



**NARROGIN  
REGIONAL  
CULTURAL  
CENTRE  
FEASIBILITY  
STUDY**

**FINAL REPORT**

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## **1.0 SCOPE AND METHODOLOGY**

### **1.1 Scope**

The objectives of this project are to provide an assessment, with priorities and recommendations, of the outline feasibility and viability of the elements in the proposed Narrogin Regional Cultural Centre (NRCC) to be located in Narrogin.

In particular, to consider;

- A complex which would include combining a new Library, Art Gallery, Local History Collection and Visitor Information Centre in one building;
- Either, including a concert hall/picture theatre in the new building (as a staged development if so recommended) or upgrading the Town Hall to allow better use of that building as a theatre without its losing other functions as a large community hall;
- Looking at the needs for the above facilities and projected uses;
- Looking at suitable sites for the building;
- Linking the development with regional development outcomes, e.g. attracting strategic investment, quality of life issues etc.

The need for an amphitheatre was not included in the brief and this issue was not raised during the consultations.

### **1.2 Methodology**

In defining the methodology for this project the consultants proposed, and it was accepted, that the following key issues would be addressed;

- Test the assumptions made through previous studies as a basis for consultations with key stakeholders and users;
- Ascertain key stakeholder and user perspectives on practical and achievable aims and outcomes – including those based on experiences elsewhere;
- Also ascertain perspectives on the staging and location of the elements of the facilities;
- Validate the extent and nature of the commitments of key stakeholders and users and reach conclusions about the potential viability of elements during the development stages and for the longer term.

In the initial stages of this consultancy the consultants reviewed previous reports and relevant documentation. This included the Town of Narrogin Strategic Plan 2001/002, the Central South Action Plan (Draft 29 November 2002), the Conservation Plan for the Town Hall dated May 2001, the Services Survey for the Town of Narrogin dated August 2000, the Town of Narrogin Cultural Plan dated 2002/05, the Draft Cultural Policy for the Town of Narrogin prepared in 1996, and the Gnarogin Heritage Centre Business Plan, December 1998.

After initial consultations with officers of the Town of Narrogin the consultants compiled a Schedule of Issues (copy at Attachment "A") to be addressed during the consultation phase of the project with stakeholders, including organisations and individuals, and also including representatives from adjacent Shires.

The work of the consultants was guided by a Steering Committee which was established by the Town of Narrogin with the following Terms of Reference:

- Provide guidance and advice to the consultants throughout the project;
- To provide strategic direction for the project, including assisting the consultants to prioritise groups and stakeholders with whom to consult;
- To provide information to the consultants such as Government policy, key stakeholders or initiatives of which the consultants should be aware;
- To act as a conduit of information to and from the consultants, Councils and the community.

The first meeting of this Narrogin Regional Cultural Centre Feasibility Study Steering Committee was held in Narrogin on 27 March 2003. At that meeting the Committee adopted the Terms of Reference as outlined above. The membership of the Committee was confirmed as the Mayor and a Councillor from the Town of Narrogin, the CEO of the Shire of Narrogin, the CEO of the Shire of Cuballing, the CEO of the Shire of Wickepin, and the Director of Community Services, Town of Narrogin. The Community Development Officer and the Regional Librarian, Town of Narrogin, were in attendance.

The Wheatbelt Development Commission was also proposed as a member, as was the Wheatbelt Area Consultative Committee.

The Steering Committee met on the 27 March, 1 May and 27 May 2003.

Consultations were undertaken in Narrogin and the Region, and in Perth over the period 27 March to 1 May 2003. A complete list of those consulted is at Attachment "B".

Throughout this consultation period the consultants advised all participants of opportunities for further input from the stakeholders identified, and from others who wished to comment, through the Town of Narrogin, to the consultants. In addition, it was decided that the Town of Narrogin would place an advertisement in the local press inviting final written submissions to the consultants as a means of ensuring that the consultation phase was complete in terms of breadth and subject matter.

The consultants presented their draft report to the Town of Narrogin on 27 May 2003. This final report was then presented to the Town of Narrogin in July 2003.

## **2.0 EXECUTIVE SUMMARY AND RECOMMENDATIONS.**

The methodology for this project included wide ranging stakeholder consultation and comprehensive review of relevant reports and other documentation. As a result of the review, analysis and evaluation of the outcomes of those processes, there are several conclusions reached. These are based on stakeholder positions and preferences relevant to assessing the feasibility of a Regional Cultural Centre located in Narrogin [ hereafter the NRCC ].

There is strong stakeholder support for the development of the NRCC and further, that it should be located in Narrogin as a central, regional location.

The facilities of the NRCC should include a performance space which can be configured to accommodate cinema and social and public functions, and should be to the highest professional standards in terms of its capacity to house professional theatre and other activities. It should also have adequate audience amenity facilities.

The NRCC should also include a Gallery, enhanced Library facilities incorporating a significant Social History section, a Museum representative of all sectors of regional culture and history, and a Visitor Information Centre. In addition, it should provide spaces for education, learning, interpretive and other community development activities.

In making the above statements about the location of the facilities it should be noted that, in some cases, there are several permutations which can be explored at a later date.

The links between the NRCC and Tourism are recognised and there should be opportunities to work co-operatively in a regional sense in linking tourism attractions, including the NRCC, in a Regional Tourism Strategy.

The NRCC needs to be inclusive of all sectors of the community, and there is strong support for it accommodating the arts, cultural, and related educative and interpretive needs of the whole community, and of youth and children in particular. It should be accessible from both physical and economic perspectives.

