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CAPES REGIONAL ARTS AND CULTURAL FACILITIES NEEDS ASSESSMENT

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1. The Brief

To undertake a needs assessment of arts and cultural facilities in the Capes Region - to include a comprehensive assessment of arts and cultural facilities and services located within the City of Busselton, and the Augusta/Margaret River Shire.

Arts and cultural facilities for the purpose of the Study refer to publicly owned art galleries, studios and art centres for the production and display of visual arts and sculpture, venues for rehearsal and performance of drama, dance and music, public libraries and museums.

The objectives are defined as being to determine;-

- The location and needs of arts and cultural facilities for current and future requirements for the next twenty years;
- The location and upgrade requirements of existing facilities and services,
- The location and requirements for new facilities deemed necessary to cater for growth and capacity which cannot be catered for by existing facilities,
- Approximate costs for the associated upgrade of existing facilities,
- Approximate costs for the development of new facilities and services,
- Approximate maintenance, depreciation and indicative ongoing operational costs associated with the aforementioned items,
- Resources and structures required to manage, promote and hire out items above,
- Identify opportunities to use different delivery methods eg new technologies and how these could engage a broader demographic,
- Highlight potential points of conflict with the development of new and existing facilities such as land requirements, residential issues, facilities within neighbouring regions,

- Potential grant and/or developer contribution funding for new and existing facilities,
- Optimal design parameters for a Busselton Performing Arts Centre,
- Provide comment on the appointed architects concept planning for the refurbished and expanded Margaret River Cultural Centre, and
- A list of prioritized works based on current needs and growth requirements.

In undertaking this work the consultant is required to undertake a document review in preparation of the assessment including arts and cultural strategies and planning and feasibility documents, in addition to any other appropriate documents that may inform recommendations.

In particular, the consultant is required to review the Dunsborough Community Planning Day South West Development Commission 22 May 2005, the South West Action Statement, The Department of Culture and the Arts Strategic Plan 2010-2014, The Shire of Busselton's Strategic Plan 2010-2020, the Shire of Busselton document - Arts, Culture, Spirit, Sense of Place, Demography and Planning 2010, Local Cultural Planning Strategy August 2011, the Shire of Busselton Cultural Plan 2005, the Old Court House and Old Police Sergeants Cottages – Interpretation and Design Plan, the Old Court House and Old Police Sergeants Cottages Conservation Plan, the Weld Theatre Conservation Plan, Department of Agriculture (ArtGeo) Conservation Plan, A Performing Arts and Creative Industries Centre for the Shire of Busselton – Pegasus Venue Management 2008, and relevant Council decisions, the Busselton Performing Arts Centre Plans, the Busselton Community Resource Centre Plans, and the Foreshore Concept Plan.

In relation to the Shire of Augusta/Margaret River the requirement is for the consultant to review the Shire of Augusta/Margaret River Strategic Plan 2011-2022, Shire of Augusta/Margaret River Five Year Cultural Plan 2006, Cultural Centre Consultants Brief (SuperTown Consultancy), Margaret River Cultural Centre Concept Plan and Business Plan, Margaret River Main Street Study - Creating a World Class Tourist Precinct 2011, Arts Margaret River Annual Report 2010, any other previous relevant Arts Margaret River studies, AMRTA Planning for an Augusta Visitors Centre – Interpretive Centre/Museum, and the Augusta Museum Study.

In addition to the above the consultant is required to visit and assess current and future capacity;-

- In Busselton, the Old Court House Complex including Acting Up, ArtGeo Gallery, the Weld Theatre, the Old Butter Factory, the Busselton Library, Georgiana Molloy Anglican School Performing Arts Venue, Cape Naturaliste Community College Performing Arts Venue,
- In Dunsborough the Naturaliste Community Centre, the Old Dunsborough Hall, Our Lady of the Cape Performance Hall, and the Dunsborough Library.
- In Margaret River, the Cultural Centre, the Library, the Old Settlement, the Education Campus and the Community Centre.
- In Augusta, the Centennial Hall, the Augusta Historical Museum, the Augusta Library, and the Lesser Hall.

In addition the consultant is required to consider other regional facilities such as the Bunbury Entertainment Centre, the new Lyric Theatre and the Stirling St Arts Centre, and in Capel the Library and Community Centre.

In addition to the above, the consultant is required to assess the future requirements and optimal design parameters for the Busselton Performing Arts Centre and the Margaret River Cultural Centre.

2. Methodology

In undertaking the aforementioned work the consultant obtained required documentation, and through meetings with a wide range of stakeholders, also accessed relevant research documentation/reports which informed a range of issues relevant to this study - including demographics, demand, local priorities in relevant areas, and wider areas which informed the consideration of potential development opportunities - using statistical analytical methods to assess reports, and validate conclusions

The consultant also undertook wide ranging consultation and research in the Community across the Capes Region. There were two public meetings in Dunsborough, one in Busselton, one in Margaret River and one in Augusta. All were well attended and provided valuable input to the consultant in addressing the Terms of Reference and the Brief.

In addition the consultant prepared questionnaires which were distributed through the public meetings and also through other means across the relevant Communities. There were 236 written and oral responses to those questionnaires and these have been used by the consultant in identifying underlying community values, demand/needs for arts and cultural facilities, and priorities.

In addition there were 44 other direct meetings with key stakeholders, including with some individuals, who sought to pursue particular issues relevant to this Brief with the consultant. Again, this input has been used in terms of assessing underlying values, demand/needs and priorities for facilities relevant to this Brief.

Other Organisations Visited (some more than once)

- Capel Shire Hall
- CinefestOZ
- ArtGeo
- Artists at ArtGeo
- Acting Up
- South West Development Commission
- Old Dunsborough Hall
- Naturaliste Community Centre
- City of Busselton
- Department of Culture and the Arts
- Georgiana Molloy School
- Busselton Library
- Dunsborough Library
- Chamber of Commerce - Busselton

- Jack In The Box
- Our Lady of the Cape School
- The Old Butter Factory
- Community Centre at Margaret River
- Arts Margaret River
- The Old Settlement
- The Old Butter Factory – some staff
- JAMPACT
- Individual Artists (7)
- Busselton Repertory
- Margaret River Library
- Augusta/Margaret River Chamber of Commerce
- Lesser Hall Augusta
- Centennial Hall Augusta
- Indigenous Consultation Group
- Augusta Historical Museum

3. Summary Recommendations

The following are assessed as arts and cultural facilities that are needed in the Capes Region – based on comprehensive community/organisational consultations and on documentary research.

The cross – referencing is to Sections/Conclusions [and relevant pages] in this report that relate either to the Primary Needs Assessment Conclusions - or to supporting relevant Qualitative Conclusions.

- 1. The Cultural Centre and Event Centre refurbishment/development in Margaret River – refer Sections 7-31 [page 62], noting and agreeing with the estimated costs and operational deficits as already forecast. This includes all associated business conference facilities.**
- 2. The Old Settlement at Margaret River – refer Section 7-25[page 52], noting its suitability as a site for a museum and arts studios for practicing artists.**
- 3. The Margaret River Community Resource Centre to the extent that it has gallery spaces and spaces suitable for artists to work, including in “wet” areas – refer Sections 7-33[page 65], and 6-4[page 30].**
- 4. Public art as a matter of policy – refer Sections 7-1[page 34], 6-4[page 30], and 7-18[page 47] - particularly in Main Streets and in the Prevelly surf-side areas.**
- 5. The Centennial Hall in Augusta to be promoted as a venue – refer Section 6-4[page 30].**
- 6. The Augusta Historical Museum – refer Sections 7-32[page 64], and 6-4[page 30] – noting the potential for expansion based on earlier studies, including in conjunction with the AMRTA.**
- 7. A Performing Arts Centre in Busselton – refer Sections 7-29[page 58], 7-37[page 67], 7-14[page 44], 7-19[page 48], 7-20[page 49], and 7-16[page 45] - noting in particular design and functional proposals – the preferred management model and an estimated cost of \$20-22 million for capital, and a potential re-current operating deficit of approximately \$300,000. Also, noting the need for a further succinct study to outline and define precisely the functional and spatial aspects and their relationships and also the technical capacities of the building – as a basis for further architectural drawings.**

8. **The Old Butter Factory Museum – noting the current building report and the need to resource costs associated with that, which are yet to be determined. Also noting the need for revisions to the management/curatorial structure – refer Section 7-27[page 56].**
9. **The Libraries in Busselton and in Dunsborough are important cultural facilities – refer Section 7-29[page 58] - and noting the potential suitability for displaying the City’s Art Collection on a rotational basis.**
10. **The Naturaliste Community Centre utilizing existing unused timeframes in the multi-purpose rooms – refer Section 6-1[page 28] – and noting the need for a new collapsible stage, acoustic curtains and some lighting and communications improvements at a cost of some \$50,000.**
11. **The Old Dunsborough Hall to be retained in its present size and configuration – refer Sections 7-11[page 41] and 7-15[page 45] - and noting the need for building enhancements and improvements as per Cotan Building Report.**
12. **The Cultural Precinct in Busselton – refer Sections 5[page 21], 6-3[page 29], 6-5[page 31], 7-7[page 38], 7-6[page 38], 7-13[page 43], 7-9[page 40], 7-30[page 58], and 7-20[page 49] – noting potential management models for a diverse facility such as this - recognizing its development potential particularly in its associations with the proposed Performing Arts Centre in Busselton - and also ensuring that Aboriginal Culture/Sacred Sites are an integral part of development policies.**
13. **A potential Cultural Precinct in Dunsborough – refer Sections 6-2[page 29] and 7-15[page 45] - noting the need for a detailed study and community assessment in relation to such a facility.**
14. **The Yallingup Hall – refer Section 6-5[page 31] – noting the current upgrading/improvement proposals.**
15. **The Cape Naturaliste College at Vasse – refer Section 7-34[page 65] - noting its suitability, when available, for rehearsal space and for community based drama/performance interests.**
16. **Our Lady of the Cape School Hall facility – refer Sections 7-28[page 57] – noting concerns about costs for rehearsal, particularly for**

community groups, but recognizing its potential as a facility to be promoted for smaller performing arts touring activities.

- 17. The Yallingup Art Trail concept to be the subject of further consultation, planning, and development – refer Section 7-38[page 67], and 7-18[page 47].**
- 18. The Sound Shell at Pioneer Park Cowaramup to be enhanced with appropriate acoustic treatment – refer Section 7-39[page 68].**

4. The Social and Economic Benefits of Arts and Cultural Facilities

Research needs to take into account the likelihood that sufficient people will want to attend a venue/arts facility. This relates to factors such as community cultural awareness through education, and disposable income. These factors have been measured by the ABS and defined as Social and Economic Indicators For Areas (SEIFA).

A definition of the main elements is below, taken from the ABS, with indicators for the Capes Region.

Description of the SEIFA 2001 Indexes (last published 2006)

There are four indexes included in the ABS SEIFA product in 2001. They relate to socio-economic aspects of geographic areas. Each index summarises a different aspect of the socio-economic conditions in an area. The indexes have been obtained by a technique called principal components analysis. This technique summarises the information from a variety of social and economic variables, calculating weights that will give the best summary for the underlying variables. For the SEIFA indexes, each index uses a different set of underlying variables.

The four indexes are;-

- Index of Disadvantage – focuses on low-income earners, relatively lower educational attainment, high unemployment and variables reflecting disadvantage.
- Index of Advantage/Disadvantage – a continuum of advantage to disadvantage. Low values indicate areas of disadvantage; and high values indicate areas of advantage.
- Index of Economic Resources – includes variables that are associated with economic resources. Variables include rent paid, income by family type, mortgage payments and rental properties.
- Index of Education and Occupation – this index includes education and occupation variables only.

All the indexes (including the Index of Relative Socio-Economic Disadvantage) have been constructed so that relatively disadvantaged areas (eg areas with many low income earners) have low index values.

The following material is extracted as summaries from the considerable detail provided by the ABS for the Local Government Areas below, noting the data was last made available by the ABS in 2006

	Column 1	Column 2	Column 3	Column 4
SEIFA	Adv/Disad	Disadvantaged	Economic	Educational
Classification			Resources	Occupation
Albany	958	984	988	960
Augusta Margaret River	1001	1028	1022	1006
Bunbury LGA	938	966	982	992
Busselton	968	990	1017	1028
Capel	995	1042	1063	1093

- Column 1** The Capes Regional population has few families of low income and few people with little training and in unskilled occupations.
- Column 2** The Capes Regional population has a relatively high proportion of people with high incomes or a skilled workforce. This also means an area has a low proportion of people with low incomes and relatively few unskilled people in the workforce.
- Column 3** The Capes Regional population has a high proportion of families on high income, a lower proportion of low income families, and more households living in large houses.
- Column 4** The Capes Regional population has a high concentration of people with higher education qualifications or undergoing further education, with a high percentage of people employed in more skilled occupations.

It should be noted that the data gathered by the ABS for the above is now in need of refreshing and there are indications that demographics have been changing since the 2006 Census. Nevertheless the SEIFA extracts above indicate a population with a degree of education and disposable income suitable to "support" arts and cultural activities.

In October 2006 The Australian Cultural Minister's Council published a major report on "The Social and Demographic Characteristics of Cultural Attendees". The data was related to the work of the ABS on the categories above and each arts category was examined in detail. Patterns were established and summarized. Two are reproduced here:-

Attendance at Performing Arts:

Other than age-sex, factors related to attendance at other performing arts were;

- People in the two most advantaged SEIFA quintiles were more likely to go than others, and the people in the most disadvantaged areas (those in the lowest SEIFA quintile) were least likely to attend.
- People not in the labour force were less likely to attend than both employed and unemployed people.

Attendance at Galleries:

Other than age-sex, factors related to attendance at art galleries were;

- People in the most disadvantaged areas (according to SEIFA) were less likely to attend than people in the 'average' areas (or middle SEIFA quintile), who were in turn less likely to attend than people in the least disadvantaged areas.

Other than age-sex, factors positively related to frequent attendance at art galleries (at least 6 times in the last 12 months) were;

- People with a degree or diploma were the most likely to have frequently attended art galleries.
- People living in inner regional areas were more likely to have frequently attended art galleries than those living in major cities.
- People in both the least disadvantaged areas according to SEIFA were more likely to be frequent attendees at art galleries than others.

When considering the above in the context of the earlier SEIFA classifications and findings, it can be reasonably assumed that The City of Busselton and the Augusta Margaret River Shire populations are well placed to support and utilize arts and cultural facilities.

Overall Social and Economic Benefits

There are clear social and economic impacts of arts and cultural infrastructure in the community which is relevant in terms of the community development policies of Local, State, and Federal Governments.

Several statistical studies, including with the Australia Council and the Australian Bureau of Statistics, highlight the social and economic benefits of arts and cultural activities to communities in terms of community development.

Further evidence can be obtained from a valuable work "Social Impacts of Participation in the Arts and Cultural Activities", University of Western Sydney 2004.

The National and State contribution of the arts is well illustrated through figures that show that employment rates, levels and attendance, and sense of identity for the community come from involvement in the arts and related activities. In particular research indicates;-

- That there are a range of economic and social benefits that can flow from involvement in arts/cultural activity. These include civic pride and the image of the community, the communities way of life, creativity and engagement within the community, building social capital and providing entertainment and recreation, complementing principal educational institutions and being meeting places within the community.
- Nationally, almost 2.2 million people, or 15% of the Australian population aged 15 years and over have been involved in some form of paid or unpaid work relating to culture/arts and leisure activities and across Australia about 180,000 people earned income from teaching arts or cultural activity, with more than 75,000 earning some income from music and 50,000 earning some income from the visual arts,
- There are some 45 tertiary institutions operating in Australia and of these more than 40 have courses in either the visual and performing arts, conservation of art and cultural materials, crafts, dance, dramatic arts, film and photographic art, fine art, graphic arts and design and music and other visual and performing arts.

- Enrolment in all arts related courses measured in equivalent full time student units are increasing substantially and these indicate an increased level of interest and activity by students in arts education.
- There are high levels of attendance by Australians generally at various arts and cultural activities. Research indicates that the value of arts activity in communities is highly recognized by Governments, including Local Government, and is reflected in the financial support offered. Financial support for example, from Government sources in Australia amounted to nearly \$5 billion in 2005, and of this amount, 21% was provided by Local Governments, emphasizing the wide acceptance of Local Government support for arts and cultural activities in the context of community development and engagement policies and programs.

