 17 - Southlands Park Community Garden

8.3.10 Plant Nursery

The site of the former plant nursery is proposed to remain as the plant nursery and plant stock area for the maintenance crew. The existing plant nursery structure is not in a state which can be repaired, so a new structure needs to be acquired. The facility could include the following:

- Greenhouse/shade area
- Potting area
- Dry material storage area
- Plant set out beds
- A suitable set up for ferns

8.3.11 Public Transport Hub and Parking Area

A new bus stand and public car/bike parking area is proposed to service Southlands on the southern portion of the site south of South Road. The concept was developed to provide another popular beach destination with a proper pick up and drop off area for minibuses and taxis, such as that found at Horseshoe Bay Beach. This is envisaged to reduce the use of the verges as parking spots when visiting the park. The concept can be seen in Appendix 4.

8.3.12 Buildings

All buildings in the park will be assessed and considered for restoration where possible or removed where necessary; and where possible, buildings will be repurposed to fit within aspirations for the park. The exterior of the buildings have mostly been cleared of invasive plants and broken debris as part of the continued maintenance efforts for Southlands Park. A request for proposals has been issued to the public to see if there are any suitable ventures that could utilize and revitalize any of the buildings in Southlands. The proposals have been reviewed by a committee and a second request for proposal period will likely be undertaken. All proposals need to be in keeping with the mandate of the Department of Parks, which is to minimize commercialization in parks, but will be considered if they provide significant benefits to the park and the public. Consideration should be given to the feedback received public consultations from 2021, as discussed in section 6.3.

9 IMPLEMENTATION

9.1 Phasing and Capital Improvement Strategy

The ten-year capital improvement programme has been organized into four phases, each phase will be about two years in duration. The approximate total for all park improvements is estimated at \$5 Million, assuming that the request for proposals for use of the buildings is successful, which would keep the cost of capital improvements down.

Phase one focuses on health and safety projects which include environmental remediation, demolition of dangerous structures, and removal of defunct utilities. This will also include assessing and designing new major capital improvement projects and culling of invasive species. Access points other than the three main ones discussed previously, will need to be properly barricaded, which could be done with a gate or fencing.

Phase two will focus on creating the priority infrastructure improvements to the park such as the visitor's centre and museum, restrooms, signage, parking, trash bins, habitats, programme

development, and plant nursery area. This phase will implement the major capital improvement projects outlined in phase one.

Phase three continues the development of priority infrastructure with a focus on programme development and interpretation.

Phase four is the culmination of the main development of the park and the regular maintenance with minor improvements. The management plan will be reviewed and adjusted as necessary but at least every ten years as per the National Parks Act 1986, to reflect achievements and needs of the physical facilities and staff.

9.2 Hours of Operation

It is proposed that the park will be open to visitors seven days a week, including public holidays. Hours of operation will be restricted to day light hours (dawn to dusk). Visitor access will not be allowed at night unless approved by the appropriate authorities. Gates at the main entrances help to deter access to the grounds outside of the hours of operation

9.3 Management Core Functions

9.3.1 Critical Functions

It is important to understand the business and core functions of the park in order to effectively gauge the resources needed to meet the objectives established for Southlands. This exercise allows for the analysis of the resources currently available and those that will need to be created for the development of an effective management structure and business strategy. Additionally, it will allow for setting of benchmarks for future analysis of programs and outputs of the park.

Resource management and protection includes all programmes to protect, preserve, study, and restore the natural and cultural resources in the park. This will be accomplished via a number of programmes. The wildlife management and habitat restoration programme seeks to improve the visitor experience by allowing safe access to the park's highlights and enjoyment of the park's unique features, while minimizing damage and impacts to wildlife and vegetation. Activities include culling of invasive species and replanting with native and endemic species, removing hazards, and erosion control.

The patrolling and enforcement programme will seek to protect the integrity of the park's natural and cultural resources by preventing illegal activity in the park. This will be accomplished through daily patrols of trails and reporting of illegal activity; as well as enforcement of park rules, regulations, and prosecution for violators of these rules and regulations. Regular patrols will also maintain the integrity of the park and its resources through clear and accurate demarcation of boundaries and use zones. Placing and maintaining clearly understood marker signs around the boundary of the park will help prevent accidental and illegal entry into the park, and maintain the integrity of the park and its resources.

The goal of a scientific monitoring and research programme seeks to establish baseline data on species in the park and a monitoring of key indicator species to help managers make decisions based on science. With proper data, managers can understand impacts to the park and take actions to address these impacts. Without this data, the park could unknowingly suffer local extinctions of species, resulting in irreparably damaged ecosystems. The Department of

Parks wants to attract researchers, students, and volunteers into the park to help conduct more biodiversity assessments.

There will be annual training in first aid, CPR, AED, and emergency procedures for those Department of Parks staff interested in attending. This training is mandatory for the Park Ranger Service and the Lifeguard Service. It is important to keep visitors and staff safe by minimizing accidents and improving staff ability to respond quickly and effectively when accidents do occur.

Concession and recreation uses seek to increase revenue to the park while at the same time including local community members in profiting and benefiting from the park's visitation. A beach concession can help share the workload of managing the park with business and community stakeholders and thus minimizing staff needs as well as provide economic value to the local community.

A management structure is needed to ensure the day-to-day operations throughout the park. It is important to develop an efficient management structure to undertake a number of necessary functions. This includes logistical and technical support from staff to allow for effective resource operations. This programme also seeks to improve the management capacity and productivity of the park staff through training and by providing leadership and performance evaluation. This programme strives to create a work environment that is pleasant and that increases staff motivation.