The establishment of the NRCC in Narrogin is likely to result in social and economic benefits for the Region. It could influence youth development, regional and local economies, and the general quality of life in the community. Further, it could be a strong stimulus for consumption and for further investment through providing a competitive advantage by shaping images of creativity and quality. It could help to promote and create a social environment in which residential and commercial expansion is encouraged. It could also become a facilitator in the region by assisting with the provision of resources and programs to other facilities.

In relation to Noongar culture and history, there are strong views that there should be separate facilities for representation of these interests. Notwithstanding this there should be potential to include some aspects of Noongar culture and history within the broader framework of the NRCC.

There are a range of suitable sites in the Town of Narrogin for the NRCC. These range from sites that could accommodate a single structure, or co-located sites that could accommodate specific groups of functions of the NRCC. The general stakeholder preference is for siting arrangements which take advantage to the maximum extent of existing facilities, thereby achieving strategic objectives, but with maximum economy in terms of capital costs and also utilising existing relevant but under-utilised facilities.

In terms of structures there are seen to be two main options. These range from a single Centre on Park St, housing all functions of the NRCC, through to utilising the Town Hall and Lesser Halls together with a smaller building on Park Street and retaining the Old CourtHouse. The use of the Town Hall, in any format, will depend on its condition at the time of the proposals being implemented and therefore this relates to the Town's policy for this building in the meantime.

All of these options present scope for phased development of the NRCC, with the project seen as long term, and more likely to commence in 2005 at the earliest.

In terms of capital and re-current financial support for the NRCC - there are apparent commitments from the Town of Narrogin and from the Shire of Narrogin. There is also the potential for capital support from the Department for Culture and the Arts and from Lotterywest, subject to the acceptance of funding applications consistent with their funding guidelines.

There is also potential for some funding support from adjacent Shires, however the probability of this is not seen as high. Notwithstanding this, approaches for capital and re-current support should be made, in the terms outlined in this report.

There are a range of structural options for the governance and management of the NRCC, and these are discussed in this report. The preferred option recognises the need for performance and cinema spaces to be governed and managed in such a way that they can be responsive to commercial opportunities arising in both the public and private sectors.

The report outlines a structure for governance and management which could achieve this objective, while maintaining overall governance responsibility with the Town of Narrogin, acting on the advice of a Community Cultural Centre Advisory Committee established under Western Australian Local Government Legislation.

Within the aforementioned set of conclusions and parameters, the report presents clear strategic and technical views about the options and presents schematic presentations of these options.

Subject to a decision being made to proceed with the establishment of the NRCC, it would be essential for these options to be considered, as the basis of a detailed design specification brief, to be commissioned by the Town of Narrogin.

#### ***Recommendation 1***

***The Town of Narrogin note the contents of this report and the strong supportive views put by stakeholders about key aspects relative to the feasibility of establishing the NRCC in Narrogin.***

#### ***Recommendation 2***

***The Town of Narrogin to make an in-principle decision to proceed with the development of the NRCC, based on the options contained in this report - and noting that Option 2 presents what is regarded as the preferable option based on stakeholder advice. It is likely to be the most economical and be phased in development. It effectively utilises some currently substantial under-utilised Town assets.***

#### ***Recommendation 3***

***Following this in-principle decision, the Town of Narrogin to commission a comprehensive design specification brief based on the preferred option. This brief to be used as a basis for refining siting, design and costing aspects of the preferred option.***

#### ***Recommendation 4***

***The resulting design specification to be used, along with the social and economic impacts of the NRCC, as a basis for early funding submissions to all of the potential funders identified in this report, including adjacent Shires. These applications should take full account of any applicable funding guidelines. They should follow early contact between the Town of Narrogin and the respective funding authorities to ensure that they are fully briefed and aware of the proposal, and continue to be involved as it develops.***

#### ***Recommendation 5***

***The Town of Narrogin to consider governance and management options for the NRCC, noting the imperative for performance and cinema spaces to be capable of commercial responses in relation to opportunities that arise for performance, film and related activities.***

*The Town of Narrogin to also note that organisational arrangements that could achieve these aims are possible through arrangements under which the Town of Narrogin is the governing body for all non-library activities of the NRCC, acting on the advice of a legally constituted Advisory Committee which could advise on property and events activities of the NRCC.*

**Recommendation 6**

*Given that this report relates, in part, to the condition of some existing buildings, and to the strategies of various agencies, it is recommended that its findings and recommendations are reviewed at appropriate intervals.*

### **3.0 STAKEHOLDER CONSULTATIONS AND CONCLUSIONS**

Most of the stakeholders consulted came from particular interest groups in the wider community, including aged and disability, commercial, arts and crafts, performing arts, local history, education, family and children services, a range of local bodies and authorities, including the Tourist Committee, the Arts and Cultural Development Committee, the Narrogin Arts Council, and several adjacent Shires within the Region.

Perth consultations included Art On the Move, Country Arts WA, the State Library of WA, the Department for Culture and the Arts, Lotterywest, and the Department of Community Development.

The following summarizes the outcomes and stakeholder views from those consultations, all of which were conducted as appropriate against the Schedule of Issues contained in Attachment "A".

In the following text, where a majority view is stated, that view would have been put by a majority of one or more of the aforementioned categories of stakeholders, depending on their areas of interest. It should not therefore be assumed that stated "majority" views are from all consulted, as clearly some would not have particular views about some aspects in the Schedule of Issues.

#### **3.1 Strategic aims and objectives for the Region and for the broader community**

A range of material was researched for this project. It included the Town of Narrogin Strategic Plan 2002/05, the draft Central South Action Plan and the Town of Narrogin Cultural Plan 2002/05.