Australia Council and ABS data also indicates that;-

- There is National and International evidence that strongly suggests that art and cultural opportunities, including through the performing arts, make a significant contribution to social and cognitive development, and this is so particularly in relation to linguistic relationships and self management,
- Arts and cultural activities also provide opportunities for participation and involvement and contribute positively to the social environment in the community,
- The existence of arts and cultural organisations in communities promotes the development of other social and community organisations and this results in wider and stronger supports for the community generally and further promotes the outcomes sought by Local Governments in particular, in their community services development and engagement policies and programs,
- In addition to social impacts, arts and cultural activities can be a strong stimulus for consumption investment and this is largely because they provide the local community and the region with a competitive advantage by defining images of creativity and the quality of life within the community,
- Images of creativity and quality of life contribute to community well-being and encourage people to live and work in an environment in which employers can recruit and keep employees and one in which cultural tourism can expand,
- Economic benefits from arts activity can be significant as they provide a range of employment and other opportunities for engagement with the community,

- The economic multiplier effects in a community is estimated by the Australian Bureau of Statistics are an average of 2.79 for creative industries.

Arts and cultural facilities are therefore a key strategic asset for the Capes Region in relation to community service, development and engagement policies/programs and objectives, and support and promote the on-going changes and growth in the demographics in the Region, including the attraction and retention of viable and sustainable tertiary, commercial and industrial enterprises.

Conclusions

Against this background, Arts and Cultural/Community organisations warrant considerable support from Governments, corporations and the community at all levels – because they enhance the lives of local and regional residents, including those who have never engaged with such organisations before and with the aforementioned consequential improvements in the social and economic circumstances in the community.

Without this support at adequate levels, communities throughout the Region lack a key ingredient necessary to achieve productive, vital and supportive communities – all objectives important to and supported by all levels of Government, and in commerce, and industries.

Notwithstanding this, the provision of facilities not only increases the number and diversity of arts and cultural events (including touring and local), but also offers venue space and opportunities to the local arts and non-arts communities by, accommodating new forms of practice, including multimedia and digital forms, alongside traditional forms and craft.

There is a sense of immediacy in “grabbing new practice now”, in engaging with young people, invigorating existing practice, and in challenging and inspiring audiences.

In relation to facilities generally, it is also imperative to enable delivery of on-going and regular programs of professional and community arts practice and creative as well as management development, building the creative and management capacity of the arts sector, learning from established professionals and from each other.

There are opportunities for;-

- **Developing existing relationships with and referrals to peak service bodies such as ArtSource, the National Association of Visual Artists, Australia**

Business Arts Foundation, Community Arts Network, the State Writers Centre, Volunteering WA, etc

- **Enabling cross-practice/cross organisation meetings to identify development priorities and options,**
- **Development that invites artists to move from their comfort zones and do things in new ways, including the way groups organise and management themselves as well as arts practice,**
- **Supporting the capacity and skills of young people, enabling young people to do with, for and by themselves,**

Supporting actions specifically for arts and creative development include;

- **Curatorial skills development, increasing the capacity of local artists to best present and find new ways to present their work,**
- **Artist exchanges and residencies.**

Supporting actions specifically for arts management development include;

- **Volunteer development,**
- **Opportunities for organisations and groups to share knowledge and experiences,**
- **Business mentorships of arts groups,**
- **Promotions and communications development, including online and digital skills,**
- **Widening the professional networks of organisations and groups.**

5. Arts and Cultural Facilities – Resourcing, Management, and Operational Issues

As a general management issue, and given the importance of complementary and relevant development and management across the Capes Region, there is a need for the Shire of Augusta Margaret River and the City of Busselton to continue appropriate liaison on these issues.

The Shire and the City could consult on a regular basis on arts and cultural facilities to ensure complementarity and integrity in terms of responding to community needs. They could also act as an advocacy body with key State, Federal and Regional authorities concerned with policy, programming and capital and operational funding programs, including the Department for Culture and the Arts, Lotterywest, Healthways, and Development Commissions.

Against the foregoing, there are **three primary options** for governance and management of facilities to operate and manage, in particular a Performance Centre. These may in appropriate circumstances be considered for other complex arts/cultural organisations.

The **first and preferred option** for managing a Performing Arts Centre is to establish a separate legal entity with Memorandum and Articles which would require operation in accordance with the roles and responsibilities envisaged by the Shire/City and more particularly by the strategic directions set for the Centre – refer Attachment “B” – Sample Service Level Agreement.

In considering how this option would operate in terms of governance and management it is necessary to recognize the correct and legal roles of governance and managing bodies. They need to;-

- Establish and communicate long term visions within the framework of the requirements of the Shire/City and other major stakeholders.
- Within this framework there is a need to set clear objectives and priorities.
- Obtain and manage product for exhibitions/activities through the spaces and also the operation of associated educational and arts practice facilities and general community spaces.

- Obtain and manage financial services.
- Have clearly defined role statements for governance and management and to delegate appropriate governance tasks to any staff/volunteers as appropriate.
- Have a clearly defined organisational charter accompanied by key task statements.
- Recruit staff/volunteers to ensure the effective operation of the infrastructure.
- Review and approve on-going plans and budgets.
- Evaluate performance of the functions and the staff, and respond accordingly.

Essentially these governance and management functions would need to include organisational planning and policy development, operational and fiduciary matters, and staff/volunteer oversight.

In addition, there would need to be capacity to act commercially and in strong and practical relationships with other key operatives in implementing policies and programs. Importantly there would also need to be capacity to respond in a decisive and timely way to opportunities that arise in relation to activities touring through the Region.

Further, it is essential that the organisation have specific responsibilities to develop and maintain close working relationships with key stakeholders, including relevant networks and with State Government and other authorities concerned particularly with facility business objectives.

Whereas the governing body might have representation from say, Local Government in governance, it is important to realize the roles and responsibilities for other members in fulfilling a governance role.

One of the most important tasks for those other members would be to bring ideas and enthusiasm to the organisation, and it is essential to have a capacity to provide inspiration and offer encouragement to technocrats and staff.

- Obtain and manage financial resources,

- Be clear about the need for strong advisory and governance capacity,
- As a matter of course, maintain clear organisational arrangements in terms of employment, working relationships and a clear mandate to be entrepreneurial in a commercial environment,
- Have capacity to review and revise on-going plans and budgets and be in a position to evaluate operational performance and staff and to respond accordingly under the guidance and direction of appropriate governance.

In summary, there is a need for commercial skills and abilities and the need for capacity to respond in a commercial environment with a range of management, promotion, business development and technical and operational supports.

Particular technical and operational support needs that must be maintained and developed are;-

- Technical skills and capacity,
- A maintenance program so that all equipment is available all of the time,
- Systems support to inform a marketing program for the organisation, and a merchandising program,
- Research into audience and diverse product development,
- Re-current funding to support the ability to buy product,
- Audience development, function enhancement and conference/convention traffic,

Overall in assessing the role of governance, the following are key objectives/issues to be pursued;-

- Excellence is achieved in services and financially,
- Decisions are translated into actions,
- There are harmonious relations with staff,
- New challenges are addressed with vigour and enthusiasm

- Opportunities are recognized and exploited,
- Actual performances are evaluated annually against day to day objectives,
- The organisation is kept under constant review,

If these are not pursued, then it would be difficult for the organisation to operate dynamically where it should be commercial and responsive as well as informed on the range of product and activity that is relevant to the Capes Region.

In addition, it must have the flexibility to think laterally about how to deliver activities. One of the primary tasks for the organisation's governing body would be to initiate a very clear Strategic Planning process.

A **second option** for governance and management of such an organisation would be pursuant to Local Government legislation and it would be possible to create an Advisory Committee under Part 5 of the Local Government Act 1995.

The legislation provides that Local Government may establish committees of three or more persons to assist the Local Government body and to exercise powers, and to discharge the duties of Local Government that can be delegated to such committees.

The Advisory Committee could, in a limited sense, undertake a governance role in relation to activities, and importantly provide an opportunity for wider community input into the policy and program development activities and accountability aspects of an organisation.

The Committee could be made up of a member of the Local Government body and employees and other persons, and could be delegated powers and duties.

In particular, it could be delegated the powers necessary or convenient for the proper management of property and events, and these powers alone would be significant in terms of the operations of an organisation. The ability to exercise powers in relation to events is also relevant – given the exhibition, performance, and other activities and touring events of such organisations.

As a general philosophy, there is a need for the governance and management structure and the operational framework to be efficient, effective and inclusive of community input in terms of performance, responsive to community needs and requirements and relevant to the changing needs and priorities of communities.

A **third option** is a line-management arrangement with organisational staff reporting to the appropriate senior manager [and effectively governance] in the Local

Government body on a day to day basis, and possibly supported by a Community based advisory group.

As a matter of principle, it is important for any management structure and operational model to maintain and enhance its capacity to;-

- Be entrepreneurial and establish and communicate a long term Vision within the frameworks of the major stakeholders, and to set objectives and priorities for obtaining and managing diverse product, recognizing the desirability of some commercial capacity,
- To appoint staff,
- To monitor activities throughout the year,
- To ensure objects are achieved,
- To make sure financial difficulties do not arise,

An important additional responsibility is to guide the organisation to be commercially responsive to arts product and other business and event opportunities, and to participate in setting policy on product acquisition, including operational and financial effectiveness.

The duties and responsibility imposed by legislation on Board/Committee members in particular are many and senior staff also have particular responsibilities. Anyone participating in management may share the same responsibilities as Board members, and there are specific duties including honesty, reasonable care, and reasonable diligence. Clearly these principles are important.

Other important duties are to exercise reasonable care in relation to;-

- Regular meetings,
- Proper notice to all members well in advance of meetings,
- Meetings properly conducted,
- Accurate minutes are kept of all decisions, and
- Decisions are acted upon,

- Appropriate action is always taken to resolve financial and managerial problems

As a general observation, most organisations fail in governance and management because of poor technical standards and because of unsatisfactory working relationships. Members must have a clear understanding of their duties and responsibilities and must act honestly and with due care and diligence. It is always useful to have an Accountant/financial expertise as a member, with a duty to advise other members and senior staff on financial matters, particularly those concerned with interpretation of financial matters and performance.

In terms of additional issues on which a Board/Committee could focus on a regular basis, it is suggested that as a routine matter, it should receive regular reports on risk management strategies and their implementation, and on Marketing Strategies and their implementation.

Again, both of these are seen as critical for the governance of large facilities such as major arts, performance, convention/conference, and entertainment facilities.

Governance of large facilities must focus on risk management as a part of their responsibilities. In this regard, it is suggested that a Business Plan recognize the concept of risk management in the organisation.

It needs to recognize there are risks to be managed, that everyone is responsible and accountable for managing the risks in their work and that people should be encouraged and supported by management to manage risks. Further, risk management planning will provide a framework of systematic approaches for making decisions about how best to manage risks. There will be constitutional and policy requirements which operate within political, social and economic environments, and these need to be taken into account when managing risks.

Actions taken to manage risks should be integrated with planning and operational processes – including the Strategic/Business Planning processes.

Effective risk management depends on good quality information.

To achieve risk awareness and a management philosophy, it is suggested that specific policy be developed and endorsed by a Governing body which includes information such as:-

- The objectives of the policy and rationale for managing risk,
- How the policy is linked to the Strategic and Business Plans,

- The extent or range of issues to which the policy applies,
- Guidance on what may be regarded as acceptable risks,
- Relevant ethics and values,
- Responsible persons for managing risks,
- The support and expertise available to assist those responsible for managing risks,
- The level of documentation required and,
- Plans for review of the organisation's performance in regard to risk management policy.

The concept of risk has two elements, the first being the likelihood of something happening and the second being the consequences if it does.

Risks might include failure to reach objectives, clients dissatisfaction and poor publicity, a threat to physical safety or breach of security, mis-management, problems with organisational culture, failure of equipment or computer systems, breaches of legal or contractual responsibilities (including by users), and deficiencies in financial controls and reporting.

Conclusions

Whereas the aforementioned is particularly relevant to Performance Centres – there are other City/Shire line management arrangements in place for the arts and cultural and other facilities. These are generally satisfactory, but must operate in ways which reflect the general principles of management outlined above.

In arts and cultural organisations, community based advisory groups are a valuable organisational extension to management staff in understanding community needs and requirements – on an on-going basis.

6. Community/Meetings/Questionnaire Responses - Conclusions

Community Consultation Meetings

At the Community Meetings the Terms of Reference for this Project were clear. It was re-stated that the concerns for the consultant in relation to the Naturaliste Community Centre, for example, was understanding the capacities, the strengths, the weaknesses, other uses etc of this Centre and to make assessments as to whether there is capacity in its current or a developed model to support arts and cultural activities in the Capes Region.

6-1 Community Meeting – Naturaliste Community Centre

Refer Attachment “A” for detailed issues arising

Conclusions

There are clearly a range of concerns from current and potential users of the NCC that its availability and regularity of access and usage are under consideration, and some may be excluded because of charging and the non-availability of spaces. There is on-going review/consultation with the community and the City of Busselton on these issues.

In terms of arts and cultural facilities, the multi-purpose rooms are vacant generally during “out of hours” time and several days each week. These could be available for arts and cultural activities – as desired by many in the community, including existing users such as the Community Church, for smaller community based drama and dance, rehearsal and performances, with seating spaces for up to 200 people. Some minor modifications would be required such as a portable stage (to be stored in the green room) and some appropriate stage lighting, acoustic back-drop curtains, communication/sound equipment. It is estimated that this would require development expenditure of approximately \$50,000.00 – and not require further capital expenditure on building construction expenses as suggested by some.

The establishment of a community advisory group to support City management would ensure clarity in policy and operational planning for the NCC.

6-2 Community Meeting – Old Dunsborough Hall

Refer to Attachment “A” for detailed issues arising

Conclusions

Whereas there is seen by some to be a need for expansion of the Old Dunsborough Hall, (as has been considered before in terms of raising the roof, and improving the general facility of the Hall), the clear preference is for the Hall in its entirety to be preserved as it is – there is a strong affection for it in its current form and usage – noting the recent building report that indicates a need for essential service upgrading – and ensuring the structural integrity of the overall building. It is already heavily booked, in its present form by a range of community groups, including for arts and cultural related pursuits.

There is strong local support for the establishment of a Cultural Precinct in Dunsborough in a central location, possibly in the Foreshore development/Sculpture Park area.

This matter should be the subject of further review and enquiry in terms of location, infra-structure, user potential, and management.

6-3 Community Meeting – Busselton City Offices – 13 March 2012

Refer to Attachment “A” for detailed issues arising

Conclusions

There is seen to be a high priority need for a Cultural Centre/Performing Arts Centre in Busselton to facilitate local performances, touring performances, and to enable use for conference/convention traffic, and occasional use by educational authorities when a large lecture space is needed.

In addition the facility could in particular support local dance and music organisations.

The preferred location is near the Cultural Precinct, in a colourful and active environment.

In operating such a facility, attention should be paid to management practices and processes that maximise income potential and lessen inevitable operating subsidy requirements.

There was support for the retention and maintenance of the Old Dunsborough Hall, and for arts and cultural activities to be undertaken at the Naturaliste Community Centre where possible in terms of space and suitability.

Aboriginal culture needs to be visible and accessible, with concerns also raised about a current register and management of sacred sites.

The Old Butter Factory is regarded as an important cultural facility, with a strong need for the site/buildings to be properly maintained structurally and functionally. In addition, there is a need for professional curatorial support in the management organisations – along with some salaried staff in the management team.

6.4 Community Meetings Augusta and Margaret River – 21 March 2012

Refer to Attachment “A” for detailed issues arising

Conclusions

Existing facilities such as the Centennial Hall and Museum in Augusta are key arts/cultural facilities, and maintenance and appropriate development are supported.

The development of the Cultural Centre and adjacent external spaces for arts/cultural activities are supported – as envisaged in SuperTown documentation – including “A” Class Gallery spaces.