Management structures will increase the ability for the current and future facilities to be well maintained. Maintenance that needs to be accomplished includes repairing, maintaining, cleaning, plumbing, trash removal, mowing, and trimming park areas and grounds for pest control.

Management is also needed to assist with the funding portion of Southlands. Financial reporting, which involves the production of any required financial reports necessary for maintaining good relations with donors and funding agencies, is a necessity.

A partnership relations programme will create and maintain alliances with nongovernment agencies, the business community, and other stakeholders. This will also increase the capacity to manage the park. Grants can be written to secure funding for operations, special projects, partner exchanges, meetings, seminars, and workshops, which are intended to cultivate and maintain relationships. The Department of Parks will actively seek to forge partnerships with local interest groups in order to gather support for the restoration initiatives being proposed for Southlands.

Environmental outreach programmes are an excellent opportunity to utilize the park as an outdoor classroom for Bermudian children. This will create awareness and appreciation of protected areas and promote good stewardship of Bermuda's natural resources. The programme will work with schools to include environmental awareness in the school curriculum, prepare educational materials, and give interpretive lectures in schools.

A public outreach programme will drive positive relationships with the general public to create awareness and appreciation for Southlands Park and other important Bermudian

ecosystems. This will also seek to engage stakeholders to help minimize illegal activities in the park and include them where possible in protecting the park.

9.4 Proposed Business Strategy

9.4.1 Financial Objectives

The financial objectives for Southlands revenue generating opportunities to support its maintenance and development and to promote Southlands as a world class destination.

In order to effectively manage and develop the vision of Southlands as one of Bermuda's premier destinations, it is critical to establish a financial strategy. While the Bermuda Government will always be the major supporter of the Park, it must recognize its commitments in all its other sectors of business. By combining the resources of the Government with the vibrant non-profit organizations, it will be possible to make Southlands as financially resilient and sustainable as possible; opening up revenue generating opportunities.

Currently, there are no funds specifically allocated to Southlands Park from the Department of Parks. The Department of Parks must strive for the following for Southlands Park:

- Achieve financial stability and sustainability.
- Outline possible sources of financial aid for the cleanup of the site.
- Identify financial opportunities to enable the establishment, implementation, and management of the park, including government sources and enabling development funds.
- Investigate international designations that will help in the securing of international financial aid.
- Explore the use of public/private partnerships to progress the objectives for Southlands Park.

9.4.2 Existing Resources for Capital Improvement and Programmes

In addition to streamlining the managerial process, there are various funds available for improvements within Southlands. These include the Department of Parks operational budgets, the Department of Parks capital improvement budget, and shared resources, dedicated staff, and equipment. It must be noted that the main potential source of funding, the Parks Capital Improvement Budget, provides for all of the National Park System improvements.

9.4.3 Funding and Budget Analysis

The main costs associated with successfully meeting the vision of Southlands include infrastructure improvements and annual operating costs.

Infrastructure improvements include investment projects, which are one-time expenditures that improve the infrastructure or increase the intellectual capital of the protected area. These investment projects could include the removal of hard surfacing, environmental cleanup, new capital projects, and an integrated interpretation system. It is estimated that it will cost, over a ten-year period, approximately \$5 million to create the infrastructure for the park.

Annual operating costs are needed to effectively manage the park. During the first phase, the park will be in active physical transition with substantial improvements being undertaken. As a result, certain areas of the park will need to be restricted to public access until the infrastructure is in place. In the second phase, the proposed budget of \$2 million will cover

key reoccurring costs. This budget must be revisited in order to accommodate unanticipated costs and allow for the full potential of the park to be reached.

9.4.4 Potential Revenue Sources

In order to successfully undertake proposed programmes and master plan improvements in an efficient manner, Southlands will have to create additional funding opportunities. Southlands' strength lies in its aesthetical qualities, its central location within the island, and its multipurpose facilities. It is these qualities that will generate revenue for the new programmes and its capital improvement programme. A long-term, steady, and diverse income stream is necessary for financial stability.

One of Southlands key objectives is to become as financially sustainable as possible. It is imperative to strike a balance between meeting urgent needs, developing long term streams of revenue, and setting aside some income to build a contingency fund for the future. There are three streams of funding that can be pursued in order to support and improve Southlands. These include Government funds, concessions and fee strategies, and donations.

The Ministry of Public Works does not have the financial or physical resources to implement all of the proposed policies, programmes, and improvement proposals in the immediate future. Currently, there is no direct allocation of Government funds and these will have to be applied for. Initially, it will be necessary for Government to allocate significant funding, however; it is envisaged that as other revenue streams are generated, Government's financial commitment will be reduced significantly.

The Department of Parks will be responsible for applying for funds that will be incorporated into its annual zero-based budget submissions. Line items will include cost centres for annual staffing, maintenance, facility operation, and minor works.

Proposed restoration projects with cost estimates over \$100,000.00 will be submitted to the Government Capital Expenditure Programme (CEP) on an annual basis.

It is possible that through government management staff, Southlands volunteers, or a combination of both, that the following strategies could be introduced as a means of providing revenue for the park. All revenue will be collected by the Department of Parks and the Department of Public Lands and Buildings following existing procedures as outlined in Bermuda Government's Financial Instructions. It is proposed that revenue collected for Southlands Park not be submitted to the Government Consolidated Fund, so that those funds may be put back into the park.