**The Central South Action Plan** is a regional initiative which concentrates on strategies for economic and social development in the Region. The consultants were advised that developments such as the NRCC were consistent with the overall aims of this plan. In the context of the plan, in particular point 3.2.1.4, it would therefore appear that there is a regional commitment to sharing resources and integrating planning for a development project such as this, which clearly will require grant funding at some level.

In terms of the **Town of Narrogin Strategic Plan 2002/05**, the proposed NRCC is consistent with the objectives of that plan, but in terms of projects requiring capital funding is not as high as some others. The issues of capital funding priority and options for the Town of Narrogin are documented later in this report.

As a general observation it can be said that with only one or possibly two exceptions, all consulted as stakeholders are supportive of this project. Those representing organisations such as local government bodies, government departments, commissions, commercial enterprises and funded community agencies generally reflect the need for this sort of development within their formalised strategic objectives.

It was reported however that while several of the surrounding Shires have not formally recognised cultural facilities as an objective within their development planning, they are nevertheless strongly supportive of the project, and of Narrogin being an appropriate regional centre for it.

While most consulted could see that there were benefits from the establishment of the NRCC, there was not a strong appreciation of the range of regional benefits that could flow from this initiative. The consultants concluded that there is a need for a greater understanding of the potential economic and social impact of the NRCC, and potential funders and supporters, particularly relevant surrounding Shires, should take account of these factors in relation to assessing their financial and other support for the NRCC, and the substantial benefits to their immediate constituencies and wider communities.

**Commercial and business interests** consulted ranged from peak bodies through to specific businesses, and all were supportive. Within this group there was a good understanding and appreciation of the potential economic benefits of the NRCC based in Narrogin. The businesses saw the NRCC as being a catalyst for heightening awareness of arts, crafts, literature and other commercial art form activities and thought that it could, through a gallery, provide a valuable avenue for displaying such work and creating community awareness. Further, they thought that the NRCC should represent all sectors of the community and that education and learning was a critical factor for young people, for tourism and for the general community. It was suggested that the NRCC could be the focus for a Regional Cultural Festival, with people from the Region and from elsewhere coming together in a cultural celebration, with major community development benefits.

In relation to the education, learning and interpretive opportunities that the NRCC can provide, there were strong views that there should be opportunities for people to interact with artists from all sectors of the community and to learn from them. This was emphasised particularly in relation to Noongar stories, painting, textiles, relevant history and the future.

In addition, story telling from across the community and other forms of expressions such as dancing were seen as valuable tools in education and learning about culture and social history, also drawing on the wealth of documented social history in Narrogin.

These aspects, combined with an enhanced Tourist Information Centre could provide important knowledge and access information for tourists to the Region, particularly if the NRCC included significant interpretive capacity – perhaps utilising video presentations about the local area, its culture, its history and particular points of interest for tourists. This aspect was supported by tourism interests in Narrogin and others in the Region.

**In terms of performing arts and arts and crafts interests**, there was strong support for the development of the NRCC and associated facilities for the Region. The performance groups, which included the Ballet School, the Calisthenics Group, Repertory Group, Eisteddford, Theatre of the Divine, Nightingale Chorale, and Occasional Singers are all organisations that see a need for improved performance and function spaces in the Region, and support the improved community development opportunities that will flow from this. Most of these groups had been consulted earlier in a project concerning the Town Hall, and said that their views in relation to the NRCC were very much the same as those expressed in relation to that earlier project. The arts and crafts groups also expressed support for the NRCC, but emphasised the need for it to be a means of exhibiting and promoting arts and crafts through displays and functions.

These performing arts and arts and crafts groups said that they thought the NRCC should be developed, taking account of existing facilities that are available in Narrogin that might be refurbished, rebuilt or reconfigured to meet the functional needs of the NRCC. They were generally of the view that if a new centre is built then it would be important to avoid having idle facilities in the Town which will remain vacant and wasted. They were of the view that maximising the use of existing facilities and enhancing them was a more viable proposition from both funding and cost to the community perspectives.

It was seen as important that NRCC facilities cater for the needs of all in the community, and are designed in such a way that they are inviting and of intrinsic interest to the community.

All of the performing arts groups said that they would benefit from enhanced performance and function facilities, preferably in the Town Hall.

**Aged and Disability interests** were supportive of the concept of the NRCC, made up of a range of functional areas, including a library, performance spaces, cinema and learning and interpretive facilities.

Their primary concerns were that these facilities should be located in reasonable proximity to aged and disability care facilities in Narrogin, and that the necessary priority was given to disabled access, including convenient and appropriate access for people alighting from vehicles to enter these facilities, without obstructing mainstream traffic and the general public.

They saw the NRCC as an enhanced performance space, gallery, and library in accessible locations, and as being an important community service for aged and those with disabilities. They stressed the need for appropriate physical access and operating policies which meant that the aged and people with disabilities were not precluded for economic reasons.

**Local history interests** were supportive of the NRCC and thought that strategically it was very important for the Region. There is a wealth of documented local history currently housed in History Hall in Narrogin which can be incorporated into more adequate library facilities, as a part of the facilities envisaged for the NRCC. Concerns were expressed about the costs of building a large and perhaps non-town centre new building, which may not be as accessible as a group of connected facilities located more centrally – perhaps on the site adjacent to the current Museum and Visitor Information Centre.

A particular suggestion was that there could be three or four connected “pavilions” dealing with visitor information, library, gallery and local history, with logical thematic links between them.