The Old Settlement development and management arrangements are well supported in the community, and should accommodate a small relevant Museum, and work spaces for artists.

The Margaret River Community Resource Centre has existing limited gallery spaces and artist in residence facilities. It also has the capacity to accommodate spaces for artists in the “Wash” areas of the former Hospital – ideal for pottery and other “wet” arts/craft activities.

The Sound Shell in Cowaramup needs acoustic enhancements.

6-5 Responses to Questionnaires

There were 236 responses, the majority of which were written but a substantial number were verbal/direct to the consultant, as that opportunity was provided.

Conclusions

There is a need for a performing arts centre within the City of Busselton Local Government area – and that Centre should be probably of the order of 300 seats. It should provide for youth theatre. It should be located in Busselton.

Any such centre should be built on the basis of 20 year predictions because of the substantial capital and on-going operational costs associated with this. It is a major issue in terms of community facility, but also in terms of on-going costs to the community. On balance, the majority saw Busselton as being the likely place, principally because it is the population centre and is a major location for tourism. It has facilities such as the Cultural Precinct which could be an ideal location for the location of a performing arts centre. It is important that any facility has the capacity to provide reasonable cost access to a wide range of community groups from across the local Government area, including rehearsal spaces etc. In addition, it was seen as fundamentally important that a performing arts centre be a multi-purpose centre which could be used for a wide range of community activities including local performances, business conferences, conventions, educational, touring performing arts, and film and potentially incorporating a gallery or facility which would complement the gallery facilities already available in the Cultural Precinct in Busselton – particularly if ArtGeo was an “A” class style facility. In addition, there was wide comment about the Weld Theatre, and its value to the community and the fact that it is in the process of enhancement which should fit it well as a complementary facility to any performing arts centre located within its vicinity.

There was concern about the public art collection – the City of Busselton Collection – and the need for better display and utilization policies and activities. The Collection is the responsibility of ArtGeo – but this is not a suitable facility in terms of security/ storage. It is kept in a variety of places. Venues could accommodate and display the City collection e.g. in the new Public Library facilities, any new Performing Arts Centre, and other locations which could be selected through an agreed and managed policy.

There is clear evidence of population growth in Dunsborough. This is evidenced elsewhere in this Report and people are very conscious of this, and the fact that it

suggests a need for a Cultural Precinct, along with complementary museum facilities to those existing already in other parts of the Capes Region.

Spaces for artists generally were seen as vitally important with a need for a detailed review of available facilities, their adequacy and for growth. These included Pottery venues, Woodturning venues, and other community arts and cultural activities.

In relation to the Naturaliste Community Centre in particular, this is primarily an important facility for local sports, exercise and community well-being generally. This includes some opportunities for Community Church involvement and it has included in the past some opportunities for arts and cultural activities on an ad-hoc basis. There are however major concerns expressed by many people about the on-going purpose, functions, space allocations, permanence and related issues in relation to the Naturaliste Community Centre.

The Library at the NCC is seen as a fundamentally important facility, as is the Child Care facility.

There is a need for community spaces at the NCC to be preserved. There are concerns that current planning for the NCC could have the potential to remove groups such as the Little Creatures Playgroup from their current daytime availability, to cater for a privately run Crèche. These are concerns that need to be considered and addressed in terms of how the NCC will be managed and operated in the future – noting that current usage statistics – in terms of days and times on current demand/usage indicate that the multi-purpose rooms are not used on several days each week, often in later hours.

There are many groups including fitness classes, choral groups, childrens' dance and fitness groups as well as a range of indoor sports undertaken at the NCC that encourage people to utilize the Centre.

It was reported that the NCC needs to offer a variety of programs including the City of Busselton subsidized cost effective fitness classes. Over the last twelve months the quality of the fitness equipment at the NCC has not been maintained and there are budgetary issues here clearly. Often there is not enough equipment for some classes to run, against the background that demand is increasing.

The Old Dunsborough Hall is favoured by many as it is, but some upgrade/repairs are needed to facilitate its continued use as a valued community asset.

The issue of asbestos in the building in something which requires attention and the City has a report which discusses these issues and cost implications. The

current size of the Hall, as distinct from the Art Society rooms, is seen by most as being adequate, and in terms of cost, particularly appropriate for community based groups including as a rehearsal space for groups such as JAMPACT, and for dance and for other activities by young people. It is generally fully booked and is economic.

The Yallingup Hall has significant arts and cultural uses and has its own theatre company associated with it. This is important to both the Yallingup and Dunsborough communities. Its activities include as a Surf Film Festival venue for film screenings, meetings and workshops, community markets, art exhibitions, yoga and exercise classes, meditation, cooking and the Yallingup Stage Door Theatre Company activities. It is a valuable community asset and there are plans to maintain and modestly develop it. It is however important that it be seen as an important part of the arts and cultural facilities in the Capes Region.

In Augusta the Lesser Hall is not a significant arts and cultural facility, but the Centennial Hall clearly has substantial potential, in its current format, for touring performances and local performances and related activities, including gallery activities. It is a well utilized building and is flexible in terms of its use. The Centennial Hall in Augusta has ample parking, disabled access and has seating for approximately 250 people, it has a box office, it has an auditorium which measures 12 metres by 18.5 metres with a proscenium arch opening. The stage measures 9 metres by 6 metres, dressing rooms are equipped with benches, mirrors and bathrooms and the kitchen is well appointed. The facilities available include 300 chairs, comprehensive sound and lighting systems, gas fired heating, stage curtains, sound and lighting control equipment, acoustic sound panels, an upright piano, and stage curtains. It is a well equipped and diverse facility. It is managed under an arrangement with the Augusta Margaret River Shire and the Augusta Centennial Hall Management Committee.

It was noted in May 2011 that the Hall is in fair condition for a venue. Technical upgrades were made in April 2011 that would assist the hirers. However, the venue needs all equipment tested and tagged immediately and is in need of annual maintenance to keep it in good condition. Any complementary equipment required could be provided through the Margaret River Cultural Centre. The audio desk and amplifiers are rack mounted in addition to improvements to installing equipment to improve the quality of sound in the venue.

7. Documentary/Policy Reviews, Facility Reviews, and Organisational Consultations – Conclusions .

DOCUMENTARY/POLICY REVIEWS

7-1 Percent for Art Policy – City of Busselton

Guidelines were created in 2007 to help incorporate art works into developments as part of the City's Percent for Arts Policy. Art work associated with the development was to be approved by the then Shire before the issue of the building licence. Designs for art works with drawings, location, materials, names and resumes of artists were to be submitted on the forms attached to the guidelines, with the application for a building licence. The Percent for Art Policy was based on the Western Australian Government policy in the universal model Percent for Art Policy developed by ArtsSource. The aim of that policy is to protect and enhance community and cultural identity through the contribution of 1% of eligible development proposals and Shire capital works towards the inclusion of art works in built form and public spaces.

At the time of the development of this Policy in 2007 the then Shire considered there was a need to protect and enhance utility, amenity, and identity of the public domain of places such as town village centres, squares, foreshores, and parks within the municipality.

Conclusions

These views are seen to be as relevant today as they were in 2007 in that they will assist in achieving the following objectives;-

- a) Promotion of civic, community and cultural identity by introducing public art which makes streets, open spaces, and building more locally distinctive,**
- b) Enhancing a sense of place by encouraging public art forms which reinforce and highlight European and Aboriginal history, cultural heritage and contemporary traditions,**
- c) Promotion of community reflection, inspiration, celebration and wellbeing,**
- d) Improving visual amenity by use of public art to screen and improve the appearance of places and,**
- e) Improving the functionality of the public domain through the use of public art to provide an appropriate street furniture function.**

7-2 The Old Court House – Busselton

Several studies have been undertaken in relation to this area of the Precinct. They include a Community Workshop in August 2006, Strategic Plan developed by Jack In The Box and released in 2006, a Marketing Plan developed and released in 2006 and the Court House Arts Complex Management Plan in 2007. They are not concerned with the interpretation of the heritage of the complex, but on the basis of this research, that interpretation should include attention to conditions in the early years of European settlement – that an Aboriginal Reference Group should be established with strong local representation – and that interpretation acknowledges the system of law and social organisation that existed in local Aboriginal society. Interpretation could include the establishment of a Bush Garden on the site and to a simple outline of the early years of Busselton's history as a context for understanding the significance of the Complex.

The Complex's role as an art centre should be recognised as a significant aspect of its heritage and interpretation could include a cameo presentation of the first resident Magistrate Captain Molloy, as a means of highlighting the challenges facing the administration of justice in the early years.

In addition, the effects of 1905 Legislation which established the Stolen Generation should be illustrated through the inclusion of testimony of Rose Pell's childhood separation from her Busselton family.

In addition there are several other recommendations including that in interpreting its roles as an arts centre, prominent stakeholders from bodies such as the then Busselton Arts Council, Busselton Art Society, and the Cultural Partners Group, and the City and ArtGeo staff should be encouraged to have input into the material used, and that prominence should be given to interpreting the Complex's role as an arts centre, particularly the roles of the Busselton Arts Council and the then Busselton Art Society, and the City and Management.

Interpretation of the role of the Complex as an arts centre should mostly be in those spaces that are used as arts spaces and an audio tour could be developed as a major tool for interpretation of the history and heritage of the Centre. Existing metal plaques outline building details and the former use of spaces in the Court House should be retained. An interpretive implementation should be consistent with overall strategic planning for the Centres' future as a part of a Cultural Precinct for Busselton.

There are further recommendations regarding themes to interpret the significance of the Court House Complex buildings and site, and suggested general principles as a basis for interpretation of the buildings and spaces - all of which have been readily accepted -

including restoration with authentic fittings and finishes to be retained, modern materials to be used for new work, and there should be respect for the past and retaining the patina or age and noting that the spaces around and between the buildings are as important as the buildings themselves.

Conclusions

The buildings should be considered as a major component of interpretation, and this comment is relevant in terms of earlier comments about the Weld Theatre. There are several other recommendations and these include that the exercise yard be left as an open space for group work, with modest interpretation to explain its use.

7-3 Arts, Culture, Spirit, Sense of Place – The Shire of Busselton October 2004

This Report was developed by persons from Cultural Planning and Development, with the community and the City of Busselton (then Shire) in October 2004.

It included comprehensive consultations with relevant individuals and organisations including 36 community based arts and cultural organisations, 62 commercial arts organisations, 26 individual artists, 16 schools, 3 environmental organisations, and 7 (then Shire) managed arts and cultural places and activities.

In terms of arts and cultural infrastructure the Report recommends that as part of networking strategy, a plan should be developed to invite different organisations to meet with local groups on a regular basis. Also in developing the Cultural Precinct, its links with other precincts and sectors is as important as the Precinct itself. The Report suggested that the then Shire should adopt an eight stage Cultural Planning Process which would provide the framework for continuous cultural planning and development, increased collective information and the analysis of situations to inform further planning.

In terms of the Library, all organisations should be encouraged to deposit a copy of their posters, information documents, annual reports, and photo albums to the Library. Some organisations were already doing this but it was suggested that the Library could have an exhibition of local arts and cultural history to encourage organisations to make deposits. It was also seen as important that the then Shire maintain a data base of arts and cultural organisations and venues.

Conclusions

In terms of findings and recommendations, and these are supported, there was seen to be a need for buildings for the arts in the high arts, community arts, established and contemporary genres, visual arts and craft, music, dance, theatre, literature, new and multi-media, mixed commercial and community

opportunities for economic sustainability and the Cultural Precinct. In terms of arts and cultural infrastructure networking, planning and performance, the management of assets and information were seen as critical issues for community involvement.

7-4 Leisure Services Plan for the Shire of Busselton – April 2005

In 2005, CCS Strategic Management Community Development and Leisure consultants undertook this study for the then Shire of Busselton. In particular, it identified a Leisure Services Plan for the community with a focus on the period from 2005 – 2015 as a basis for the Shire to have a sound basis on which it could plan, co-ordinate and make future decisions on the development of recreation services and the provision of facilities in accordance with the desires of the community.

Up to that time the Shire had experienced considerable population growth and ongoing growth was forecast for the next two decades with the current population around 27,000, that is in 2005. It was predicted to reach 40,000 by 2015 and 60,000 by 2030. These figures are still relevant. At the time this report was prepared in 2005 the Shire was experiencing a tripling of the resident population during holiday periods and this is continuing, which requires the population to be serviced through leisure facilities etc of around 100,000 people at peak times.

In a comprehensive survey in this 2005 Study, when asked what facilities they believed were most required, the top five responses in priority order were;-

1. Walking, cycling trails and paths,
2. Swimming pools
3. Ovals and parks,
4. Live entertainment – theatre – performing arts centre – arts centres,
5. Beach front facilities and amenities.

Conclusions

Clearly population growth projections are valid, and the recreation priorities are high but there is a strong voice evident advocating for performing arts and arts and entertainment venues.

7-5 Shire of Augusta and Margaret River – Strategic Community Plan 2011/12 – 2021/2022

This Plan identifies key result areas as being for sustainable development, environmental protection, strong community, vibrant economies and business excellence. Significantly these key result areas include sustainable community infrastructure.

Conclusions

Some immediate plans include extensions to the Margaret River Library, upgrading the Margaret River Cultural Centre, developing the Concept Plan for the Old Settlement site, and a ten year program to remediate facilities which do not meet universal access standards.

7-6 Shire of Busselton Cultural Plan – 2004

This plan undertook an assessment and analysis of arts and culture in the Shire, and a two part cultural planning process was used.

Of particular relevance to this study was that the reference to the planning of cultural amenities and town planning were seen as an involved issue, but regardless of their size they desired to have at least one of each of the following - a Cultural Centre, a Performing Arts Centre, a Community Centre, a Youth Centre, an Amphitheatre, a Cinema, and an Indigenous Cultural Centre and Art Gallery, Community Gallery, a Museum, a Community Museum, a Library, and public art and recording studios.

Conclusions

Arts and Cultural amenities were seen to represent a symbol of maturity of the place and its people. Investment in such assets would be considerable and the amenities themselves are not usually economically viable if considered as stand alone assets. However, the multiplier effects on business, employment and community capacity building cannot be under estimated and this is dealt with elsewhere in this Report in section 3.

7-7 Weld Hall Conservation Plan

In October 2009 Heritage and Conservation Professionals in Perth undertook the development of a Conservation Plan for the Weld Hall at the corner of Queen and Adelaide Streets in Busselton.

The Conservation Policy framework covered issues relating to conservation of assessed significance, statutory requirements, assessing future use and development and implementation against the fundamental principles that all work undertaken to conserve or adapt the Weld Hall Buildings and gardens should be appropriate to the assessed significance of the place - with conservation work to be guided by experienced conservation practitioners, noting that Weld Hall is included on HCWA Register of Heritage Places.

Overall, in terms of physical conservation works, the report identified urgent works in a one to two year timeframe, which included regular maintenance, drainage, repair and restoration of parts of the building and installing mechanical ventilation and air conditioning to the Auditorium. Less urgent works were seen to be in the two to five year time frame, ensuring that the building fabric was checked for possible asbestos content fibrous cement sheets, and to replace these only where they were recommended because of damage or with a program of works to upgrade the building.

In addition, there was seen to be a need to restore the pressed metal ceiling and to restore the architraves to the arched window in the south wing. Longer term conservation strategies over a five to ten year time frame were to ensure on-going programs of maintenance and care of the building, checking and treating for deterioration on an annual basis, and carrying a process of upgrading facilities as recommended.

Subsequently, an overall Weld Theatre upgrade plan was developed to meet community standards, recognising the heritage nature of the facilities provided by this asset. In 2011 advice was provided by a construction cost consultant that indicative cost estimates for this work would be \$740,000, excluding GST. This estimate was based on architectural drawings.

Ultimately the cost of the works required was estimated at \$810,000 on 11 August 2011, and there were commitments for the provision of funds from the Shire of Busselton, the South West Development Commission, and Lotterywest.

Funds have been committed sufficient to undertake substantial improvements to the building but excluding the assessed storage and stage support requirements, including provisions for the movement of substantial items into the building as a part of sets and mounting on the stage and removing from the stage - which results ultimately from the project being some \$120,000 short of what is needed to complete the overall development.