User fees are a very effective revenue source and is the income source with the highest potential for providing a relatively steady source of income, particularly in the high season of the summer months. Cruise ship tourism is growing rapidly in Bermuda and is expected to continue to do so into the near future. With this increase in cruise ship tourism, the cruise ship industry and tour operators will need to expand their tourism offerings, as there are few destinations that have the infrastructure to handle large volumes greater than they currently receive.

Southlands has a significant carrying capacity and will serve as a major ecotourism destination, relieving strain on existing destinations. It is becoming accepted practice in other jurisdictions

for visitors to pay entry fees to parks. This is not the norm for Bermuda, which currently offers free access to public beaches and parks.

There are two proposed possibilities for adopting an entrance fee to the park. The first will introduce a modest entrance fee of \$5.00 per person for all visitors. The second would allow the local population to be admitted for free while tourists are charged \$5.00 per person. In this scenario, assuming an average of 30,000 tourists per year, this fee would generate approximately \$150,000.00 per annum. This can be incredibly useful for the park's maintenance projects.

It is expected that entry into the proposed museum will be covered by the general entrance fee to the park; however, special guided tours of the park will be an additional cost to the general entrance fee. Similar ecotours of Nonsuch Island have proven very popular with visitors. The guided tour of the park would need to be designed, but in general, a tour of this type typically starts at \$15.00 per person. Added to the \$5.00 entrance fee, that could increase the revenue per annum to \$600,000.00. Shorter tours may only be charged at \$10.00 per person, but that would still generate \$450,000.00 per annum. Tickets for these tours will be purchasable from the visitor's centre or may be bought ahead as packages from cruise ships, online, or other tourism hot spots.

One of the benefits of Southlands is its size and visitor carrying capacity. Nonsuch Island has proven that once the carrying capacity of an ecosystem has been reached, that ecosystem can easily be damaged. Southlands can easily handle a much greater volume than Nonsuch Island and the tour programme can be designed in such a way whereas groups leaving at staggered times and on different routes will never encounter each other. Utilizing the migrating patterns of certain species found throughout Southlands, specialty tours can also be developed.

Charges and rates will be established for special events that are compatible with the mission statement of Southlands. These would include events such as weddings/receptions, corporate events, or educational seminars.

The proposed visitor's centre could have a gift shop component. The park gift shop should specialize in high quality local, recycled, and ecofriendly products that would be of interest to the ecotourist. Consideration should be given to park branded merchandise such as hats, sunscreen, shirts, mugs, posters, photobooks, maps, and guidebooks.

It is proposed that the visitor's centre located in the main building could also host a café which could be used as a coffee/snack bar and be run by a paid manager. It is envisaged that a full restaurant would not be viable and would generate too much trash and attract pest species. This format will allow for flexibility in menu and services, reflecting seasonal needs. It is proposed that the café will be put out to tender.

Onsite education classes are not expected to generate revenue, but should be able to sustain themselves and provide valuable services to the park and local school system. They will act as a positive extension to the public outreach and education programmes.

Native and endemic plant sales will support future woodland management schemes and landscaping schemes. The park will look to sell a full range of native and endemic plant species.

The request for proposal process would allow for the buildings within Southlands Park to host suitable businesses and their leases would add to the revenue generating potential of the park.

9.4.5 Donors

The Bermuda Government cannot solicit funding from the private sector; however, the Bermuda Aquarium, Museum, and Zoo has benefited greatly through its formal registered charity wing, the Bermuda Zoological Society, as has the Bermuda Hospital Board. If the Friends of Southlands group was reestablished as a formal charity, there would be a number of revenue generating opportunities.

An adopt-an-area programme would be limited by the size of the park; however, this programme could generate some steady annual income and help foster long term partnerships with the private sector and donor community. Donors could adopt half an acre of the park for \$1,000.00 per annum. In exchange, the donor would receive a certificate acknowledging the adoption, as well as updated information on progress within the Park. Certificates could be sold online and could be presented as gifts. It is realistic to expect that over time, due to the limited size, all of the acreage to be adopted and that this program could generate at full capacity \$74,000 per annum.

The park can offer interpretive programmes such as informative talks about fish, coral, and terrestrial life at various hotels each week in the peak of the tourist season. The programme would be designed to teach visitors about what they see on the reef and sanctuaries around the park and Bermuda in general. This could also include potential threats to Bermuda's ecosystem. The program should also stress the work being done by the Government, NGOs, and the protection of its environmental resources. This programme could generate, depending on the size of the audience and receptivity, somewhere between \$500.00 to \$1,000.000 per event.

It is expected that international funding could be available for particular projects such as cleanup, renovation of buildings, tree planting/ landscaping, restoration of the woodlands, and environmental education.

9.4.6 Volunteers

Soliciting the services of volunteers can dramatically reduce costs of operating the park. Volunteers could be asked to assist in debris cleanup, culling and replanting, serving as tour guides, and scientific monitoring. Additionally, many businesses and firms might be willing to donate equipment and manpower to specific projects. This would be greatly beneficial for major improvement projects scheduled in the first and second phase of restoration.

9.4.7 Public/Private Partnerships

A good source of long-term revenue is through a private/ public partnership. These can promote sponsorship and raise funds for park developments.

9.4.8 Membership Drives

While local entry fees might not be seen as palatable, there is the possibility of pursuing special membership to Southlands. Member benefits could include joining the supporting charity, should one be reestablished. Other benefits could include special events not open to the general public, as well as special discounts at the gift shop.