**Education interests** were generally supportive of the NRCC and its relevance to the strategic aims and objectives for the Region and for the Town of Narrogin.

A wide cross section, including from TAFE, the Senior High School, Primary Schools, the Residential College, the Agricultural College, and students expressed support for the NRCC because of the social and educational benefits that can flow from such facilities. By way of example, improved performance spaces were seen as a valuable extension to facilities for drama and movement education, and for craft and visual arts workshops. Improved library facilities could be of substantial benefit to the community, particularly with enhanced internet access and broader cultural representation in library resources, utilising interactive and interpretive methods.

Particular issues raised within this sector related to the current lack of opportunities for participation in arts and cultural activities by students, and the NRCC was seen to be a valuable extension to community facilities for these purposes. In addition, it was seen as important that any performance/function spaces incorporated into the NRCC should be adequate to ensure that there are opportunities for young people to attend concert performances and dances and the like, featuring bands and entertainers of interest to them.

There was also support for the educational and interpretive roles that the NRCC could offer, and some emphasis in relation to learning about Aboriginal culture and history through, interactive, experiential learning opportunities.

Reference was also made to the potential for developments at the Senior High School site, which in the medium term, could result in the redevelopment of the existing gymnasium as a large performance space. A new gymnasium is to be built between the Senior High School and the Residential College. This likely development should be taken into account by the Town of Narrogin in future planning for NRCC facilities.

The consultants met with several **representatives of the Noongar community** and there was a very strong view that any cultural facilities that represent Noongar culture and history should be separate from others, and should not be a part of a large new structure which would not be particularly relevant or appropriate to represent Noongar interests.

There was also a strong view that any cultural facilities developed in relation to Noongar interests should provide for facilities through which young Noongar people can learn about their culture and history. Suggestions were made that this could be achieved through facilities such as the Bethel Building, and there could be a role for the Town of Narrogin in facilitating arrangements whereby that building would become a learning and education centre, but with arts, crafts and other relevant activities also undertaken there.

Most comment to the consultants was about a study which had been undertaken in 1998, called the Gnarogin Heritage Centre Business Plan. This plan proposed the building and operation by 2000 of a Keeping Place for traditional and contemporary Noongar cultural items. This would also be a meeting place for Noongar people and a venue for education. It was also seen as a place for tourists and as an outlet for natural and cultural heritage items, including wood and hand craft from Bibdjool.

In the plan there were proposals that this Centre would operate through a Company, with its main aim being to provide services and products traditionally and currently “related to Aboriginal use of the natural environment as a sustainable resource”.

The Centre was also intended to provide cultural knowledge through Elders and to utilise an Aboriginal Cultural Awareness Program as a foundation for Aboriginal education and tourism operations. The strong view that was put to the consultants by the majority of Noongar representatives was that this proposal still represents the strategic aims and objectives of Noongar interests in this Region, and should be advanced in the short term.

Other current forms of representation of Noongar culture and history were also described to the consultants, and included the trail which leads to the Corroboree ground in Narrogin.

There were concerns expressed that this is a relevant representation for the Noongar community and could be developed in the context of the tourism and education objectives spelt out in the abovementioned report. However, there were concerns expressed to the consultants that Local Government had not maintained this trail and place in such a way that it could be used, including for these purposes.

The above mentioned 1998 report referred to Noongar views that what was wanted from the Heritage Centre, was - "Noongar responsibility, return of culture, kinship, land, artefacts, memories, language, heritage, ownership, response and feedback, gives pride in history and culture, products, togetherness, recognition and respect, money, meeting place, identity, show history, own rules, tell the story of old housing and treatment" and the report concluded that this list of responses reflected a strong desire among Noongars "to speak and show their story, remember their history, let people know their Culture is still alive, take responsibility for the business succeeding, and building a sound economic base at the same time".

**Family and Children Services** interests were also represented in consultations, and the education and interpretive potential for children arising from the NRCC was raised as a priority. In particular, opportunities for visiting artists to visit child care facilities and spaces for education and learning.

The stakeholders from this sector outlined their primary role which was concerned with the care and protection of children and they stressed that there is strong emphasis these days on preventative work in relation to community development, in an inclusive model which includes the whole community. In this context they saw the NRCC as a valuable opportunity, and as a vehicle through which community development objectives could be pursued, including the performance spaces, but also with spaces for cultural education and learning. This was seen by them to be a very important role for the NRCC in the Region.

They stressed there should be a strong youth and child focus in the NRCC, including the provision of spaces in it and adjacent to it which could facilitate the provision of learning opportunities. They gave the example of the Best Start Program, which is related to Aboriginal children and operates at the Regional Leisure Centre in Narrogin. It was suggested that the environment of the NRCC would be equally ideal for the conduct of these sorts of programs and there are possibly community based groups who could utilise spaces for delivery of cultural education and learning, and promote stronger community interaction within the NRCC environment.

It was also suggested that the NRCC would vastly improve agency and organisational networking in the community, resulting in improved outcomes for community development objectives.

Further consultations with **commercial and enterprise interests** also evidenced strong support for the NRCC, with the suggestion that it could create a much better environment for business development. The Town of Narrogin and the Region were described as already very positive in terms of attitudes towards business, but there are gaps in opportunities to experience cinema and the arts generally.

It was suggested that Narrogin was the most appropriate regional location for the NRCC, in that it could best service the Region from there.

It was reported that one of the major problems for people with commercial and enterprise interests in Narrogin and the Region is that very often people will travel to Perth to experience entertainment, or arts events and whilst there will do shopping, including for major items. It was said that this takes business away from Narrogin and if people could experience entertainment and arts events locally then this would to some degree lessen this negative impact on the Town and the Region. The individual business operators who participated in the consultations were also supportive of the NRCC and stressed that its activities should represent all sectors of the community, and that there are needs to be exhibit artefacts and provide access to social history information through various media.