Conclusions

During the course of research and analysis in this project it was clear that the Weld Theatre facility is strongly supported by the community as a fundamental part of the "theatre infrastructure" in the City of Busselton area, and in the wider community. There are clear needs, and these are recognised by most, for this facility to be maintained, restored, and upgraded to a standard which enables it to become a key part of complementary theatre facilities that may be built within the Cultural Precinct or elsewhere in Busselton.

7-8 The New Community Resource Centre and Library Extension – Harris Road Busselton

Substantial works are underway in relation to this Centre and will enhance the existing Library facilities, adding a significant Community Resource Facility adjacent to that.

Conclusions

The co-location of these areas is seen as highly relevant, including in terms of the provision of essential information services to those who will occupy, utilize and visit the Resource Centre.

This new facility overall could provide substantial opportunities for displaying at least part of the overall City's Art Collection.

7-9 Conservation Plan for the Office of the Department of Agriculture – Busselton currently ArtGeo

A Conservation Study was undertaken in December 2000 and the purpose of the resulting Conservation Policy was to state how the conservation of the place may best be achieved in the long and short terms, and how to retain or reveal significance, identify feasible and compatible uses, meet statutory requirements and work within procurable resources - stressing that any future conservation works, alterations, or maintenance should be carried out in accordance with the principles listed in the Australian ICOMOS Charter for the Conservation of Places of Cultural Significance. The policies and options discussed in any plan should be adopted as a guide to future planning and works. It was stressed that future conservation must retain the cultural significance of the place and must include provision for its security, its maintenance and its future.

Conclusions

The building was constructed in 1930 and its original use was as a Bank. Other uses have been as Government Offices. It is now an Art Gallery. Its construction is brick, stucco and tile. It has had few modifications, and is mostly still of its original fabric. These are significant findings, and discussions about principles

and standards to be followed in relation to the development of the Cultural Precinct and the key facilities within it, including the ArtGeo Gallery.

7-10 The Strategic Plan 2010 – 2020 – Shire of Busselton

Key result areas include community and social well-being, business and economic well-being, natural and built environment well-being, and organisational well-being.

Conclusions

In relation to community and social well-being, strategic priorities were seen to be a range of quality leisure, cultural, recreational and sporting facilities and services, providing for the youth, the aged and the disadvantaged, and providing for a healthy community.

7-11 Building Report – Dunsborough Community Hall

Cotan Consultants undertook research and prepared a building report in relation to the Dunsborough Community Hall on 20 March 2012.

The building was described as a number of attached structures which had been combined to form one single storey building complex, with the original hall being built in 1958. Total building area in the single storey complex is 489 square metres.

The site was described as natural ground, with slight slopes from the North Eastern corner on Gifford Road down to the South Western corner on Gibney Street. There is a bitumen sealed carpark and driveway located on the Northern side of the Hall and a hotmix sealed carpark for eight bays on the Southern side of the Arts Society Section. The landscaping beds have been installed along the Eastern and Southern sides of the building and there is storm water drainage.

The site was assessed as well drained. There is no indication of any problems from rising ground water, with surface water run-off from the driveway and car-parks being directed to flow clear of the building.

Conclusions

In terms of the main hall, the timber floor structure was constructed from Jarrah which has been dried and is in good condition. The timber flooring stumps appear to be in good condition with replacement of timber stumps not required at this stage. The Building requires on-going inspections and rectification. Over

time some or all of the timber stumps may subside due to deterioration at the base of the stumps. Stage floor structure is a demountable form of construction which will support light loads only.

In terms of foyer, kitchen and bar, there were no significant problems, although the standard of the kitchen and bar has received adverse comment. Again, toilets were not a problem but do require attention.

The Arts Society space in the building similarly doesn't require replacement of timber stumps for flooring, providing complete and regular maintenance inspections are undertaken.

7-12 Margaret River Cultural and Event Centre.

In the context of the SuperTown Funding Applications submitted in relation to the Shire of Augusta/Margaret River in February 2012 it was mentioned that the Margaret River Cultural and Event Centre upgrade is significant in that it will meet the cultural facility needs for a growing community for performing arts and visual arts for the next 20-30 years. It will provide strategically located state of the art facilities to attract major national and international events such as wine and food exhibitions and business conferences - expanding the economic base of the region, generating tourist dollars and local employment. It also represents good value for money at approximately \$17 million dollars by incorporating an existing 300 seat theatre and complementing the new \$13.2 million dollar Civic Centre and landscape gardens, all within walking distance of 1,500 accommodation beds.

It will provide an attractive multi-functional hub for community activity and events ranging from the annual agricultural show, Circuit West productions, travelling art exhibitions, cinema and musical concerts.

It is noted that, during the course of consultations for this Project, it was mentioned that the external areas between the Civic Centre and the Cultural facility could well be developed appropriately, perhaps as an external performance space.

There are several identified deficiencies in the current Cultural facility in that the auditorium needs to be softened to make it more welcoming, inviting and comfortable. In addition, it requires acoustic treatment, efficient heating and cooling, and the current retractable seating requires manual handling. The lack of hanging space and the temporary nature of foyer conversion to a gallery is sub-optimal in presenting art works. This again was referred to consistently throughout this Project, with the need for separate and improved gallery facilities for presenting art works and for hosting larger exhibitions and permanent displays. In addition, disability access arrangements are currently inadequate and there are no disabled toileting facilities.

The administration ticketing office is cramped and inefficient, and kitchen and catering facilities are outdated and require replacement. Bar facilities are similarly sub-optimal and the foyer area is cramped and lacks natural lighting. The roof of the Cultural Centre in the adjacent squash court section of the Recreational Centre contain asbestos and the Shire is keen to remove these. In addition, the Shire and the Local Chamber of Commerce has identified a potential demand for increased convention and function facilities due to the regional attraction of Margaret River and surrounding areas. The integration of existing community facilities and new conference facilities is desirable to minimize the running costs and maximize flexible multi-user capacity.

Conclusions

In summary the planned \$17 million upgrade is reported to include;-

- **Refurbished 300 seat theatre featuring best available technology,**
- **New 460 square metre divisible event/conferencing space,**
- **New commercial kitchen and bar servery areas,**
- **150 square metre gallery exhibition space,**
- **New foyers and separate pre-functions areas for two simultaneous functions,**
- **Two new offices and rehearsals spaces,**
- **Full disability access toilet facilities,**
- **A new attractive aspect from Wallcliffe Rd, complementing the Civic Building,**

7-13 Undalup Festival Association – Consumer/Tourism Survey

The Undalup Association is connected with evaluations of consumer interests in engaging with Aboriginal tourism experiences. During the course of an event in Perth, a consumer questionnaire was developed. Questions to answer included engagement with Aboriginal tourism. This data was collected in March 2012.

The respondent consumers were 92% Australian, 43% were 55 years and older, with 41% being between the ages of 35 and 54, 70% were female, and 84% were from Western Australia.

Most planned to spend their next holidays in Australia's North West and Australia's South West (40%).

Their main purpose of holidaying in Western Australia was to explore and to learn, with 67% indicating that this was their highest priority, 65% were likely to go on holiday with a partner, and 64% would get information to plan their holiday from the internet.

In terms of interest in engaging in Aboriginal tourism experiences, 64% had already experienced traditional Aboriginal culture, but 36% had never experienced Aboriginal culture. A very significant majority 91% would like to experience Aboriginal culture during their next Western Australian holidays which means that of the 40% who said they would come to the South West, 90% of those were likely to experience Aboriginal culture or seek to do so during that holiday event.

Conclusions

In summary a very significant majority of visitors would like to experience the South West and Aboriginal Culture during their next WA holidays and most are interested in getting more information about Aboriginal tours and related businesses.

7-14 Foreshore Development Concepts – Busselton

One of the most important Community and cultural assets to the Busselton Community is the foreshore. The foreshore has been a critical element in Busselton's development since European settlement, being the location of the iconic jetty, and a link between Geographe Bay and the Town Centre. The Busselton Community is therefore closely connected to the development of the foreshore and the role it plays in the daily life of the residents.

The foreshore also forms an important but unrealised destination for visitors. It embodies the relaxed coastal lifestyle that is highly sought after as a tourist experience.

In June 2011 the Council adopted the following statement of intent for the Busselton foreshore – "A Balanced Approach – the foreshore will be developed in a manner that respects Busselton's identity and heritage, whilst providing economic, social and environmental benefits to the City and South West Region."

Conclusions

Review of the Foreshore Development concepts indicates that developments such as the Performing Arts Centre and Cultural Precinct issues are relevant

to the overall facility and community development aims inherent in the concepts.

7-15 Dunsborough Community Planning Day Report – 22 May 2005

This was an initiative undertaken by the Dunsborough and Districts Progress Association, the South West Health and Communities Project and the South West Development Commission. Its purpose was to promote involvement of the community and celebrating and reflecting on community achievements, identifying economic, environmental, and social assets of Dunsborough and imagining Dunsborough as a vibrant, productive and healthy community. It used shared knowledge as a basis of planning to progress actions together and identified community priority areas.

In terms of cultural facilities, particular emphasis was placed on an outdoor concert venue, along with a variety of cultural and sporting facilities.

There were strong feelings about a co-ordinating group to bring all groups together to promote actions for community self-autonomy and autonomy of facilities and control and the need for a strong community group to represent Dunsborough within the then Shire.

Particular requirements that were seen in relation to arts and culture were an amphitheatre, entertainment venues generally, creative supportive structure for isolated families and a gymnasium on NCC land for the health of all people including the elderly.

In some of the large group exercises there was strong emphasis on focusing on environmental issues in policy, in community development and recreational projects supported by a local liaison group, and the options for joining up various groups for community connectiveness and to develop local festivals for locals.

Cultural and sporting facilities were a high priority and they included a world class surf club, yacht clubs, outdoor entertainment venues for cultural and sporting events, liaison with Aboriginal groups and clubs, and the renovation of the Dunsborough Hall.

Conclusions

Priorities were seen to be improving the ascetics of the Town Centre and visual pollution, and this was consistent with suggestions elsewhere for Cultural Precinct facilities.

7-16 Action Agenda for Regional Developments – Regional Development Council

This is a substantial policy document which prioritizes investment decisions to achieve more effective regional development outcomes. It sets out the Regional Development Council's priorities and outcomes for regional development in Western

Australia and directs Council's policy development focus. It concentrates on outcomes that improve the provision of quality, affordable and accessible services in regional areas including improving the social, cultural, and environment amenity for regional residents.

There are a range of priorities in housing and services, in employment infrastructure and skills, in health, and in education. In social and environmental amenity, there are indications that an outcome sought relates to cultural events that attract visitors and visitors to the Region and enhances the quality of life for all residents. Under leadership and decision making, the Action Agenda seeks a particular outcome such that Aboriginal Leaders are encouraged to develop local solutions to regional and Aboriginal challenges, and to enhance Aboriginal representation at all levels of Government policy.

Conclusions

Through the Regional Development Council there is a Regional Development Council Action Agenda Funding Scheme under which funding is available to assist the development of infrastructure or service projects that have a strategic impact such as arts and cultural facilities - against the Action Agenda outcomes, particularly in social and environment amenity.

Importantly the Action Agenda items that may be supported must be worth over \$500,000 and applications can be submitted by any organisation or individual business including all States Agencies and community organisations. Eligible applicants may include Local Government, voluntary organisations, business groups, educational institutions, and philanthropic foundations and community organisations.

7-17 Five Year Cultural Plan – Shire of Augusta-Margaret River – March 2006

This Study was commissioned in 2005 to introduce an implementation plan for earlier work that had been undertaken through the Community Arts Network in Western Australia in 2003-2004.

The Report found that the implementation of a Cultural Plan depended on the then Council's ability to provide both recurrent and capital funding, and harnessing support from within the community. It also identified that there is considerable potential for growth in arts and cultural activity within the Shire to serve the local community and to harness some of the potential arising from visitors. It was said that only a patient, realistic, and strategic approach could bring the social and economic benefits to the Shire which the Cultural Plan clearly intends.

Included in the recommendations of this Plan were a commitment to funding for five years, a commitment by Council to funding for five years, appointment of a Technical Manager for Council facilities, increased maintenance of the Cultural Centre and new facilities and possible support for a proposed professional performing arts company. In addition, the establishment of and support for Arts

Grants Program for local master classes was supported, along with the development of a Strategic Events Calendar Program.

In a strategic sense, it was seen important to have a Cultural Communications Strategy and the overall development of a Cultural Capital Strategy. In terms of capital matters the refurbishment and upgrade of the Cultural Centre were of high priority with a provision of rehearsal workshop and community spaces and provisions of an intimate performance space. In addition, capital was recommended for the facilitation of the development of Artists in Villages and arts workers spaces.

Conclusions

This Report confirms findings arising from this Project in terms of priorities and the needs for arts and cultural facilities.

7-18 Local Cultural Planning Strategy – City of Busselton August 2011

This a comprehensive document which it is said builds on relevant recommendations of the Shire's Cultural Plan which was developed in 2005. It describes how the then Shire had sought to extend the influence and scope of the existing Cultural Plan by integrating cultural planning into both the local planning scheme and in operational practice.

It recognised that there is an imperative to protect and nurture community and cultural identity, while rapid population growth (as is the case now) is occurring, and also recognizes an inherent desire to manage and protect the quality of life, while welcoming visitors including new residents.

The Report includes maps on cultural precincts and significant cultural sites, group settlement plaques and maps.

There is considerable statistical data in terms of demographics for periods to 2006 and substantial discussion about cultural precincts seeking to embrace existing neighbourhoods, and to celebrate local character by creating "zones of experience".

Interestingly, particular precinct concepts were seen as relevant in the Naturaliste Ridge, Geographe Bay, the Wetlands and a Rural Precinct.

The Naturaliste Ridge Precinct comprises the northern part of the Leeuwin Naturaliste Ridge West of Dunsborough from Cape Naturaliste to the Southern boundary of the City. It would include the Leeuwin Naturaliste National Park, Meelup Regional Park, Bunker Bay, Dunsborough, Old Dunsborough, Yallingup, Eagle Bay and Smith's Beach, Canal Rocks, and Injidup, and adjacent foreshores including the proposed Ngari Capes Marine Park. It recognised a strong connection between the Wardandi People and their connection to the sea and that they are the custodians of the Caves in this precinct.

Conclusions

The Report provides valuable insight into significant cultural sites within the City of Busselton jurisdiction, and is an important reference document in terms of the identification of registration and management of those key significant cultural sites. It complements the current inventory of heritage places.

The importance of public art in place making is described as an important part of cultural land use planning strategies but providing public spaces for expression of culture and identity. This is clearly facilitated by the Percent for Art policies of the City as described in Section 7-1.

7-19 Demography and Planning – City of Busselton

This is an information paper which was published by the Shire of Busselton on a periodic basis to provide statistical data for rate payers, residents, business proprietors, tourist operators, consultants, statutory authorities and others regarding demographic change, projected population planning and development in the then Shire.

Importantly for the purposes of this Project the statistics included indicate that estimated permanent resident population growth 2001-2010 would be from 23,099 to 31,767 which represents an annual increase of 1,262 and annual growth rate of 4.1%. These are based on ABS data. In the then Shire, the average household size was 2.79 people (that was in 2006) and there were a total of 12,863 private dwellings, with the Busselton housing numbers being 7,826. It is noteworthy that within the then Shire 74.2% of houses were occupied. In the Busselton urban area the percentage was 83.2% and in the Dunsborough urban area the percentage occupied was 53.7%.

The population projections stated in this Report indicated that by 2011 Busselton would have 20,200 people based on an average annual growth rate of 2.5%, Dunsborough would have 4,450 people based on an average annual growth rate of 3.8%, Yallingup would have 170 people, Eagle Bay would have 80, the Vasse Village would have 1,000 and Carbanup River would have 50, meaning there would be an urban total of 25,950, a rural total of 5,100 and a Shire total of 31,200.

Conclusions

It is noteworthy that these predictions are substantiated by current data.

The Report indicated that the growth of the then Shire created many planning issues that required investigation/resolution. These included the formulation of local tourism, commercial, cultural, environment and settlement planning strategies to assist in sustainable management and planning. Clearly this is consistent with the nature of this Project.