9.4.9 Filming/ Documentaries

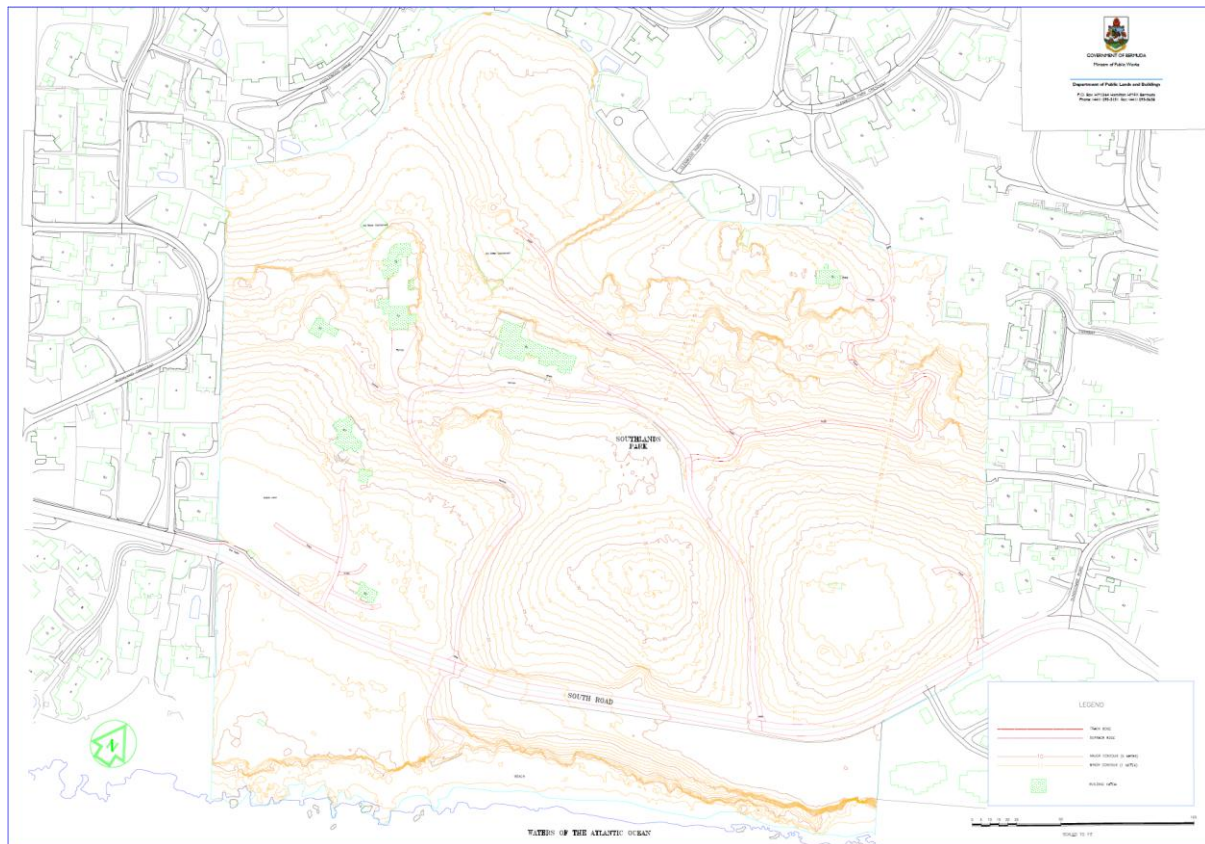
Films and documentaries detailing and chronicling the redevelopment and the restoration of Southlands Park can be sold at the visitor's centre.