Business interests also highlighted the need for the NRCC to be in a location where it is accessible to a wide cross section of the community, and said that parking could be an issue that needs to be looked at and overcome if the facilities are to be used properly. There are currently some difficulties, for example, in relation to disabled access to the Library from car parks and there are times when, it was reported, there can be parking congestion in the centre of the Town.

Generally, the commercial and enterprise representatives who spoke to the consultants were aware of the potential social and economic benefits to the community from the NRCC and could see that it could substantially improve what was seen to be an already positive attitude towards business in the Town and the Region.

The representatives of several of the **surrounding Shires** were consulted as stakeholders. These included the Shires of Narrogin, Williams, Cuballing, Lake Grace, Kulin, Wagin, Wickepin, Dumbleyung and Pingelly. There has been earlier comment in this section of this report about majority support from these interests for the NRCC and for its location in Narrogin and, whereas there is wide ranging support, consultations indicate that the initial response to these Shires contributing capital or other funding to the NRCC is at this stage limited - apart from the Shire of Narrogin which has traditionally contributed 15% of capital and 15% of operational costs to such facilities in Narrogin. These issues are dealt with later in Section 3.3 of this report.

Other issues raised in consultations with the representatives of the aforementioned Shires centred on the foreseen benefits to their communities in terms of access to entertainment and arts events, and the possibility of tour packages including buses, meals and tickets for performances to encourage people to attend events and to participate in the facilities of the NRCC. The majority of interest in participating in activities at the NRCC was seen to be from the adult sections of the regional communities. However there was also strong support for the idea that school children and young people could also benefit considerably from this access, particularly for functions and events relevant to their interests, and to participate in education, interpretive, and other learning activities through excursions and through private visits.

Most commented that there is already strong interest in live theatre, concerts and the like in those communities and this is evidenced by recent events which have been well attended. There was a suggestion that if enhanced professional facilities are available in Narrogin that can attract high standard appropriate performers and productions, then these existing audiences would be attracted to them.

Suggestions were also made that given that each of the Shires has access to Town Hall facilities or similar venue space, it might be possible for the management of the NRCC in Narrogin to establish a local venues circuit through which performances attracted to Narrogin might perform elsewhere in the Region, when appropriate facilities are available.

## **CONCLUSIONS**

### ***Conclusion 1***

***There is evidence of strong stakeholder support for the NRCC, and for it to be located in Narrogin as an appropriate Regional Centre.***

### ***Conclusion 2***

***The facilities and functional capacity of the NRCC should include a performance space which is adaptable and can be configured to accommodate other functions. The performance space should be “professional” in all respects including in terms of accommodation, seating, acoustics, bar and other refreshment facilities, performance spaces and performer accommodation, and loading and storage spaces. It should also include a Gallery, and enhanced Library facility incorporating a significant social history section and adequate work and preparation spaces, a Museum representative of all sectors of the Region’s culture and history, and a Visitor Information Centre equipped with informative, interactive information sources for tourists and the general community, including video and audio presentations.***

*In addition, the NRCC should provide spaces for education, learning, interpretive and other community development activities which complement and enhance the capacities of existing education, cultural and service agencies in the Region.*

### **Conclusion 3**

*There are substantial social and economic benefits for the Region which will flow from the NRCC.*

*Research in Australia and internationally strongly suggests that the arts and culture are important influences on the quality of life, and investments in them can particularly influence youth development, regional and local economies, and the general quality of life in the community.*

*There is further research which indicates the major contributions that arts and culture opportunities make to children's social and cognitive development, including linguistic, and relationships and self management capacities. In addition, opportunities for participation and involvement in arts and cultural activities contribute positively to the social environment in regions and individual communities.*

*The existence of arts and cultural organisations in regions and their communities promotes the development of other social and community organisations and this provides wider and stronger supports for those communities.*

*The arts are a strong stimulus for consumption and for further investment because they provide the Region and local communities with competitive advantages by defining images of creativity and quality. These images in themselves contribute to community well-being by encouraging people to live and work in that environment. Employers can recruit and keep employees and cultural tourism can expand. There is a social environment in which residential and commercial expansion is encouraged.*

*Arts and cultural organisations also enhance the lives of local and regional residents who have not previously engaged with these organisations, largely because of the improved social and economic circumstances in their communities.*

*There is solid evidence that arts and cultural organisations, and in this case the NRCC, could contribute to regional and local community social vitality and youth development in particular, with an overall improved quality of community life providing significant justification for public support for the encouragement and development of such a facility.*

*Against this background, it would be appropriate for the Town of Narrogin at an appropriate time to submit funding applications for both capital and/or recurrent funding support to the major stakeholders, being the several Perth based organisations referred to later in this report in Section 3.3, and also the surrounding Shires of Narrogin, Wagin, Dumbleyung, Wickelup, Pingelly, Wandering, Williams, Lake Grace and Kulin.*

#### **Conclusion 4**

*There are strong preferences in the Noongar community for separate facilities and representation for Noongar culture and history, along the lines proposed in the December 1998 report “Gnarogin Heritage Centre Business Plan”. This plan also emphasises links between cultural centre activities and tourism and education and in this regard there should also be opportunities afforded for Noongar culture and history representation in the NRCC.*

*However, this would be separate from but complementary to any initiatives that might be taken in response to the above mentioned Report, and would be managed within the overall NRCC governance, management and administration arrangements.*

### **3.2 The options - siting, structures, and phasing the development**

#### **3.2.1 Siting**

A wide range of sites were suggested by stakeholders. These include the Town Hall, Lesser Halls, Railways Institute, Park Street, current Library and local area, the current Museum/Visitor Information Centre and local area, including parking lots, and the site currently occupied by History Hall.