7-20 Cultural Ministers' Council – Creative Innovation Economy Round Table – February 2008

This Report was intended to provide high level discussion of issues, opportunities, potential future directions and key shared priorities for the Australian and New Zealand creative sectors in the online, mobile, and broadcast digital environment. The Report documents achievements and is intended to raise awareness of potential future directions for the creative sector in the digital environment.

Conclusions

The Report identified a range of priorities for enabling the creative sectors to take full advantage of opportunities in the digital environment. These included increased access to digital infrastructures, especially broadband for producers and users of creative and cultural digital content and services, simpler copyright provisions, and more holistic approaches to intellectual property management through the sector. This would maximize the sectors' ability to exploit digital content across a range of existing emerging digital platforms, business skills training [particularly for small creative enterprises where the creative talent of the enterprise is also likely to be the business manager], and a strategic approach to brokering partnerships between the creative sectors' and the education sector to facilitate greater collaboration across sectors. Also, it would improve market research and consultation, and programs and funding models that increase the commercial potential of creative enterprises and organisations according to geography, demography and characteristics of the local creative sector. The intention of the Report was to heighten Cultural Minister's to pursue a range of practical measures in their jurisdictions.

7-21 Department of Culture and the Arts Strategic Plan 2010-2014

The introductory remarks to this document indicate that the Department is sensitive to the effects of the global economy, evolving technologies and changes in Community needs and that the ways citizens engage with arts and culture is changing. These are seen as opportunities and challenges for the arts and cultural sector.

It is reported that the outcomes sought by the Department are:-

- A creative, sustainable and accessible culture and arts sector,
- WA's natural cultural and documentary collections are managed, preserved and accessible.

The Report states that infrastructure and technology are seen as essential components to the effective delivery of culture and the arts experiences to the community - and

through its policy development role the Department aims to make cultural infrastructure a key component in culture and arts planning throughout the community, including utilizing new technology which is seen as vital to achieving the desired reach of services to the WA Community.

A key strategic objective is the development of a culture and arts infrastructure policy and it is understood that this is advancing at this time through increasing consultation in the context of a communications framework.

There is clearly a strong emphasis on infrastructure in a policy context and the need to promote regional and other infrastructure, and utilizing current and emerging technologies.

In addition, there is devolved funding from DCA through the Catalyst Community Arts Fund which is managed by the Community Arts Network Western Australia, through the Creative Networks Regional Local Government Fund (which is also managed by the Community Arts Network Western Australia), through the Contemporary Music Touring Program, through Shows on the Go, and through Country Arts WA Annual Funding Programs. All of these are also managed through Country Arts WA.

Further potential sources of funding are through the WA Premier's Arts Partnership Fund which is managed by the Australian Business Arts Foundation - the intention being to make it easier for small to medium businesses to partner with the arts by matching their financial commitment. **There could be opportunities for local businesses within the Capes Region to participate in this activity.**

In relation to Country Arts WA overall, there are opportunities through Shows on the Go program tours for professional performing arts productions to tour into regional Western Australian communities. Country Arts WA gathers responses from regional communities in order to select which productions tour, giving the Communities themselves a say in the selection. It is important that there be local participation in these opportunities.

Productions selected for touring to tour country areas in WA are coordinated in many respects by Country Arts WA, which includes itinerary development, contacting presenters, promotional campaigns, payment of touring cost and provision of on-road to the Managers. **It is noteworthy that Shows on the Go tours into some of the smallest and the most remote community's in the State which means that the City of Busselton and the Augusta/Margaret River Shire (given existing and emerging facilities) should have excellent opportunities to participate - even now prior to improvements/development of performing arts centre capacities in the Capes Region.**

7-22 Shire of Augusta/Margaret River Annual Report 2010-2011

This Report discusses and outlines activities and achievements in terms of several targets, including sustainable development, environmental protection, stronger communities, including culturally active Communities, vibrant economies and business excellence.

Strategic key result areas include emphasis on culturally active communities.

In terms of stronger Communities in arts and culture in particular, in the period of reporting, there was an increased contribution provided directly to Arts Margaret River to support group operations and arts and cultural endeavours in the Shire, linked to a Memorandum of Understanding and the administration of the Margaret River Cultural Centre. In addition, financial support was made available for theatrical technical services through performing arts productions occurring in the Margaret River Cultural Centre and in the Augusta Centennial Hall. This was administered by Arts Margaret River.

Raked seating was installed within the Cultural Centre which significantly enhanced its capacity.

Consultations with Arts Margaret River and others have resulted in plans for upgrading the Margaret River Cultural Centre and this has been included in SuperTown concept proposals, refer Section 7-12.

The Annual Report also refers to high priority development projects across the Shire including the Augusta Visitor and Interpretive Centre, along with other initiatives to attract tourism and support the local community and economy. The Augusta Boat Harbour development is also another significant item referred to.

Conclusions

This Report is an important document in terms of understanding the context of specific proposals which have been mentioned in and hopefully will be advanced through this Project.

7-23 South West Active Ageing Research Project – the South West Development Commission

This Project was undertaken in 2010. It noted that population ageing is one of the most significant challenges facing Western Australia and the Nation. It is estimated that almost one person in four will be a senior in the population and the population over 60 years will outnumber young people aged less than 19 years. Population ageing

requires long term constructive planning by all levels of the Government to improve outcomes for people of all ages.

The aim of the Report is to provide a number of outputs to assist in future planning for regional responses to the ageing population, which includes identifying the main social infrastructure and human service requirements for an ageing population on a sub-regional basis. A planning framework to guide the planning and design of age friendly communities in the South West is seen as an important response to population ageing with the aim being to assist regional authorities, State Government agencies and others in Local Government and the private sector and not for profit sectors - to consider the issues of an ageing population when developing policy, plans, strategies and service delivery.

Conclusions

This is an important issue in terms of arts and cultural facilities and this is an important reference document for those planning or continuing to plan the development and operation of arts and cultural facilities across the Capes Region.

FACILITY REVIEWS

7-24 Weld Hall

Refer 7-7 above.

Conclusions

During the course of research and analysis in this project it was clear that the Weld Theatre facility is strongly supported by the community as a fundamental part of the "theatre infrastructure" in the City of Busselton area, and in the wider community. There are clear needs, and these are recognised by most, for this facility to be maintained, restored, and upgraded to a standard which enables it to become a key part of complementary theatre facilities that may be built within the Cultural Precinct or elsewhere in Busselton.

7-25 The Old Settlement – Margaret River

The Old Settlement located on Bussell Highway at Margaret River has been, over many years, an important historical/cultural location for the area generally.

There is wide community support for it to be restored as such, and for some of the buildings in it to be used for related arts/cultural activities.

By way of background the site has been unused for some time due to management issues, but the Augusta/Margaret River Shire has now prepared and is implementing a concept plan for the Old Settlement Reserve (Reserve 39081).

This draft plan includes a proposed cafe, a heritage/historical precinct, a bed and breakfast, and parking and pathways allowing access and connection to the foreshore and to the Reserve.

The draft concept plan was advertised for public comment, and some 20 submissions were received supporting the concept plan but also recommending changes.

It is noteworthy that during consultations on this Project there was wide held support for the types of proposals envisaged in the concept plan.

During the course of consultations by the Shire, a workshop was conducted and key outcomes included:-

- Public access should be provided to the site and the river,
- The links across the river should be open to activate access to and from the Park,
- The heritage and history of buildings should be depicted potentially in static display and in a museum in the School building,
- Tea rooms and a cafe should be considered,
- Connectivity to other trails and reserves should be improved,
- Other commercial uses could be considered such as artisans spaces, potential markets, and open air displays or performances,
- There should be no single lease for the whole site,
- Management of the buildings should be part of a lease agreement, and the landscaping management should be done by the Shire. Volunteer groups could be considered in management,
- Funding options might include a range of leases, grants, or potential sponsorships,
- Aboriginal and environment significance needs to be considered in any final management plan,
- During the course of the preparation of the plan the financial implications were assessed by the Augusta/Margaret River Shire and a preliminary costing for the

relocation of the School House was estimated to be \$26,000, costing for pathways and fences need to be constructed if the concept plan is adopted, and a budget allocation in 2010/11 for an amount of \$150,000 from the Royalties for Regions Community Fund had been allocated,

- It was considered to be a sustainable development but development would have some environmental implications with a need to undertake some clearing for fire safety requirements, as well improvements to the natural landscape.

In terms of social development, the Reserve was seen as having significant social benefits in opening the area to public access and improving the entrance to the Margaret River Town Site. The re-opening of the historical precinct would also be a benefit to tourism and local schools as an educational facility and to showcase the area's history, both Indigenous and white settlement.

The Shire of Augusta/Margaret River adopted the recommendations put forward in the Concept Plan

- noting that it was important that there be the inclusion of a notation for the provision of uniform fencing to properties abutting the Reserve,
- that there be an inclusion of a notation for the Parkland clearing of the Town View Terrace Road Reserve, the river edge, and acceptability for light tanker vehicles,
- that there be an inclusion of a notation for a detailed landscape plan to be prepared to identify required clearing and re-vegetation work,
- that there be an inclusion of a notation stating that Indigenous heritage information boards are to be included,
- inclusion of a notation stating that all pathways and building access is to be compliant to disability access and in Inclusion Plan 2011/2013 and,
- that there be an inclusion of a notation that the Reserve will be subject to a management plan to identify responsibilities for the management of the Reserve and facilities.

It was agreed that registrations of interest would be called for the lease of various components of the Concept Plan and that all the necessary approvals would be sought. Registrations of Interest were called in April.

Conclusions

During the course of consultations for this Project, by far the majority of comments in relation to this Site were similar to those described above and were supportive.

In particular, there was seen to be an opportunity in the Old School for the establishment of a small but local museum facility which could reflect the educational interests of the Bramley School but also broader aspects of the area's history and heritage. In addition, there was support for the recognition and description of Aboriginal cultural issues through the landscaping, and through the information boards available for access by visitors.

Additional comment was also made during consultations by practicing artists that a part of the facility (the former Caretaker's House) could be utilized as studio spaces for practicing artists.

7-26 Georgiana Molloy – Anglican School Hall and Sporting Facility

This facility is built principally as two basket ball courts with associated infrastructure which turns it into a form of performance centre - in that it has a large but generally unsupported, un-serviced stage in terms of dressing rooms etc. It is nevertheless a large stage presence. The Venue could seat up to 1,000 people, but the preferred seating in a facility such as this was said to be about 300-400 people.

Technically the building has winches on the stage and some sound and light facilities. However, there is not an operating technical centre within the building which ensures that it meets the requirements of most professional performing arts centres.

Its present uses are generally by organisations such as schools, colleges, sporting clubs, and community not for profit, and commercial and business interests. Facilities utilized include outdoor courts, indoor courts, meeting rooms with a kitchen, stage and hall area, and the outdoor fields which may be used for sports. There have been some community opera performances.

There are a range of hire fees. For indoor court hire fees for a school or college the rate is \$45.00 per hour, community not for profit is \$45.00 per hour, and there are also bond arrangements.

In terms of performing arts facilities (that is the stage and limited green room and audience area) the cost for the stage area only is \$25.00 per hour. For an audience size of 0-100 there is a fixed charge of \$200 from 4pm to midnight for community not for profit - and \$400.00 for commercial interests - and \$600.00 for professional performance with a \$300.00 bond.

For 100-150 people the fee is \$400.00 for community not for profit, and \$600.00 for commercial interests including dance schools, and \$800.00 for a professional performance with a \$400.00 bond.

For audiences of 150-300 the charge is \$600.00 from 4pm to midnight for community, not for profit, \$800.00 for commercial (including dance schools), and \$1,000 for professional performances. There is also a \$500.00 bond.

In addition there are charges for any additional cleaning or rubbish removal required and security callouts are charged for as well.

Conclusions

The Anglican School Hall should be promoted as a space suitable for limited performing arts related events – noting there are some technical/spatial limitations, and the charging/availability policies.

7-27 The Old Butter Factory – Busselton Museum

The vision for the Butter Factory is to preserve the history of the Busselton district and to provide interesting and entertaining experiences for current and future generations of all ages. Throughout consultations on this Project the existence of this facility as a key cultural institution and infrastructure within the City of Busselton jurisdiction was widely supported, with some comment that its reach could be expanded through complementary facilities located in other areas of the City jurisdiction including Dunsborough and Vasse.

The current Business Plan for the Old Butter Factory identifies several strengths including support from the City, growing popularity with the Schools, increasing visitor numbers, a unique heritage building and location and the strong commitment of volunteers – with opportunities arising for better use of the space, perhaps more grant funding and accessing the Shire's Building Program Maintenance Fund. In addition, there was seen to be opportunities for refining the Collection, and reviewing the Collection's policy with increased popular interactive displays and elements and seeking support through Museum WA for curatorial resources.

These opportunities were seen to be issues which should be undertaken in a five to ten year plan.

In terms of weaknesses the current Collection's policy requires review. Space and storage is limited and signage internally and externally should be improved. There is a strong need for a curatorial resource and there have been changes in management and staff in the City.

There is a need for improved facilities for parking for buses and coaches and the need for people to attend training in the key operational activities of the Museum.

There was seen to be several threats to the future of the organisation including space limitations in the building and ageing volunteers. It has been suggested that the development of the opposite block will reduce parking even further and impinge on the capacity for people to visit the Museum.

Conclusions

The key strategies for the Old Butter Factory are seen to be building the capacity of the Society, growing visitor numbers, improving/enhancing and maintaining a unique building and location – along with improvements to collection management through the appointment of a Manager/Curator at an approximate cost per annum of \$45-50,000.

7-28 Our Lady of the Cape Primary School – Multipurpose Hall

The multipurpose hall at the school is a good standard performance facility designed primarily as a multi-purpose space for school use, including some limited sports.

It is well located and it will seat about 300 on flat floor. It has a stage with a plywood floor. It also has associated meeting rooms and other backstage facilities including an office, storeroom and change and bathroom type facilities. It is also adjacent to a canteen and is equipped with verandas on both sides with doors which can be raised to enable air to flow through.

The facility has been used successfully for local young performers, for example in the performance of Grease by a group called JAMPACT, and clearly demonstrated its capacity and potential for being a valuable community facility for smaller production activity in the Dunsborough area.

It has a sound system, audio visual and lighting systems to complement its general facility.

During the course of consultations for this Project there were concerns expressed about the cost of hiring this facility by community and not for profit groups. The current hourly rates for community groups for the Hall multipurpose area are \$50.00 with the kitchen/servery being an additional \$10.00. For commercial use, the rates are \$60.00 per hour for the Hall multipurpose area and \$15.00 for the kitchen.

Particular concerns that were expressed were that if this facility is needed in terms of extended rehearsal times then these hourly rates become prohibitive for community and not for profit groups.

They could even be prohibitive for smaller professional touring groups.

In addition to the hourly fees for venue hire, there are daily equipment fees which include \$70.00 per day for the sound system - that is for community groups and \$80.00 for commercial groups. The spot light lighting system is \$70.00 per day for community groups and \$80.00 for commercial. The data projector is \$25.00 per day for community groups and \$30.00 for commercial. Whiteboards are provided free.

Conclusions

At weekends the school is not operational and special arrangements need to be made for people to access Hall hire volunteers, in relation to keys and other vital entry arrangements.

There are also requirements that noise is limited - with music ceasing at midnight on Fridays and Saturdays, at 10pm on Sundays and at 11pm on all other days. This is because of the surrounding residential housing.

The facility is well located and assessed as an appropriate venue for local community presentations, and smaller performing arts touring events

7-29 Libraries – Busselton and Dunsborough

Separate comment has been made about the developments of the Busselton Library and how these will significantly enhance this as an important cultural facility for the community. It clearly will have much improved operational areas, external spaces, and associations with important community facilities such as in the new Resource Centre.

It also represents an important facility through which the Art Collection of the City of Busselton might well be displayed from time to time, perhaps on a rotational basis.

Conclusions

The Library in Dunsborough is based in the Naturaliste Community Centre, is professionally operated and run, and is an important part of community infrastructure located where it is. Again, it presents an opportunity for the City of Busselton Art Collection to be displayed here from time to time on a rotational basis, and it might well be displayed elsewhere within the Naturaliste Community Centre.