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11 APPENDICES

11.1 Appendix 1 – Southlands Park Contours



11.2 Appendix 2 – 2021 Survey Respondent Raw Statistics

11.2.1 Amenities

Have Proper Clean Bathrooms	10	Ziplines	11	Safety	7
Bathrooms	5	Zipline	7	Park Ranger	2
Restrooms	3	Zipline, abseiling, Rockwall	1	Police Presence	1
Nice bathrooms	1	Ziplines	1	CCTV	1
Clean bathrooms	1	Ziplines/obstacle courses/outdoor	1	lighting	1
		Ziplining	1	Monitored security	1
				Entrances should be secure	1
Have Seating around the Property	7	Dog park	15	Trash	13
seating/benches	4	Dog park	15	Trash cans	6
Seating	1			Trash/recycle bins	3
benches/seating around property	2	Various Recreation	46	Dog poop dispensers	3
		Childrens playground	11	Recycle bins	1
Parking/Pedestrian Crossing	21	Pic-nic area	10	Leave it as is	88
Parking	8	Water refill station	4	Leave it as is	57
Car park	7	Bike park/pump track/skateboard p	3	Keep it as natural as possible	21
Proper parking	1	Horse riding trails	3		
Safe car park at beach	1	Camping	2	Rid invasive species/plant nat	10
Create proper car park and stairs to beach	1	Luxury camping	1	Get rid of invasive species	6
Pedestrian crossing	3	Bike rental	1	control invasive species	1
		Community centre (yoga and art cla	1	Plant native plants	3
Gardening	17	Community centre for healing/thera	1		
Community gardens	14	Exercise facility	1	Signage/maps for historical/fli	40
Farmers market	2	Exercise facility (for seniors)	1	Put signage of map and trails up	2
Permaculture	1	Fitness area	1	Printed trail maps provided at entranc	1
		Lazer Gun	1	Signage (flora & fauna)	2
Misc. comments	25	Put a public tennis court	1	Signage (historic) along trail	5
No concessions	2	Motorcross training area	1	Signage /maps of trails	1
Covered grandstand	1	Quiet zone for yoga & meditation	1	Signage along the trails	1
Dog beach	1	Water park	1	Signage birds/flora & fauna	1
Dog friendly beach all year	1	Water sports rental	1	Signage for flora & fauna	9
Dog walk	1			Signage for landmarks	1
Dogs on leash only	1	Dedicated bike trails	10	Signage historic/flora & fauna	4
Eco accommodations	1	Bike Trails	3	Signage of history	1
Eco centre	1	Dedicated bike trails	2	Signage on trails	2
Fairy door	1	Mountain bike course	2	Signage, map of trails	4
Food truck	1	Biking trails	1	Signage/maps	1
Fresh water shower/rinse off station	1	Designated biking trail	1	Signage/maps along the trails	3
install lift at beach so accessible to all	1	Designated mountain bike trail	1	Signs/info at entrances of park	2
Land crab habitat	1			Accessible paths	8
Managed botanical gardens	1	Walking trails	16	Stroller friendly paths	3
No bikes or motorized vehicles on proper	1	Walking trails	15	Well maintained level walking trails	1
Preservation exhibit	1	Make more trails	1	More paved trails for strollers and whe	1
Part of beach allotted to entrepreneur	1			Make it accessible for handicapped pe	1
Rose garden	1	Bike and Walking trails	17	Make beach more accessible	1
Swings	1	Biking and Walking trails	8	Maintain trails so accessible to all	1
Tea room	1	Bike and Walking Trails	5		
Tree houses	2	Walking and Biking Trails	1	Nature	4
Vendor stalls	1	Bike and Walking Trails need to be	1	Nature observation area	1
Venue for open air lectures	1	Separate walking and biking trails	2	Nature reserve	1
				Nature/Bird reserve	1
Various Tours	7	Maintain property and trails	23	Make it a nature reserve	1
Guided tours	2	Clean up the whole property (comm	1		
Nature tours	2	Restore the property	1		
Horse and buggy tours	2	Restore the whole property	1		
Tours	1	Maintain paths	2		
		Maintain property and trails	1		
Restore/Renovate buildings	57	Maintain the grounds and trails	4		
Buildings renovated or knocked down	2	maintain the property	2		
Get rid of dangerous structures or repair	1	Maintain the property and trails	5		
Demolish unsafe buildings	1	Maintain the trails	1		
Create a café	5	Maintain the walking trail	1		
Visitors centre	7	Maintain trails	1		
Build education/research centre	6	Maintain walking trails	1		
Tear down all buildings	3	Improve and maintain walking trails	1		
Renovate building for a café	2	upkeep property	1		
Renovate building to make a café or visito	1				
Renovate buildings	3				
Renovate buildings as historic monument	1				
Renovate buildings for AirBnB	1				
renovate buildings for amenities	1				
Renovate buildings for rent	1				
Renovate buildings for youth center	1				
Renovate buildings into education/visitor	1				
Renovate buildings for facilities	1				
Renovate house	1				
Renovate old house into café and bathro	2				
Renovate or demolish old building	1				
Renovate or tear down buildings	2				
Restore building for a visitor centre	1				
Restore building to café	1				
restore building to café and/or museum	1				
Restore buildings	2				
Restore buildings into museum/education	2				
Restore existing buildings	1				
Restore existing buildings, mainted as mu	1				
Restore house and give to a caretaker	1				
Restore nursery for growing plants for pro	1				
Restore plant nursery to grow plants for p	1				
restore quarry	1				