These have all been compared and evaluated in terms of ownership, caveats, proximity to the Town Centre and parking, street profile, size, need for demolition, heritage building considerations, townscape aspects, the Town’s vision, potential for expansion, proximity to current pedestrian routes, access in terms of loading – unloading and general servicing, and degree of disruption to local residents arising from construction activity. The Table in Section 4.3 describes the evaluation outcomes.

#### **Conclusion 5**

*There is stakeholder support for a range of sites in Narrogin for the development of the NRCC, either as a single structure, or as a range of closely located structures to house the proposed functional activities of the NRCC.*

### 3.2.2 Structures

The primary options\* that have emerged from stakeholder consultations [all of which are discussed later in more detail in Sections 5 of this report ] are, in summary :

#### **Option 1**

The construction of a complete new centre on Park Street, housing all of the elements of the NRCC, including a new Library, Gallery, Visitor Information Centre, Performance Space, Cinema, Museum, and community and interpretive facilities.

#### **Option 2**

A mixed development of a remodelled Town Hall and Lesser Hall and a new development on Park Street. The former housing theatre, gallery, local arts and crafts gallery, and the latter housing the library, archive, museum, theatre and meeting room. Retaining the Old Courthouse as the Visitor Information Centre.

(NOTE; the ‘gallery’ uses of a remodelled Lesser Hall complex does not preclude the development of existing uses).

**\*All options recognise Noongar views that the primary representation of Noongar culture and history should be in separate facilities, along the lines of proposals in the 1998 Report – Gnarogin Heritage Centre Business Plan.**

#### *Conclusion 6*

*Consultations with stakeholders indicate that there are two main options for the NRCC, ranging from a single new structure on the Park St site, to a mixed development at the Town Hall and Park Street. In the second option the Old Courthouse is retained as the Visitor Information Centre but the use of the Railway Institute is not envisaged. These options are fully described and evaluated from both strategic and technical perspectives in Section 5 of this report. Notwithstanding the options in this report there are several permutations of some of the facilities and sites.*

### 3.2.3 Phasing the Development

It was clearly apparent during the course of consultations that stakeholders’ formal or informal strategic interests reflect support for the development of the NRCC and further, the nature of the commitment to it for the majority indicates that they are concerned that it is developed and funded in a way that is within realistic time frames, and within the reasonable means of the community to fund and support. Therefore, there is a general acceptance that phased development would be acceptable, and would be an appropriate way to proceed with development of the NRCC. There was a slight preference for performing arts facilities to take precedence over others in a phased development.

### **Conclusion 7**

*The concept of phasing the development for the NRCC is not seen as a barrier to proceeding with this project and, depending on the preferred option and siting, structural phasing could be achieved.*

*The use of existing buildings, especially in a phased development, depends on the viability of the existing buildings at the time of the option being implemented and therefore on the degree of maintenance of these buildings in the meantime.*

*There appears to be no lessening of stakeholders' strategic interests, commitments, or support for the NRCC if phased development is adopted.*

### **3.3 The extent of financial commitment to capital and recurrent funding for the NRCC, or for in kind support**

At the time of reporting the only apparent firm commitment to capital funding for the NRCC was from the Town of Narrogin and to some degree from the Shire of Narrogin. For the Town of Narrogin, the expiry of a current loan in 2005 will create a capacity for further borrowings to contribute towards the capital costs of the NRCC in Narrogin. The Shire of Narrogin has indicated that it has in the past contributed 15% of capital and operational costs for such projects in Narrogin, such as the Regional Leisure Centre, and would likely do the same for the NRCC.

Other potential sources of capital funding or other support are the Department for Culture and the Arts, Lotterywest, and the Department for Community Development.

All have particular processes for considering and approving funding of this nature.

#### **Department for Culture and the Arts**

The Department for Culture and the Arts is generally supportive of regional projects such as the NRCC, and in relation to capital funding usually sees a need for wide contributions to such projects.

It is likely that any support from the State through the Department for Culture and the Arts would be relatively small, and could be sourced from the Community Cultural Facilities Fund which is planned to start in 2005. However, the Department has made it clear on other projects that it would expect the project instigator to fund all initial project planning costs and other pre-construction outlays in relation to any new facilities.

The Department has also stated on other projects that it wishes to see Cultural Planning as a component of Building Planning so that the facilities can be seen in context and the Town might wish to develop this aspect further, once the options for the PCC are more developed.

In relation to management and governance, if capital funding were provided, the Department's only concerns would be that these processes are consistent with and promote the sustainability of the NRCC for the purposes for which it might be funded by the State through the Department as a regional resource.

### **Lotterywest**

There is potential for achieving capital funding for the NRCC through Lotterywest and this is likely to be either because of the Community Centre aspect of the NRCC, and/or its role as an Interpretive Centre. In relation to Community Centre aspects, Lotterywest funding is intended to assist communities to provide premises for broad community use as a focus of community interaction and involvement. Such centres might include multi-purpose recreation centres, Family and Children Services funded centres, community halls, ethnic community centres and other like centres. It is noteworthy that grants towards local government recreation centres will only be considered towards non-sporting community use spaces, and it is relevant that in consultations with stakeholders, the provision in the NRCC of a range of community use spaces for community meetings, for learning, for the delivery of educational and interpretive activities and for conducting educational excursion activities relevant to culture and the arts are all supported. Lotterywest encourages multi-use buildings and again, this would be consistent with the NRCC concept. An important related issue is that the venue must provide for community activity.