7-30 City of Busselton – Performing Arts Centre

There have been several studies and associated research undertaken in relation to the creation of a performing arts and creative industries centre for the City of Busselton.

In 2008 Pegasus Venues Management Pty Ltd prepared a study which proposed a 5 year plan which included recommendations that they proceed with a performing arts venue in a staged development approach.

The first stage would be a 250 seat black box theatre with the potential for further expansion of this infrastructure for a Creative Industries Centre.

The Report of Pegasus recommended that a preferred option for a performing arts and cultural industries centre would be Signal Park, due mainly to high visibility, connectiveness to both Busselton CBD and the foreshore, development, and co-location with other cultural facilities in the Cultural Precinct.

The Report said that there was a significant opportunity to solidify the foreshore end of Queens Street as the Busselton Cultural Precinct as recommended in the earlier referred to Cultural Plan in 2005, with the inclusion of a performing arts and creative industries centre in the vicinity.

The location would provide a link between the Busselton CBD and the foreshore, and location near the Busselton Jetty and popular restaurants and cafes would merge cultural and tourism outlets. **This is consistent with the planning for the foreshore development.**

The Report also said that importantly the size of the site would provide for a greater level of flexibility in design options at Signal Park. It provides pedestrian and traffic access, with ample parking already available in the site surrounds. These of course apply to other locations around the Cultural Precinct.

Council accepted recommendations that at that time, Signal Park should be endorsed as a preferred site for a proposed performing and creative industries centre, and that it would endorse the Feasibility Study for the performing arts and creative industries centre report as the guiding document for progression of the Project. It also agreed to include the performing arts and creative industries centre as a corporate plan action item for 2010/11.

Council was concerned that there are some other alternative sites to be looked at, and also be submitted to the Busselton Foreshore Development Group as possible sites for a performing arts and creative industries centre.

The Report of Pegasus also considered financial models for a 5 year plan. For stage one, a 250 seat black box theatre, envisaged an operating deficit of \$249,628 in year one, \$227,597 in year two, \$222,236 in year three, \$228,770 in year four, and \$224,254 in year five. In considering management models the Report suggested the possibility of a management model which contracted out the operations of the Centre to a group such as Ogdens who operate for the Perth Theatre Trust on the basis that the risks and financial risks are absorbed by such a body.

This is not the case, and in fact it is a matter of historical record that on an on-going basis Local Government bodies and in some cases other Government bodies have absorbed the operating deficits for performing arts centres and related facilities as an ongoing obligation. There is no record to indicate that such a centre would be profitable, and that some form of subsidy would not be required from whatever source.

In terms of social, cultural, and economic impact the Centre was seen to contribute to community pride, self-esteem, social cohesion, social behaviour, individuals mood and health, crime prevention and cognitive skills and educational attainment. These are all referred to elsewhere in this Report in Section 4 and are endorsed as positive outcomes from a performing arts centre. They are also consistent with the views of the Community in terms of what a performing arts centre could do for the Community, as articulated during the course of this Project.

In terms of economic impact, it was estimated that a 250 seat theatre only would result in employment in direct dollar terms over a 5 year period of \$1.6 million dollars, other expenditure in the community of \$1.1 million dollars, and gross value added contribution to the community of \$4.65 million dollars, using a gross value added multiplier.

The capital cost for a 250 seat black box only model was estimated at \$8 million dollars approximately in 2008. It is estimated that this amount now for a say a 300 seat capacity "black box" theatre and other proposed facilities would be of the order of \$20-22 million.

The Needs Analysis undertaken during the course of this Project indicated that the likely demand is more for a performing arts centre of the order of 300 seats, preferably in black box style with associated gallery, small function and other function spaces including kitchen facilities, and some office spaces. This would enable the Centre to be used also as envisaged by Pegasus in 2008, at least part time, as a conference, business meeting centre, and support small community performances and events, and this would contribute substantially to the operating deficit which would occur in relation to a performing arts centre located in the City of Busselton.

In recommending this sort of facility, it is important to take account of the findings and community response that came out of this Project as mentioned elsewhere - but also the work undertaken by Pegasus which was also a comprehensive survey workshop forum.

Indications were that the main activities sought by most respondents were theatre, contemporary music, musical theatre, comedy, children shows and workshop performances. There was lesser demand for opera, cabaret, and rare or arthouse cinema, although in this case given the interest of CinefestOZ in the area, clearly cinema facilities/office could be an integral part of this facility - along with facilities such as simulcast which would enable for example the transmission of opera, and large orchestral performances from the Perth Concert Hall or other venues in Perth to local audiences.

In 2008, survey respondents indicated that 88% of them travelled outside of Busselton to attend live performances or exhibitions. There is clearly a substantial potential audience for a local facility. The majority of those people travelled to Bunbury and to Perth with some 16% travelling to Margaret River. Importantly those who responded, indicated they travelled more than 4 times a year for that sort of purpose. Importantly also some 50% indicated that they were prepared to pay over \$50.00 per ticket to see a performance.

These findings are consistent with more recent research including that undertaken during the course of this Project.

Importantly, respondents to the Pegasus survey indicated they would want to attend some 4 to 5 times per year, generally on a Friday or Saturday night.

Further, in 2008 97% of respondents agreed that a performance space is important to community life in the City of Busselton and 94% said they would attend more entertainment and cultural events if there was a dedicated venue in the City of Busselton.

During the course of consultations for this Project it was stressed that a flexible multi-purpose space would allow for numerous and various visiting shows, artistic opportunities, both local and visiting as well as other business opportunities which would complement and supplement the income for a centre.

Conclusions

On the basis of this research and on the findings and benchmarking in relation to facilities design, capacity, utilization, subsidies, and associated research undertaken across a wide cross section of the community and other documentation/research the concept of a performing arts centre located in Busselton is supported and recommended.

It is believed that the preferred model for this is a "black box" configuration with retractable seating, flexible stage design, occasional education/lectures, cinema capacity, kitchen catering, and additional break out/small performance, and room capacity, and simulcast capacity.

There is a need for office spaces and gallery space in the foyer area in terms of management structures, it is preferable for such a performing arts centre/community centre to be able to operate fully commercially and reference is made elsewhere in Section 5 to management models that may be preferable in this case ie the creation of a separate Legal Entity operating under a Service Level Agreement to the owners of the Centre, being the City of Busselton.

This will maximize the commercial flexibility and responsiveness of a Centre to take advantage of all of the opportunities that are or may arise in the Community, and as a part of a network of performing arts centres in terms of touring opportunities that will arise throughout the South West.

In terms of location, there have been recent efforts on the part of the City to acquire access to a site on the corner of Queens Street and Adelaide Terrace which is currently the site of DEC. This site, as does Signal Park, has access to ample parking and is judged as being sufficient space to fully accommodate a 300 seat black box performing arts centre as envisaged.

It is important that a further brief detailed functional/technical concept study be undertaken in relation to the final estimated capital and operational framework, including costs, taking account of its location, role and functionality as an integral part of the Cultural Precinct, including its proximity to the Weld Theatre in an enhanced format.

In summary, it is seen that this facility would be welcomed in the local community as a long overdue. The need is becoming more critical as the City develops further. It would be a valuable focal point for all parts of the community and the development of the potential of that community, as evidenced in the research for this Project, and others referred to elsewhere.

This facility in its proposed location would encompass both performing and some visual arts capacity in terms of gallery space. It would also be in proximity to cross art form work through other cultural facilities and arts organisations located in the Cultural Precinct, involving both professional and non professional artists who are resident in and touring the region.

It is also important to note the capacity for conferences and trade shows and the importance this raises for the operational and budgetary framework for this centre.

7-31 Augusta Margaret River Cultural Centre and Events Centre

Studies undertaken within the Shire of Augusta/Margaret River area have required an assessment and pre-feasibility study of construction of a major refurbishment and expansion of the Margaret River Cultural Centre, which could include spaces and facilities for 300-400 delegates incorporating a business events centre, referred to as Options 1 and 3.

Option 3 would involve refurbishment and re-roofing of the existing Cultural Centre at a cost of \$10,410,000 which includes 20% for exclusions and GST. Option 1 includes the refurbishment and re-roofing in Option 3, but also includes construction of a new 400 delegate Business Events Centre and has an estimated total funding requirement of \$16,950,000.

The feasibility study undertaken indicates that Option 1, which includes a Business Events Centre would be best value for money - functionally and given the market and economic and financial pre-feasibility of the assessed market and economic and financial pre-feasibility of the Centre.

There are a number of trends in business events, incentives, and the trade show exhibition market. At the national, state and regional level these have a bearing on the performance of such a Centre over a 30 year life, and it is regarded as important to look at it in a 30 year framework.

This was seen as being the advantageous option in providing opportunities for the inclusion of any facility which would promote the involvement of these sorts of activities in a new Business Events Centre associated with or adjacent to a refurbished Cultural Centre

The papers suggest that direct delegate expenditure on business activity (Option 1) under high utilization of over 30 business events per year would be some \$22 million dollars, with output direct and indirect being \$60 million dollars. Employment direct and indirect would be 300 full-time equivalents and gross value added due to production and household income approximately \$29 million dollars.

Even under low utilization of 10 business events per year, it is estimated that delegates direct expenditure would be some \$7 million dollars, with direct employment benefits of 100 full time equivalents.

In this regard it is noted that if the Cultural Centre is enhanced and developed, it could be done in such a way that it has the capacity to host some business events, regardless

of the planned adjacent business centre. Even at the low utilization rate of 10 business events per year, this would make a significant contribution to the operating costs of any refurbished Cultural Centre.

During the course of this Project it became apparent that the refurbishment of the Cultural Centre into a more professional, flexible, and functional facility was a very high priority. This includes the upgrading and capacity of the Centre in terms of its public facilities, in terms of its associated office facilities, in terms of its catering and accommodation capacity for other events and also in terms of its capacity to play a role in accommodating an improved "A" class art gallery.

Any operating losses could be best managed and minimized through the contracting out of management rights to a special business events/cultural centre management company.

It has been suggested that under a low utilization model, that is 10 business events per year, both Centres, including a Business Event Centre, would result in an operating loss of up to \$230,000 in years 26 – 30 of operation. They would be higher in the earlier years.

It is important to realise that in the event that the City of Busselton were to construct a new Performing Arts Centre, then this would be a complementary facility which could encourage the touring of further performing and visual arts product and other activity through the South West.

Clearly, the management model is fundamentally important, and any Centre that is advanced, if it does incorporate a Business Event Centre, would require commercially competitive positions to be taken in relation to arts product and in relation to competing for international and local conference/trade show and other business traffic. The responsiveness of a commercial organisation is fundamentally important. This could be managed through the Shire creating an independent Legal Entity which could operate under a Service Level Agreement with the Shire, in terms of the Shire's objectives for and performance expectations of a Centre – refer Section 5 and the Attachment "B" to this Report.

A further study undertaken by BDG in January 2012 consulted widely with stakeholders including the Shire of Augusta/Margaret River, the Margaret River Chamber of Commerce and Industry, the Super Town Community Reference Group, Arts Margaret River and the Margaret River Theatre Group – and received wide and strong support in the general community and the business/industry sectors.

Some critical assumptions in that study were that the existing Cultural Centre is an established and community accepted cultural and arts reference point within Margaret River. The existing facilities are aged and require substantial upgrading and expansion and it must cater for flexible multi-use community and private sector use. It also emphasized that re-use of the existing building form and adaption should be maximized, depending upon cost and suitability for use.

This was the document which was the basis for the earlier referred to Options 1 and 3. It was suggested that there should be a new 460 square metre conference function centre space developed on Walcliffe Road. There should be distinctive entrance and focus for the whole Cultural/ Convention centre from Walcliffe Road. There would be a new lobby and new meetings rooms to support a combination of uses. There should be re-development and refurbishment of the existing auditorium to improve the acoustics, lighting, audio visual, and general finishes.

New pre-function areas should be developed, with a new centralized bar and kitchen servery. There should be a new secondary high profile entrance for community users from a landscaped plaza. This could also develop a new outdoor stage area within the landscape space.

In addition, there was need for a series of flexible rooms (perhaps in the old squash court area) that can cater for art exhibits, meeting rooms, and audio visual presentations, including an art house cinema.

There was also a need for new ablutions, new offices or other entities and new community flexible user spaces for the Margaret River Theatre Company and for other groups to use for rehearsals, and separate external entrances.

Conclusions

This needs analysis – based on wide community and other research, consultation, and analysis strongly supports the need primarily for a Cultural Centre and Business Events Centre as envisaged – with potential capital funding support advice sought through the South West Development Commission, the Department for Culture and the Arts, Lotterywest, and potentially Healthways. The option for establishing arrangements [a Foundation or other] to achieve Private Sector/Industry contributions should also be explored.

7-32 Augusta Historical Museum

This is an incorporated association and was visited on two occasions during the course of this Project.

It is affiliated with the Western Australian Museum and is a municipal museum under the Augusta Margaret River Shire.

Community responses to this Museum are very positive, reflecting the early settlement of the area, the families and key personalities, many stories about local industries initiation and development, about ship wrecks, fires, and rescues, and the means through which people came to the area, stayed and survived.

The Museum is rich in displays and stories about the area generally and about how people lived, survived and worked in the area and their families grew.

It is also rich in the history of early settlers and matters such as Matthew Flinders sailing his ship from Cape Leeuwin in 1801 to circumnavigate Terra Australis.

Currently the Shire provides a subsidy to the Augusta Museum which is the nett difference between income (entry, donations and sales), and expenditure.

In 2007 Goode Consulting assessed the Museum, including the current site and alternatives, and the potential for co-location with AMRTA. The co-location issue was widely considered, but agreement on the concept of co-location was not reached. There were also zoning issues at the time. In September 2008, the Council decided not to proceed with the concept of co-location for a number of reasons, including the financial implications for the Shire.

Notwithstanding this, the Goode Report highlighted the social value of the Augusta Museum, its role in developing a sense of community, and connecting the community with its past. In addition, some concerns were expressed about the "volunteer" based operation of the Museum and the need for the facility to be maintained in appropriate way.

Conclusions

The aforementioned community values, and need to ensure on-going resourcing were noted during the course of this Project, and are supported. In terms of resourcing, salaried, management/curatorial resources should be considered.

7-33 Margaret River Community Resource Centre

The Centre is a large collection of buildings/structures that were the Margaret River Hospital site. They are in use now for a variety of community support uses, including counselling, financial relief programs, and the like. There are several office spaces and meeting facilities. There are also some gallery spaces, and an artist in residence/space. The site is adjacent to the newly extended Margaret River Library.

There are "vacant" spaces that could be utilized to respond to arts and cultural facilities needs.

Conclusions

The existing art gallery spaces and artist in residence facility should be promoted in the Capes Region, and managed at appropriate "community" hire rates by the Centre.

The existing work areas (of the former Hospital) are suitable for and should be made available as local/community artists work spaces – noting the apparent need for "wet" area facilities for some art forms.

7-34 Cape Naturaliste Community College

The College has a Performing Arts Centre and it is seen as an important part of the facility in terms of curriculum for the College. It is located adjacent to the Media Room and in close proximity to the Library.

It is a one level space with a seating capacity of 75-100 people on a flat floor. It has a small stage with some stage lighting and with appropriate technical support.

Conclusions

It is used from time to time for community organisations under agreements which are constituted as a licence for the use of property which is vested in the Minister for Education. This is pursuant to the School Education Act 1999. The agreement is the granting of a licence for a specific period of time, at an agreed fee level, indemnities are required, as are public liability insurances. The conditions of use are clearly spelt out in the agreement in terms of time, date of use, protection of school property, and non- removal of equipment etc.

The Performing Arts Centre at the College should be considered as an excellent facility for smaller community based productions – and as a valuable rehearsal space at affordable rates.

OTHER REVIEWS/ANALYSIS

7-35 Augusta Margaret River Tourism Association (AMRTA)

This is described as an award winning and leading organisation in visitor information services, it is a non-profit organisation with a wide range of members offering a variety of product to enhance and enrich visitor experiences to the Augusta-Margaret River area. It operates Caves, the Cape Leeuwin Light House, and the Associations brand is seen as significant and important in promoting the area and tourism in particular.