11.2.2 Other Experiences

Tours of the Property	23	Parking	9	Zip-line/ropes course	11
Guided nature tours	8	Create parking	7	Zip-line	5
Guided walking tours	4	Parking with cross walk	1	Zipline, highline course, abseiling, or	1
Self-guided tours	3	Better car park	1	High-ropes	1
Stargazing tours	2			Outward Bound adventure	1
Nature talks	1	Bathrooms	8	Zipline/ropes course	1
Audio guided tours	1	Build bathrooms	6	Assault Course	1
1 hour guided tours	1	Proper rest rooms	1	Canopy zip line park	1
Natural history tours	1	Need bathrooms at beach	1		
History tours	1			Accessibility	8
Clipping tours	1			Access to park for all	2
Leave it as is/keep it natural	99	Various Recreation	28	Better access to the beach	2
Leave it as it is	62	Childrens playground	4	Accessible for handicapped person:	1
Keep it natural	33	Create camping area	4	Make accessible for those with disab	1
No commercialization	2	Frisbee golf	2	Make stairs to beach	1
Don't sterilize it	1	Horse trails	2	Stroller friendly trails	1
Do not make it commercialized	1	Paintball/laser tag	2		
		Yoga space	2	Picnic/Seating	11
Gardening	16	Archery range	1	Picnic area	6
Community gardens	12	ATV	1	Benches/seating	4
Botanical Gardens with novel exhibits featuring cottage	1	Create a small pump track	1	Recycled benches	1
Horticulture and restorative farming	1	Cross country Races	1		
Horticulture training centre	1	Exercise area	1	Safety	4
Permaculture farm	1	Exercise course	1	CCTV	1
		Exercise trail	1	Lighting at beach	1
Remove the buildings	11	Mini course for children	1	Make it safe	1
Demolish buildings	6	Motorcross area	1	Keep squatters out	1
Remove the buildings	3	Mountain bike skills park	1		
Remove the old buildings	2	Volleyball or similar games	1	Biking & Walking Trails	11
		Water station for refills	1	Biking and walking trails	5
Misc. Comments	26	Remove invasives/plant endemic	13	Walking/running/biking trails	2
Dog park	7	Remove invasive species	6	Create more trails	2
Bird boxes	2	Plant endemic species	2	Only foot and biking trails	1
Build longtail nest in cliff face	1	Cedar tree planting	1	Improve trail design with different len	1
Compost programme	1	Plant endemic trees	1		
Covered theatre	1	Plant indigenous plants	1	Biking trails	6
Create a peaceful area	1	Plant indigenous trees	1	Separate biking trail	3
Create outdoor activity centre for all ages	1	Plant indigenous trees	1	Biking trails	2
Community group meeting	1			Dedicated bike trails	1
Do not allow vehicles in park	1	Restore/maintain property and t	46		
Entry fee	1	Maintain the property	16	Walking trails	12
Evening lectures	1	Maintain the trails	15	Walking trails	4
Fairy garden	1	Clean up the whole property	4	Walking trails only	4
Make it Gateway to Gold CoastNetwork	1	Restore the gardens	2	Separate walking trail	3
Needs a caretaker	1	Properly maintain the property	1	Nature trails	1
Proper tribute to the Morgans	1	Maintain the park and trails	1		
scavenger hunt	1	Involve schools to adopt parts of the tra	1	Signage & maps around propo	16
See rockfire music festival set in quarries. http://www.rockfire.com.au/	1	Restore the history of the first owners	1	Signage of flora & fauna	4
Tree house	1	Restore the property	1	Sign posts on the native flora	2
Tree house on stilts for Air BnB	1	Restore the property to former glory	1	Map of park	1
		Reinstate quarry	1	Signage (educational)	1
Renovate buildings for various amenities	23	Revitalize gardens	1	Signage (historical)	1
Buildings renovated for concessions	1	Youth camps to take care of property	1	Signage along trails	1
Buildings renovated for tourist accommodations	1			Signage of flora & fauna and history	1
Add a historic centre	1	Waste	7	Signage of flora and fauna	1
Community centre	1	Dog waste stations	2	Signage of history	1
Companies can adopt quarries and restore them	1	Trash bins	2	Signage of history and flora & fauna	1
Learning centre	1	Trash cans	1	Signage of maps and trails	1
Education centre	1	Recycle bins	1	Signage of walking trails	1
Outdoor classroom	1	Trash/recycle bins	1		
Outdoor education learning	1				
Make a visitors centre with a museum and gift shop	1				
Museum Exhibits	1				
Renovate building for café or visitor centre	1				
Renovate building for education centre	1				
Renovate building to create museum	1				
Renovate buildings for amenities	2				
All of the amenities	2				
Make as many attractions as possible	1				
Restore building as a visitor centre	1				
Restore main house to visitor centre	1				
Restore the houses	1				
Short stay facilities	1				

11.3 Appendix 3 – Southlands Development Scheme



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DELIVERY PLAN (How and when objectives will be achieved)