As a standard requirement, any buildings funded by Lotterywest must be designed to achieve Building Code Standards on access. Lotterywest will consider contributing towards the costs of making an existing centre accessible to people with special needs, and this may well be an issue in relation to a refurbished Town Hall as a component of the NRCC.

In relation to Interpretive Centres, Lotterywest may provide grants where there is a significant benefit to the Community from the centre and there is community support and involvement in the ongoing management of the centre. Adequate provision must be made for access, and the community, through the local government authority, must bring a significant contribution to the project and its development and its ongoing management. There must be adequate planning strategies, and as a general rule Interpretive Centres must focus on the site's location uniqueness.

In relation to the NRCC there are proposals to incorporate educative/interpretive centre facilities relevant to aspects of wide community, cultural, and social history interests.

### **Department for Community Development**

The Department for Community Development has supported the Regional Leisure Centre, largely because of the community development facilities that were included in that Centre, and which have subsequently been used for community interaction and meetings, and more particularly for the Best Start program, aimed at supporting Noongar children for school and for learning.

It is intended that the NRCC will also have these sorts of facilities available for education, and interpretive rooms and meeting opportunities. In addition, there will be enhanced Library and community interaction activities, access to comprehensive social history records and their interpretation, and lifestyle and well-being events.

This would seem consistent with the Department's past support for projects in this Region and presents an opportunity for them to possibly lease space in the NRCC for program delivery.

### **Adjacent Shires**

Other potential sources of capital funding for the NRCC are the other surrounding Shires, although during the course of consultations indications were that such support can not be assumed.

However, in all cases, the Town of Narrogin should, at an early stage, develop and present capital and recurrent funding applications to these bodies. These include the Shires of Narrogin, Williams, Wickopin, Cuballing, Pingelly, Wandering, Wagin, Dumbleyung, Kulin and Lake Grace.

In most cases these applications would be considered within annual budget cycles, but then maybe included in forward five year programs for capital projects. In this sense then, the sooner applications are made the more likely they are to receive consideration and priority amongst the many competing funding demands confronting all of the Shires.

In all funding applications to Departments, Authorities and Shires it is important that the social and economic benefits for the Region and for local communities are clearly articulated, along the lines in Section 3.1 in this report. Further, at the time of application there should be clear decisions in relation to preferred structures, siting and possible phasing for the development. These must all be clearly spelt out in funding applications.

On the basis of consultations, the potential for recurrent funding from sources other than the Town and Shire of Narrogin, and from the body which eventually manages the NRCC is not strong. The Town of Narrogin, in particular will need to commit to funding for ongoing operational deficits.

To some degree these are already budgeted for, in current Library and Town Hall operating costs, but the development of a new performance space, for example, will attract increased operational costs, at least for the first few years of operation. This could to some degree be offset by operating income from cinema facilities, but there would still be an operational funding short fall.

#### **Conclusion 8**

*There is a commitment from the Town of Narrogin to provide capital and re-current funding support for the NRCC (this might also need to include for increased maintenance of existing buildings which might be used in the longer term). There is also apparent support from the Shire of Narrogin to contribute as it has in the past – 15% of capital costs and 15% of operational costs for the NRCC.*

#### **Conclusion 9**

*There are other potential sources of funding or support. These include the Department for Culture and the Arts, Lotterywest, and the Department for Community Development, the first two of which could be sources of limited capital funding for the NRCC. They have program guidelines to meet in relation to funding of this nature and there would be a need for the Town of Narrogin to lodge formal applications in the context of these funding parameters.*

#### **Conclusion 10**

*In the medium term at least, the Town of Narrogin would need to make provision in budgets for funding an increased operational deficit and debt servicing in relation to NRCC activities. The total required for an operating deficit would be offset to some degree, by funds already committed and budgeted for as current Library and Town Hall operating costs.*

#### **Conclusion 11**

*Other potential sources of capital funding are the surrounding Shires, including Williams, Wickopin, Cuballing, Wagin, Dumbleyung, Pingelly, Kulin, Wandering, and Lake Grace. The Town of Narrogin should, as a matter of urgency lodge formal applications with these bodies for capital and re-current funding support. Those applications should be made as soon as possible after there are clear decisions in relation to physical structures, siting, and possible phasing for the NRCC development.*

*They should also emphasis the social and economic benefits of the NRCC which will flow to their constituent communities. Indications are that these applications will be considered, but they will have to compete with strong local demands for funding from limited sources for essential local capital and other works.*

### **3.4 Stakeholder Requirements as a Condition of Funding**

There are unlikely to be any stakeholder requirements in relation to the governance and management or operation of the NRCC, arising from contributions of either capital or operational funding. At this time it appears that the initial local funding will be from the Town of Narrogin and the Shire of Narrogin, and in these circumstances the Town would logically be the governance, management and operational authority for the NRCC.

In relation to State Government financial support or Lotterywest financial support, there will be requirements for the Town of Narrogin to provide undertakings about the purpose and application of funding, and to meet acquittal requirements. Beyond this it would be unlikely that there would be any requirement for these sources of funding to be represented in the governance or management of the NRCC.

Their requirements are more likely to be that the funding is meeting their strategic objectives in relation to, for example, funding non profit organisations, organisations with an emphasis on community development, and organisations which are generally advancing the achievement of the strategic aims and objectives of their policy frameworks.