Conclusions

AMRTA promotes a range of cultural and arts facilities including the Margaret River Theatre Group, the Wardan Aboriginal Cultural Centre, the Yallingup Shearing Shed, the Augusta Historical Museum and Artisans and Galleries across the Region. These include photo galleryies, fine furniture, photography, general decorations, ornamental issues, pottery, art and design generally, furniture, jewellery and many more arts and cultural products. AMRTA is a key agency in promoting arts and cultural activities and facilities.

7-36 Bunbury Regional Entertainment Centre, Lyric Theatre, Stirling Street Arts Centre

Conclusions

These are seen as complementary facilities in the Capes Region – with opportunities for arts development exchanges/training for individuals and organisations, and improving the emphasis on arts and cultural facilities in the South West, and enhancing performance and visual arts touring opportunities

7-37 CinefestOZ

CinefestOZ is described as a “world class film festival of great renown”. It features the best in Australian/International co-production and French film that impacts locally, nationally and internationally.

It draws industry, audience, and films to present, interact, learn and celebrate “like no other Australian Film Festival”. It is a highly regarded festival and is putting considerable effort into building its position in the South West and expanding its aims so that it can be much more broadly represented in the South West, be the premier film festival in Australia, and provide a powerful driver in the South West for the local and regional economy, and reach wide audiences through digital media, simulcasts and physically connections with wider audiences via touring programs.

CinefestOZ currently utilizes the Orana Cinemas in Busselton and has explored utilization of other facilities such as art galleries for collocating across art forms activities including film exhibitions during the Festival.

Conclusions

A key facility for CinefestOZ within the City of Busselton area and indeed within Margaret River (and there have been discussions with the Cultural Centre in Margaret River) is the capacity to exhibit film in any major performing arts centres, including simulcast facilities if possible.

This could represent an opportunity for the City of Busselton to achieve its recent decisions concerning the staging of International events in Busselton.

7-38 Yallingup Art Trail

Through consultations it is clear that local Artisans see a high need for an Art Trail – or Yallingup Artisans drive – that might be in various forms but could be expanded to link in to Margaret River – promoting arts and culture in the area.

In particular, there are seen to be significant arts attractions and facilities in the Busselton area to respond to tourism industry demands which are steadily increasing. The creation of a Yallingup Art Trail would facilitate meeting that tourism demand – noting that the arts sector is an important employer in the area, and is already a significant part of the tourism industry.

There are also seen to be Community benefits through developing the creative economy, growth in tourism accommodation demand, and the promotion of Busselton as an attractive location for regional, national, and international visitors.

Conclusions

This is a valuable initiative, with potential substantial social and economic benefits for the City of Busselton – and should be subject of further consultation and development with the proposers.

7-39 Cowaramup Sound Shell

This facility is a well used and popular site for music/concert activity. It is well located in Pioneer Park in Cowaramup and provides seating in an adjacent park setting.

It was originally a large outdoor stage – which through design and decoration, illustrates often local community social values and practices.

The Sound Shell is described as a “four posted tin roof”. There are clearly acoustic problems in the current arrangement which warrant rectification if the usability and flexibility of the Sound Shell is to be maintained and developed to accommodate a wider range of events/performances.

Conclusions

It is estimated that a relatively straight forward solution could be through coating acoustic material to the existing roof – at a possible cost of \$3-4000. This should however be the subject of consultation with appropriate acoustic professionals.

8. Recommendations and Related Issues

The following are assessed as arts and cultural facilities that are needed in the Capes Region – based on comprehensive community/organisational consultations and on documentary research.

The cross – referencing is to Sections/Conclusions [and relevant pages] in this report that relate either to the Primary Needs Assessment Conclusions - or to supporting relevant Qualitative Conclusions.

- 1. The Cultural Centre and Event Centre refurbishment/development in Margaret River – refer Sections 7-31 [page 62], noting and agreeing with the estimated costs and operational deficits as already forecast. This includes all associated business conference facilities. Noting,**
 - that this initiative is seen as a high priority, and has received wide and strong support in the Community and in the Business/Industry Sectors.
 - the potential funding sources – including means of achieving Private Sector contributions.
- 2. The Old Settlement at Margaret River – refer Section 7-25[page 52], noting its suitability as a site for a museum and arts studios for practicing artists. Noting,**
 - This Project is already well advanced and widely supported, and issues of artists studios and museum capacity are under active consideration.
- 3. The Margaret River Community Resource Centre to the extent that it has gallery spaces and spaces suitable for artists to work, including in “wet” areas – refer Sections 6-4[page 30] and 7-33[page 65], Noting,**
 - the potential to expand existing artist/arts capacity, including pottery and craft activities.
 - the need to establish suitable “community” hire rates for spaces.
- 4. Public art as a matter of policy – refer Sections 7-1[page 34], 6-4[page 30], and 7-18[page 47] - particularly in Main Streets and in the Prevelly surf-side areas. Noting,**
 - the City of Busselton Percent for Art policy, and objectives that can be established, agreed , and promoted.

- the relevance of cultural planning to local planning schemes and operational practice.
5. The Centennial Hall in Augusta to be promoted as a venue – refer Section 6-4[page 30].
 6. The Augusta Historical Museum – refer Sections 7-32[page 64], and 6-4[page 30] – noting the potential for expansion based on earlier studies, including in conjunction with the AMRTA. Noting,
 - The assessed need for salaried management/curatorial resources.
 7. A Performing Arts Centre in Busselton – refer Sections 7-29[page 58], 7-37[page 67], 7-14[page 44], 7-19[page 48], 7-20[page 49], and 7-16[page 45] - noting in particular design and functional proposals – the preferred management model and an estimated cost of \$20-22 million for capital, and a potential re-current operating deficit of approximately \$300,000. Also, noting the need for a further succinct study to outline and define precisely the functional and spatial aspects and their relationships and also the technical capacities of the building – as a basis for further architectural drawings. Noting,
 - CinefestOZ is a potential user of such a facility in Busselton, and this is a significant International event held in Busselton.
 - a Centre located near the foreshore in Busselton will provide economic, social and environmental benefits to the City and the South West Region.
 - the City of Busselton population growth/projections are consistent with the need for sustainable management of cultural and other community facilities in Busselton.
 - there is a need for such a Centre to provide for the inclusion of high/emerging technology, including digital infrastructure to ensure full advantage is taken in cultural/arts practice of the emerging digital environment.
 - opportunities for accessing the Regional Development Council Action Agenda Funding Scheme to support infrastructure and related service costs.

8. **The Old Butter Factory Museum – noting the current building report and the need to resource costs associated with that, which are yet to be determined. – refer Section 7-27[page 56]. Noting,**
 - **the need for revisions to the management/curatorial structure and associated cost estimates.**
9. **The Libraries in Busselton and in Dunsborough are important cultural facilities – refer Section 7-29[page 58] - and noting the potential suitability for displaying the City’s Art Collection on a rotational basis. Noting,**
 - **The overall need for improved “A” class style gallery storage, security and environmental factors for the Collection – at for example the ArtGeo facility site in the Cultural Precinct.**
10. **The Naturaliste Community Centre utilizing existing unused timeframes in the multi-purpose rooms – refer Section 6-1[page 28] – and noting the need for a new collapsible stage, acoustic curtains and some lighting and communications improvements at a cost of some \$50,000.**
11. **The Old Dunsborough Hall to be retained in its present size and configuration – refer Sections 7-11[page 41] and 7-15[page 45] - and noting the need for building enhancements and improvements as per Cotan Building Report. Noting,**
 - **The on-going need for inspections and rectification for the entire site.**
12. **The Cultural Precinct in Busselton – refer Sections 5[page 21], 6-3[page 29], 6-5[page 31], 7-7[page 38], 7-6[page 38], 7-13[page 43], 7-9[page 40], 7-30[page 58], and 7-20[page 49] – noting potential management models for a diverse facility such as this - recognizing its development potential particularly in its associations with the proposed Performing Arts Centre in Busselton - and also ensuring that Aboriginal Culture/Sacred Sites are an integral part of development policies. Noting,**
 - **The requirement for additional funding of \$120,000 to complete the overall development of the Weld Hall**
 - **the management options for such a cultural asset, and the need for adherence to stated basic management principles, and adequate [including full-time capacity]professional management staffing to fully achieve the objectives of the Precinct.**

- the dominant influence that a Performing Arts Centre will have on the Precinct generally, including visitor numbers, demands on facilities and resources, and in the management of those facilities and resources.
 - the desirability of an “A” Class style gallery space in the Precinct at ArtGeo to facilitate quality exhibition capacity and to ensure adequate management of the City Collection, particularly in terms of storage and security. Advice on the functional requirements of such a facility and associated requirements is available from Art On The Move in Perth.
 - the heritage aspects of most of the facilities in the Precinct, and the need for any development/enhancement in the Precinct [including technological developments] to take account of the need for appropriate conservation practices and principles – as per. the Conservation Plans developed through the then Shire of Busselton in 2000, and since.
 - The requirement for visitors and the Community to experience South West and Aboriginal Culture in and through the Precinct environment.
13. A potential Cultural Precinct in Dunsborough – refer Sections 6-2[page 29] and 7-15[page 45], Noting,
- the need for a detailed study and community assessment in relation to such a facility.
14. The Yallingup Hall – refer Section 6-5[page 31] – noting the current upgrading/improvement proposals.
15. The Cape Naturaliste College at Vasse – refer Section 7-34[page 65] - noting its suitability, when available, for rehearsal space and for community based drama/performance interests.
16. Our Lady of the Cape School Hall facility – refer Section 7-28[page 57] – noting concerns about costs for rehearsal, particularly for community groups, but recognizing its potential as a facility to be promoted for smaller performing arts touring activities.
17. The Yallingup Art Trail concept to be the subject of further consultation, planning, and development – refer Sections 7-38[page 67], and 7-18[page 47].
18. The Sound Shell at Pioneer Park Cowaramup to be enhanced with appropriate acoustic treatment – refer Section 7-39[page 68].

ATTACHMENT "A"

SUMMARY ISSUES ARISING AT PUBLIC MEETING**Community Meeting – Naturaliste Community Centre**

This meeting was held on 9 March 2012 and 114 people attended.

- There were major concerns in the community that the City needs to advise people of costs in relation to the NCC and give detailed background about the Centre.
- A spokesperson for independent users of the NCC said that changes seem to be proposed by the City. There is concern for example that if the gym is permanent it would be unable to be used for other purposes.
- Following the explanation of the Terms of Reference for this Project by the consultant, a spokesperson for the group said the group would like solutions which are not extremely expensive and suggested several ideas about the Naturaliste Community Centre and indeed the old Dunsborough Hall in terms of extending storage areas and other refurbishment and upgrading options,
- There are concerns for example that some 300 people came to hear performances of the Choir last year but these people may not be able to be accommodated if changes are made to the Centre,
- Concerns were expressed that any money allocated in the past in relation to the Old Dunsborough Hall or other Dunsborough facilities may well be re-directed to other facilities such as the Old Butter Factory,
- It was suggested that if facilities such as the gym at the NCC is unable to be used by other groups then alternatives would need to be suggested for other groups such as the Choir, but Our Lady of the Cape is expensive and the City should in these circumstances reimburse such groups for the extra costs they incur,
- In relation to the need for arts and cultural facilities there was seen to be a need for performance areas which have a stage area, and there should be consideration of existing facilities such as the Naturaliste Community Centre in terms of performance capacity,

- Questions were raised about the possibilities of funding from regional funding, and how this might be achieved to improve arts and cultural facilities,
- It was said that any performing arts centre would have to be shared by Busselton and Dunsborough and it may be too expensive for local groups to hire. This was an issue that clearly has to be considered. An extravagant facility such as Mandurah and Bunbury would "lose" Dunsborough,
- Little Creatures Playgroup value the NCC because the site is visible, it is purpose built, and very appropriate for groups such as this. This facility must be retained,
- \$2.4 million dollars was spent on this facility with \$150,000 from local people. The Lotteries Commission supported it. There is a need for a swimming pool in terms of the NCC current role and functions,
- In raising money for any facilities it is important to understand that there is potential for communities and for community groups to raise money for community facilities,
- In relation to the NCC, there is a need for a stage that could accommodate for example Choirs, where many attend Christmas performances and where Church interests also could undertake arts type activities in relation to dance and drama,
- In addition, ballet classes are held at NCC and at the end of the year there are concerts. Again a stage would be important in any extended facility,

Community Meeting – Old Dunsborough Hall

94 people attending this meeting which was held on 12 March 2012.

The issues that were raised during this meeting in the context of the Brief for this Project were;-

- What is going to be spent in the Dunsborough area?,
- Where would facilities be put? Concern that any performing arts centre for example may not be in the Dunsborough area,
- It is important that grass roots initiatives be identified and it was explained that this was a part of the reason for this meeting,

- There was concern that the meeting wasn't advertised. It was,
- In terms of the current users of facilities in the Dunsborough area, it is important that they are covered in this Project, particularly in relation to issues such as fitness and health groups who are substantial users and committed to utilization of the NCC.
- There was concern about the old Dunsborough Hall in terms of what it is meant to be. Whereas it is seen as a valuable and historic building, it is important that it is recognized that it really belongs to the Art Society where it is standing.
- It was pointed out that the then Shire of Busselton considered the Hall at a meeting in 2011, and there was community concern expressed that the cost of refurbishing the facility might see it closed. They earmarked some \$500,000 for refurbishment but now it seems to be limited to \$150,000. It is important that the Shire/City discloses fully its plans, intentions and potential costs for refurbishment or maintenance of the old Dunsborough Hall,
- Importantly in the Dunsborough area, there needs to be full public discussion and disclosure by the City about the Naturaliste Community Centre.
- There is some confusion between this Brief and the issues at the Community Centre. This was acknowledged. There has been some confusion that the consultant's Brief for this Project is to fully address the Community Centre issues.
- It was pointed out by the City that information that has been gathered through this process will help to define usages at present, and in the future, in relevant areas,
- In terms of needs, it was said that the community is privileged to have the Old Dunsborough Hall which is being used more than any other place. There was a plea for renovation of the Hall which is important because it provides areas for amateur performances. This was received with acclamation,
- In addition the Hall is close to primary schools. It is affordable and suitable for young people,

- Our Lady of the Cape School facilities for performing arts and other public uses is an important part of the infrastructure/network of facilities in the Dunsborough area,
- The Old Dunsborough Hall is excellent for amateur productions. It has a stage, covers wide groups in the community, it can be intimate and is a very cherished facility,
- Importantly in the Old Dunsborough Hall, children do ballet and other arts activities, and this is a very valuable asset to the community. Everyone loves the Dunsborough Hall - pilates, yoga, young people, music etc. The Hall is always fully booked up,
- There is a need for a proper performing arts area in Vasse or Busselton - which has a flat area, retractable seating and can be used as a multi-purpose building including for professional theatre and other community and business uses,
- The Old Dunsborough Hall helps to develop community spirit and it has heart which reverberates throughout the generations. The community doesn't want to lose this facility,
- In relation to financial aspects the costs per hour for Our Lady of the Cape are expensive for rehearsals etc. The Old Dunsborough Hall is only about \$15 per hour which is much more accessible to wide cross-sections of the community. It is also notable that if you are using Our Lady of the Cape, then all ancillary services are extra,
- In relation to the visual arts there are a number of galleries in the Dunsborough area but there needs to be a suitable venue for touring visual arts available at a standard which will accommodate high standard exhibitions,
- There is a need for exhibition places, and there is demand for this sort of space,
- Concerns were expressed that ArtGeo in Busselton may not be accessible for local artists and touring exhibitions. It has limited capacities at the moment, and in addition it has limited opportunities for music. There are many talented musicians but they need a performance area for musical recitals. Notably, in Dunsborough, a piano is available at the NCC,