Date: 25 March 2022

Site No: S0213

Building Nos: 1161/1163/1169/1171/1172/1176/1177

IMPROVEMENTS IN SOUTHLANDS PARK & RENOVATION OR REDEVELOPMENT/USE OF VACANT PROPERTIES - WARWICK

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1. Plan Description & Objectives	<p>The Southlands Park has great potential for beneficial uses in its role as a National Park. The site is currently underutilised and buildings built to support the functions of the Park are vacant and dilapidated. A strategic plan is therefore required to bring it to its full beneficial use.</p> <p>A systematic plan or arrangement for redevelopment of the National Park is hereby being proposed for consideration, to bring into fruition its full potentials for enjoyment and benefits to the general public.</p> <p>The scheme being proposed, as shown in the attached layout plans – in 2 MAJOR PHASES, will encourage complementary uses in the National Park. It will involve renovations to or redevelopment of various vacant buildings within the Park (presented on Layout Plan as Phase 1) and development of woodland walking tracks & trails, WW1 Gun Battery platform, sea view picnic site, a restaurant and a public car park (presented as Phase 2 on the Layout Plan).</p> <p>The Property Asset Management Plan of the Department of Public Lands & Buildings/Government identified a number of properties that are vacant in the Park.</p> <p>This plan is to create the avenue for consideration of proposals by private investors through P3 initiatives for development leases for renovation or redevelopment and use of selected developments or vacant and deteriorating buildings located within the National Park over the next 5 years.</p> <p>The initiative is meant to bring complementary beneficial uses through the restoration of the buildings and to sympathetically develop other parts for beneficial uses in support of the Government's aspirations.</p> <p>In the light of concerns of anticipated economic recession threatened by the present Covid-19 pandemic, it is envisaged that this initiative will also offer an opportunity of recovery to some local investors or businesses who may have a stimulus plan that provides them with some funding capabilities or opportunities.</p> <p>The vacant properties, as per attached layout plan are identified as:</p> <ul style="list-style-type: none">• Morning Glory – 65 South Road• Mimosa Cottage – 67 South Road• Quarry Cottage – 73 South Road• Silo Cottage – 75 South Road• Dapples – 77 South Road• Main House – 81 South Road• Prima Vera Cottage - 83 South Road <p>A key part of the Park which is being proposed to be considered for improvements or additional development is the southern coastal part (shown as per attached layout plan as Phase 2). The improvements/developments to be considered in this section include:</p>
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	<ul style="list-style-type: none">• Woodland walking trail – at the south-east• Historic Gun Battery platform to showcase the historic artefacts to be recreated – at the southern section of the south-east, overlooking the ocean.• Restaurant concession, public car park and sea-view picnic site – at the south-west section. <p>The projects within the 2 MAJOR PHASES shall be executed through the following STAGES:</p> <p>STAGE 1 – Property preparation, preliminary designs, consultation and RFPs</p> <p>Phase 1: Site clearance, preparation and investigation of the identified buildings to ascertain the potential for renovations or redevelopment and their possible uses which shall be complementary to National Park system</p> <p>Phase 2: Preliminary designs and consultations for restaurant concession/public car park, sea-view picnic site, woodland walking tracks/trails and WW1 Gun Battery Stand developments.</p> <p>Phase 3: Progressing advertisement for expressions of interest/request for proposals (RFPs) to seek interest for the respective vacant properties and Restaurant/car park development in partnership with the Government.</p> <p>STAGE 2 – Evaluation of interests, selection and approval</p> <p>Phase 1: Evaluate interests/proposals received from investors for respective properties and support prospective investors to carry out feasibility study for works and proposed uses at their own cost.</p> <p>Phase 2: Selection of prospective investors/developers and support for necessary consultations (including preliminary Designs/NPC/Development & Planning Control requirements).</p> <p>Phase 3: Recommendations for Ministerial approval for the renovations or improvements/development and use on the basis of development leases (Maximum term of 21 years less a day). Draft leases shall be agreed subject to Development/Planning approval.</p> <p>STAGE 3 – Final designs, lease/contract completion and execution of works</p> <p>Phase 1: Preparations of final designs by investors/developers and or DPLB and seeking Development & Planning consent.</p> <p>Phase 2: Completion of development leases for respective properties.</p> <p>Phase 3: Renovations or redevelopment works processes.</p>
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2. Plan Prerequisites	Aspects that need to be in place are: <ol style="list-style-type: none">1. Collaboration with Parks Department/National Parks Commission and other stakeholders - for requirements and support for proposed scheme.2. Approval for P3 initiative to be progressed to offer opportunity to local/private investors or developers3. Commitment of prospective investors/developers and Government - Full details of proposal by investors for renovations and use, including funding capabilities and support from Government.4. Planning permission for developments and use for buildings for proposed purposes and approval of building works.5. Proposed development lease agreements to progress initiative - to ensure all conditions for works and use are effectively catered for to protect the interest of the Government in the National Park system. – ensuring the Scheme is in support of Government aspirations.
3. External Dependencies	Dependencies that may influence the Plan are: <ol style="list-style-type: none">1. Proposal from private investors/developers for renovations/development and use2. Development & Planning provisions or requirements3. Parks Department/NPC provisions & public support4. Government commitment to P3 initiatives
4. Projects Planning Assumptions	The Plan is based on the following assumptions: <ol style="list-style-type: none">1. Department of Public Lands & Buildings/Government resorting to Property Asset Management Strategy to bring vacant and redundant properties to beneficial use.2. Government initiative to stimulate some business/economic progression in pending economic recession due to current Pandemic.3. Collaboration with Parks Department/National Parks Commission and other stakeholders in support of initiative.4. Planning & Development approval will be granted for the respective proposals to be progressed.5. The selected prospective investors will have adequate plans and funding for successful completion of proposals6. Ministerial approval shall be granted for the proposal to be progressed.
5. Delivery Approach(es)	Description of approaches to be used: As per the plan description Stages and Phases - <ul style="list-style-type: none">• Investigations on buildings, potential renovations or redevelopment and uses.• Identified local investors for the scheme and Government support for aspects to be developed by Government• Evaluation interests/proposals and feasibility study for works and proposed uses.• Selection of prospective investors/developers and necessary consultations for Development/Planning compliance• Recommendations for Ministerial approval for the scheme



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	<ul style="list-style-type: none">• Preparation of designs and seeking of Development & Planning consent.• Completion of development leases for respective properties• Execution of renovations or redevelopment works.
6. Lessons Incorporated	<p>The lessons which have been reviewed and accommodated within this Plan are:</p> <ol style="list-style-type: none">1. Identifying appropriate local investors (with adequate funding) in order to avoid putting the scheme or proposals on hold or jeopardizing smooth progress of each.2. Critical evaluation of investor's financial capability, in order to ensure that when lease agreements are completed, the proposal could be completed as proposed/planned.3. Leasing agreements and contracts to be signed upon approval of designs and granting of planning/development consent4. To ensure there will be stakeholders' support for the proposals under the scheme – Government approval and support for developments and uses; Development & Planning consent; Parks Department/NPC consent for works and use arrangement as the building are located within National Parks; and public support.
7. Monitoring and Control	<p>The Plan will be monitored and controlled by lead officer/project manager with support/approval of Chief/Snr. Estates Surveyors (taking directive/approval from PS/Minister)</p>
8. Budgets	<p>Costs:</p> <p>There shall be minimum costs to be incurred by Government, DPLB & Parks Department as part of the preparations prior to making offers for development leases. The costs may include site preparation works, investigations and designs for the respective projects. The cost is estimated to be in the region of \$750,000 overall.</p> <p>The major costs (estimated to be in the region of \$6 million), which shall include the renovations or development costs, shall be borne by the selected respective investors who shall be expected to be responsible for their own costs for preliminary investigations, consultations, prerequisite Development and Planning consent and renovations or development works, in return for rental concessions under a P3 initiative.</p> <p>Additional input from Government will be in the form of professional oversight responsibility by arrangements through the Department of Public Lands & Buildings; and also part of the development process which may be identified for delivery by Government.</p>



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	<p>Timeframes for processes are estimated as:</p> <p>STAGE 1 - Property preparation, preliminary designs, consultations and RFPs (Mar 2022 to Aug 2022)</p> <ul style="list-style-type: none">• Mar to June 2022: Phase 1 - Site preparations, including clearance and investigations of the identified buildings to ascertain the potential for renovations or redevelopment and their possible uses which shall be complementary to National Park system• June to Aug 2022: Phase 2 - Preliminary designs and consultations & Outline Planning Application for restaurant concession/public car park, picnic site, woodland walk and Gun Battery Stand developments.• Aug to Oct 2022: Phase 3 - Progress advertisement for expressions of interest/request for proposals (RFPs) to seek interest for renovations/redevelopment and use of respective vacant properties and development of Restaurant/Car Park in partnership with the Government <p>STAGE 2 – Evaluation of interests, selection and approval (Oct 2022 to July 2023)</p> <ul style="list-style-type: none">• Oct to Nov 2022: Phase 1 - Evaluate interests/proposals received from investors for respective properties and support prospective investors to carry out feasibility study for works and proposed uses at their own cost.• Nov 2022 to Mar 2023: Phase 2 - Selection of prospective investors/developers and support for necessary consultations (including preliminary Designs/NPC/Development & Planning Control requirements).• Mar 2023 to July 2023: Phase 3 - Recommendations for Ministerial approval for the renovations or improvements or development and use of the respective properties - on the basis of development leases (Maximum term of 21 years less a day). Draft leases shall be agreed subject to Development/Planning approval. <p>STAGE 3 – Final designs, lease/contract completion and execution of works (Mar 2023 to May 2026)</p> <ul style="list-style-type: none">• Mar 2023 to Sept 2023: Phase 1 - Preparations of final designs by investors/developers and or DPLB and seeking Development & Planning consent for respective properties.• Mar 2023 to Mar 2024: Phase 2 - Completion of development leases for respective properties.• Mar 2023 to May 2026: Phase 3 - Renovations or redevelopment works processes.
9. Tolerances	Allowances made for stages or phases to be progressed successful relate to possible Risks/Constraints and delays in respect of progressing through all the laid out processes.



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	<p>As a result, the planned dates have been adjusted to make room for such occurrences.</p> <p>STAGE 1 - Property preparation, preliminary designs, consultations and RFPs (Mar 2022 to Feb 2023)</p> <ul style="list-style-type: none">• Mar to Aug 2022: Phase 1 - Site preparations, including clearance and investigations of the identified buildings to ascertain the potential for renovations or redevelopment and their possible uses which shall be complementary to National Park system• June to Nov 2022: Phase 2 - Preliminary designs and consultations & Outline Planning Application for restaurant concession/public car park, picnic site, woodland walk and Gun Battery Stand developments.• Aug to Feb 2023: Phase 3 - Progress advertisement for expressions of interest/request for proposals (RFPs) to seek interest for renovations/redevelopment and use of respective vacant properties and development of Restaurant/Car Park in partnership with the Government <p>STAGE 2 – Evaluation of interests, selection and approval (Oct 2022 to Oct 2023)</p> <ul style="list-style-type: none">• Oct 2022 to Feb 2023: Phase 1 - Evaluate interests/proposals received from investors for respective properties and support prospective investors to carry out feasibility study for works and proposed uses at their own cost.• Nov 2022 to June 2023: Phase 2 - Selection of prospective investors/developers and support for necessary consultations (including preliminary Designs, NPC/Development & Planning Control requirements).• Mar 2023 to Oct 2023: Phase 3 - Recommendations for Ministerial approval for the renovations or improvements or development and use of the respective properties - on the basis of development leases (Maximum term of 21 years less a day). Draft leases shall be agreed subject to Development/Planning approval. <p>STAGE 3 – Final designs, lease/contract completion and execution of works (Mar 2023 to May 2027)</p> <ul style="list-style-type: none">• Mar 2023 to Feb 2024: Phase 1 - Preparations of final designs by investors/developers and or DPLB and seeking Development & Planning consent for respective properties.• Mar 2023 to Mar 2024: Phase 2 - Completion of development leases for respective properties.• Mar 2023 to May 2027: Phase 3 - Renovations or redevelopment works processes.
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10. Product Descriptions	<p>The products for the respective projects are :</p> <ol style="list-style-type: none">1. Full details of proposals for renovations or redevelopment or development and use - to be provided by investors for evaluation and approval by Government/Public Lands & Buildings/Estates Section2. Decision report (Approval) for P3 initiative for works & use3. Designs for renovations or development works and Development & Planning permit4. Development lease agreement5. Project plans by investors for respective renovations or development works
11. Schedule	<p>Project Schedule to be prepared based on confirmed tasks</p>



3. CONTOUR PLAN - PHASE 2



4. LOCATION PLAN - SOUTHLANDS NAT'L. PARK



5. PHASING PLAN



1. DRAFT 2012 SOUTHLANDS NAT'L PARK PLAN

NOTE: PHASE 2 INVOLUTION OF AL. THE SUBCOMMITTEES THE WORKING SECTION TO ENCOURAGE THEIR COMMON ADVANCE FOR THE BENEFIT OF THE WHOLE. SOLO, MELANIE NA-KHAI, FORMER PLANNED PROGRESS CENTER SIGNED AS CO-CHAIR IN THE 2000 SOUTH AFRICAN 1971, 2000/01.



2. DRAFT SOUTHLANDS NATIONAL PARK- PROPOSED PHASE 2

11.4 Appendix 4 – Southlands Park Southern Design