- Any facilities enhancement or development will of course be at some cost to rate-payers and this needs to be recognized. It was pointed out that a lot of money has been spent on tourism, but now is the time to consider the grass-root needs of the community in relation to arts and culture,
- Concerns were expressed about the location of any new performing arts facility and it was noted that it would probably be in Busselton. Noting this, then there is a need to speak up so that appropriate monies were set aside and earmarked for the Dunsborough Community Hall, otherwise they may be absorbed for a project with much higher capital costs,
- In relation to organisations such as JAMPACT, finance is an issue. They are happy to use the Old Dunsborough Hall at the moment because it is suitable for their performances. They would be wary of using an up-market facility,
- There is a need for funds to be raised for equipment in the Old Dunsborough Hall with new lighting and keyboards etc. These are priorities particularly for groups like JAMPACT,
- Support is needed in the Dunsborough area generally, to provide some sort of acoustic sound shell e.g. Clancy's Fish Bar perhaps. Perhaps outsourcing such a facility would help with hiring such a venue,
- In Cowaramup there is a Sound Shell which can be used for musical nights,
- There are questions about whether facilities are in fact being used to their capacity. Should money be put into helping cultural groups in terms of creating works and opportunities for the general public? Genuine efforts need to be supported in a program way,
- Jazz and Tap have been taught in Dunsborough for 25 years and are pleased with the Hall as it is at the moment, but it needs to be well looked after and maintained by the City,
- It was said that there is embarrassment that Busselton doesn't have a suitable performing arts centre and this is a critically important issue,
- In relation to the Old Dunsborough Hall there are Occupational, Health and Safety issues and Local Governments will have to have Asbestos Registers. In

this regard, this Hall needs to be refurbished, noting that the toilets, kitchens and asbestos have been there for some 40 years,

- There was general support again in relation to pilates and other groups who use the place from time to time,
- Support was expressed for the development and maintenance of a museum but this was said not to be at the expense of existing buildings. There was favourable comment about the facility offered through the Old Butter Factory in Busselton,
- Considerable discussion about the management of arts and cultural facilities with the general support for community based structures,
- There is a Cultural Precinct now in Busselton but there needs to be one in Dunsborough as well, with a museum etc being generally within the area of the Old Dunsborough Hall and other historic facilities, churches, and the like. This Cultural Precinct could also be a place where arts practice could occur including pottery etc. It might perhaps be near the foreshore development/sculpture park development
- The Dunsborough community generally is very good at working with the City, but they need the City to explain clearly what is happening - then they can make it happen.
- It was pointed out there is a strong history in Dunsborough of local builders and others donating their time and efforts to get things done. This should be looked at as a means of enhancing community facilities,
- There are also ballet classes at the Dunsborough Hall which have had huge success with students. Ballet is very important for young people, and the numbers have grown from 20 to the range of 60 – 70 in recent times,
- There also needs to be an understanding of who are the “occasional” outside users, in terms of professional, amateur, touring companies etc, or occasional community groups,
- The Dunsborough Community Church has a record number of people attending and they have been provided with access to these facilities for a variety of uses.

There is room to be collaborative and the Community Church is appreciative of being able to use these facilities,

- There is a need for improved facilities for musical performances to be accommodated in a facility that will last – need a vision for the future,
- Importantly any new facility or facilities at NCC, if provided, need to accommodate the current interests such as yoga, pilates, etc,
- The Busselton Senior High School has a gymnasium but this is not acoustically viable,
- Georgiana Molloy has a large area which has a stage, but again it is not acoustically viable. There is a distinct lack of parking and the backstage area is inadequate for large professional performances. There is no sound board available,
- If money is to be spent, it needs to be spent wisely,
- People were encouraged to fill in the questionnaire which was distributed by the consultant, with the emphasis that meetings such as this are good opportunities to hear from people. The consultant confirmed this, saying it was important that this Project be informed by the visions and priorities of the people,
- There was discussion about the management models and substantial comment about the need for more involvement of community in management, even if buildings are owned and operated by the City/Shire or other interests.

Community Meeting - Busselton City Offices 13 March 2012, 34 attended.

- There is a broad understanding in the community that all areas cannot have the same facilities and they will meet different needs. It is important to ensure that we avoid duplication and promote complementary facilities,
- Concern was expressed about target audiences. There is clearly a mature group of residents who need to be catered for but there are also increasing numbers of younger people and tourists within the Capes Region. Organisations such as the Weld Theatre for example conduct a range of performances which cater for all ages,

- There was seen to be a dire need for a Cultural Centre for the performing arts here in Busselton. It was said people can travel to Bunbury for this sort of thing and records show that many do. There are also a lot of festival events that go to Albany. It would be good to have these groups here if we had the right sort of facilities to attract them in touring circuits,
- It is important that we need to be careful to not “re-invent the wheel”. The City needs to act in accordance with needs assessment results. Importantly we need to ascertain exactly what we want and then activate the City and assist in the management,
- Importantly, in terms of any performing arts venue, it is important that deep consideration is given to design parameters for such a venue and it needs to be multi-purpose,
- There has been discussion in the City about a Hotel built on parklands which could double as a conference centre. It is important that we have a performing arts centre which could have also the role of a convention centre, which could then earn money to offset the operating costs of an overall performing arts facility,
- Dance groups from here often have to go to Bunbury. They need somewhere to perform locally and such a facility would be valuable. It could incorporate band recording studios.
- The Don Russell Performing Arts Centre in Thornlie is perhaps a model for a dance venue. It has a dance studio and capacity for smaller dance performances,
- It was said that the Cultural Precinct area at the end of Queen Street clearly has the potential to be the location for such a Centre. Importantly, the Centre needs to have a multi-purpose role such as that in Albany which is used extensively for touring groups.
- An important consideration in any such facility could be a gallery space of “A” class standard suitable for high level travelling exhibitions,
- In relation to potential performance centres, the Weld Theatre is small but will be refurbished and could and should be a critical part of any network of performance spaces within the Region. Georgiana Molloy has difficulties

because of its large size. It is essentially two basketball courts. Acoustical and technical facilities need improvement. It is nevertheless potentially a large performance space which could seat up to 400-500 people on a large stage, albeit with low level back-stage facilities,

- Importantly any performance venue should have spaces that can be used for communities, including putting on shows for children. It also needs spaces where children can rehearse. It has to be affordable for the community,
- The Old Dunsborough Hall makes a small profit on individual performances but any general performing arts centre would not be profit making. There is clear evidence of this in others,
- A Sculpture Park, such as at Northcliffe, would be important. They had a hall and all of that was organised by an Arts Coordinator who was community based,
- The Cultural Precinct, including ArtGeo, Acting Up, the Gallery etc works quite well on the idea that you can move from one thing to another, and have a wide range of cultural “experiences”. This could be enhanced through other facilities such as use for Aboriginal Cultural Festivals, and other Festivals being held within this Precinct,
- Overall the Cultural Precinct has the potential to be a very significant part of arts and cultural facilities, noting that for example in the Art Gallery area in Perth many people are attracted because of the other developments there,
- The Woodturning Group is also a part of the Cultural Precinct and provides a basic facility, but needs to be enhanced. It was suggested that one issue would be to have a Timber Museum. This was not acted on. Importantly, timber is a strong feature of the history of the Region and this is reflected in the Augusta Museum facility,
- There were concerns that if we are not careful, the Cultural Precinct could become a “Grey Canyon”. It needs bright colour, but it is noted that it is a work in progress and that trees have been planted. In terms of the potential commercial use of the area, it is seen as important that any commercial uses should be consistent with the ethos of the area such as entertainment, arts, cultural eg coffee shops, restaurants, etc,

- Importantly any planning for a performing arts centre needs to have considerable attention given to the likely costs of operating, and likely income. The hiring rates need to be realistic rates, which would be different for commercial and community users,
- Parking in the Cultural Precinct area needs to be adequate for a performing arts centre – probably with a capacity of 300-400 vehicles. Parking needs to be considered very carefully,
- It was reported that parking and lighting and safety generally will be major considerations for the City. Also, population and diversification in potential audiences would be concerns. Business interests could have conferences and the like and such a facility could be a valuable extension to facilities for Festivals,
- Questions were raised about how facilities are best managed,
- In the Cultural Precinct, colour needs to be introduced but people have been discouraged. Their ideas haven't been put into place - things such as pots of flowers, and signage to show where people are. The question was asked where is the signage, where are the colours? It was noted that the City is working on these issues,
- The question was raised whether Sport and Recreation facilities are included in this exercise - but it was noted that this Project is focusing on arts and cultural facilities. Having said that, it needs to understand where sports and other activities might conflict with arts and cultural facilities. The City is keen, for example in the Naturaliste Community Centre, to find out where all the needs and priorities are,
- Concerns were expressed that yoga and ballet (for example) may lose their use of the Naturaliste Community Centre, and it was noted that a review is underway. There is considerable confusion, and it was said that there had been some mis-communication with the community,
- Little Creatures Playgroup were one group that was greatly concerned about this mis-communication because of their prominent and important on-going role at the Naturaliste Community Centre,
- The issue of the Naturaliste Community Centre being used for arts and cultural facilities was raised generally, and there was discussion that the potential for this

- Key issues in any facilities are lighting, acoustics, and accessibility for local people,
- An examples of good community initiatives is the Sculpture Walk in Northcliffe,
- There seems to be a need to enhance the main street concept in Augusta to more truly reflect the true culture and history of the area,
- Plans for the boat harbour development were strongly supported, as was the establishment of a craft co-operative and perhaps an arts/craft centre where artists could work together in creating and displaying their work.

In Margaret River:-

- It is important that any discussion about arts and cultural facilities doesn't just cater for the elite. It is important that it takes account of the interests of other groups such as quilting and individual group creative processes including music, the visual arts, dance and drama.
- It is important that there are places where people can meet, do things and display things. Most of these groups are small, therefore the demand for rooms is not for large rooms but adequate spaces that are secure and not "lost" when a body such as Silver Chain is sold or bought out. An additional requirement in facilities is for adequate storage spaces,
- The Arts Council concept is good, and should be supported,
- It is important that there be attention to the development of a public gallery for the visual arts in addition to the inadequate facilities that exist at the moment in the Cultural Centre. The gallery needs to be purpose built. Ideally it could have a bi-annual art prize. All this needs to be done, noting that art often is not commercially viable and requires some backing and security from Governments and others,
- Importantly any "A" class gallery needs to provide adequate security and environmental conditions for the works to be displayed,
- Busselton can be seen as a place for artists to go to broaden their experience in a variety of professional arts spaces,

- There is seen to be a need for “artists in residence” capacity, and for the Cultural Centre to include a Vision of Technology Centre,
- There are a diversity of artists including contemporary visual artists, glass artists, theatre artists and many others who would utilize facilities,
- There is support for the development of the Community ZONE which is being developed adjacent to the Shire offices. It provides important youth space and has the capacity to develop more in terms of recreation and involvement in arts and cultural activities - particularly for younger people.
- Locations such as Prevelly are also important locations for cultural expression and arts activity, particularly because of their significance in relation to surf and the cultural history of these areas. There should be encouragement to create facilities that promote public art etc in these areas and opportunities for artists to work and to create public sculpture,
- The Old Settlement is an important facility within the Margaret River Precinct and requires support. Work is being done through the Shire, and money has been committed to doing this. It could be an extremely important location for an appropriate museum facility and possibly for artists work spaces. It will be a very public facility in terms of visitor and local community visits,
- The Cultural Centre generally is a valuable asset to the community. It does however require extensive work and this is under consideration by the Shire, including in the Super Towns concept. Clearly these spaces need to be enhanced with improved public facilities, and improved user facilities for a range of arts business to undertake activities in appropriate spaces. Adjacent to the Cultural Centre facility is an external park between the Cultural Centre and the Shire Offices. This has the potential to be developed as an external performance space, perhaps with a sound shell to deal with acoustics etc,
- Overall there is a need for co-ordinated and structured management, with community input to the development of arts and cultural facilities, and the maintenance and operation of them,
- As a general matter, there is seen to be substantial opportunities for public art, particularly in Main Streets, and around and close to the Cultural Centre. The Old Settlement is significant in terms of tourism activities and there is a need for

gallery spaces and other working spaces for artists, including in the Community Centre facilities,

- Again, the Old Settlement and the Cultural Centre were stressed as significant locations and venues with potential for Museum/Gallery facilities being built in them. In addition, artists work spaces were needed. There should be some capacity for a more structured and focussed Museum, including reference to Aboriginal Culture,
- Importantly, emphasis was placed on community involvement in management of facilities, including facilities such as the Old Settlement, the Cultural Centre, and other related spaces.

ATTACHMENT "B"

SAMPLE SERVICE LEVEL AGREEMENT

This is a Service Level Agreement betweenand
.....

Clause 1 – Parties to this Service Level Agreement

This Agreement is made on theday ofbetween the
.....and.....

..... agrees to assist and support thethrough
facilitating and providing financial support for theand through the
land and buildings on.....

The.....agrees to occupy the land and buildings on to
provide services which are consistent with achieving the objectives of
.....described in Schedule A to this Agreement, subject to terms and
conditions of this Agreement.

The.....performance in achieving the objectives of.....as
described in Schedule A will be measured as required in the Agreement, by reporting
annually to.....against the performance indicators describe in Schedule B
to this Agreement.

Clause 2

This Service Level Agreement will operate for a period ofyears from its date of execution by the.....and by..... It will be subject to both parties agreeing extended by periods of a further years.

Clause 3 – Principles of Service

Theandwill reasonably seek to ensure that the activities of theare achieved in a manner which;-

- Seeks to encourage excellence, access, diversity and participation.
- Provides a safe working environment and takes account of equal opportunity principles.
- Provides information about the operations of the.....
- Encourages the role of theas a key contributor and promoter of arts and cultural activities in thecommunity.
- Enables and supports the.....in entering into and undertaking suitable commercial arrangements which promote the achievement of its vision for an artistically aware community and its mission to craft activities and programs that maximize opportunities for the community to enjoy the arts in accordance with its shared values and aspirations.
- Complies with all relevant aspects of all Western Australian and Federal Law in relation to operations and activities of theas constituted
- Ensures compliance with all aspects of the lease referred to above relating to.....

- Consistent with the requirements of this Agreement the.....will comply with all requirements in relation to rent, outgoings, charges, electricity, gas, telephone, and water and in relation to assignment subletting and parting with possession. The.....will provide services and utilize the facilities of..... in such a way that ensures that it complies with and obeys the provisions of all lawful and valid regulations, notices, orders, and by-laws as described in.....

Clause 4 – Funding

.....will provide an annual funding grant to.....of \$..... to assist in the operational activities of.....

In addition.....may provide self supporting loans to the..... from time to time. Subject to..... acceptance of the purpose of the borrowing's and their application, the amount of the loan and the period over which it is to be repaid.

In considering the annual funding grant, the will include funds adequate to meet the estimated costs to..... if it operates the Centre to achieve its objectives. These would include costs of public liability insurance, water rates (including annual service charges), and verge irrigation where applicable.

Commercial Operations

Commercial arrangements will be the subject of legally binding documentation which clearly describes the purpose of the arrangement, the legal obligations of the two parties, fair and adequate remuneration and/or income streams to

..... reimbursement for any costs incurred by the

..... in maintaining premises in a suitable condition for the

operations to proceed and be achieved, and for compensation for any costs of staff

of the involved in facilitating the achievement of the objectives of

the commercial arrangement. All such commercial arrangements will fully indemnify

the and Against all actions, claims,

demands, notices, losses, damages, costs and expenses to which the commercial

operator becomes liable in respect of

In addition, the and will be

indemnified against all actions, claims, demands, notices, losses, damages, costs

and expense for which the commercial operator becomes liable in respect of any

loss or damage to property, or death or injury of whatever nature or kind and

however and wherever sustained, any claim, action, demand, fine, damage, costs or

expenses arising out of any breach by the operator or its servants, agents,

contractors, customers, invitees of any provision of relevant legislation.

Clause 5 – Reporting on Financial and Management Performance and on the achievement of.....Objectives

The..... will at the end of each year covered by this Agreement supply with a comprehensive report which includes annual audited financial statements in relation to the certified by a licensed company auditor or a qualified accountant who is not a member or employee of the

The may require the to submit additional financial statements in accordance with a format and time frame to be agreed.

The will identify within its annual audited statement all funds provided by, be they operational grants, self supporting loans or the application of funds provided by to fund essential capital works or to meet maintenance costs. The purposes for which any of these funds are expected will be fully detailed by the

The report of the will include a comprehensive management report referring to the activities of the past year.