#### ***Conclusion 12***

*Stakeholder conditions as a condition of funding are unlikely to include a role in the direct governance and management of the NRCC. They will however, require strict compliance with program funding guidelines and full acquittal to satisfy accountability requirements.*

### **3.5 Structures for governance and managing the NRCC**

During the course of consultations, questions of governance and management structures for the NRCC in Narrogin were discussed with some stakeholders. This was to identify any particular requirements that major stakeholders may have, and also to assess the feasibility and practicality of options.

There are a range of options for governance and management of the NRCC, either as a single facility or as a complex located on several sites. In either case, the NRCC would represent a collective of cultural facilities, albeit with different aims and objectives.

However, having regard to the overall likely level of activity, the performance, gallery, museum, community activity, and tourist information functions could operate under a single governance and management structure. The library function could continue to operate in the context of current relationships with the Town of Narrogin, and the library network. It could, nonetheless have working relationships with other functional areas in the NRCC.

The approaches that could be adopted for the non library functions of the NRCC include operating as a part of the administration of the Town of Narrogin.

A second option would be to establish a separate legal entity with a Memorandum and Articles which would require operation in accordance with the roles and responsibilities envisaged by the Town of Narrogin, as a significant community resource.

A third option would be to contract the management and operation of all or part of the non library functions of the NRCC through a tendering process. In this case there would be a contractual arrangement requiring the successful tenderer to operate aspects of the NRCC in the context of specific negotiated terms and conditions, and for a negotiated fee.

In considering these options for governance and management it is necessary to recognise the correct and legal roles of governing and managing bodies. In particular, they need to;

- establish and communicate long term visions for all elements of the NRCC. This must be within the framework of the requirements of the Town of Narrogin and other major stakeholders. Within this framework there is a need to set clear objectives and priorities;
- obtain and manage product for the performance space, galleries, library and museum operations;
- obtain and manage financial resources;
- have clearly defined role statements for governance and management and to delegate appropriate governance tasks to senior staff;
- have a clearly defined organisation chart, accompanied by key task statements;
- recruit senior staff, to ensure the effective operation of the NRCC;
- review and approve ongoing plans and budgets;
- evaluate performance of the functions and the staff, and respond accordingly.

Essentially, these governance and management functions need to be involved in organisational planning and policy development, operational and fiduciary matters, and in senior staff oversight. In addition, there needs to be a capacity to act commercially, and in strong and practical relationships with other key operatives in the presentation of performance and other product.

Importantly, particularly in relation to performance space activities, there must be a capacity to respond in a decisive and timely way to opportunities.

Further, in relation to performance space activities, it is essential that senior staff have a specific responsibility to develop and maintain close working relationships with key government and other organisations concerned with accessing touring performance product. This could include theatre, dance and music in both the commercial and public sectors, and also potentially in the conference and convention sector.

In relation to governance, stakeholders should not have a representative role in the governing body. This is not a preferable arrangement, because the representation is more about leverage than representing the interests and promoting the activities of an organisation, such as the NRCC.

In this case, whereas a governing body might have representation from the Town of Narrogin, it is important to realise the roles and responsibilities for members in fulfilling a governance role. One of the most important tasks for the members would be to bring ideas and enthusiasm to the NRCC and it is essential to have capacity in membership, to provide inspiration and offer encouragement to technocrats and staff.

If this capacity is not present, then it would be difficult for the NRCC to operate dynamically in fields where it must be commercial and responsive, as well as well informed on the range of products available and relevance to regional audiences.

Against the aforementioned comment, the consultants believe that the preferable arrangements for governance and management for the non Library functions of the NRCC in Narrogin would be the abovementioned second model.

Governance would be vested in the Town of Narrogin, which could take advice from a Cultural Centre Advisory Committee. This Committee would include representation from the Town of Narrogin, the community, practitioners and commercial interests. The Committee would be established under Western Australian Local Government legislation, and as such could undertake specific "governance" activities in relation to property and events. It could do this under delegation from the Town of Narrogin, with the Town being the governing body of an Incorporated Association, or other suitable independent legal entity.

Senior staff with direct responsibilities in relation to various non library functions of the NRCC could be attached to the Incorporated Association, but be employed by the Town of Narrogin with suitable delegated powers and accountability arrangements.

**Conclusion 13**

*The non library functions of the NRCC should be governed by the Town of Narrogin, acting under the advice of a Cultural Centre Advisory Committee established under Western Australian Local Government legislation, and with appropriate powers delegated to it and to staff by the Town of Narrogin.*

**Conclusion 14**

*The library function of the NRCC should continue to be managed in the context of its existing relationships with the Town of Narrogin and the library network.*

**Conclusion 15**

*The day to day management and administration of the NRCC could be through a legal entity, such as an Incorporated Association, with staff employed by the Town of Narrogin, but attached to the new legal entity.*

**3.6 The need for a concert hall and/or cinema to be accommodated in the NRCC.**

This issue was the subject of considerable discussion during stakeholder consultations and there were strong majority views supporting the inclusion of state of the art cinema projection and other equipment into a performance space in the NRCC. This would considerably enhance the usage of such a space and could be a valuable source of income generation to support general operating costs. This issue is considered in detail in Section 4.6.4 of this report.

In relation to a concert hall, there was little stakeholder support for a separate concert hall facility, with the majority seeing such performances being in the performance space in the NRCC. This was seen as most appropriate, given the likely size of audiences and the frequency of visiting concert performances in Narrogin and the Region.

**Conclusion 16**

*State of the art cinema equipment should be installed in the performance space of the NRCC.*

**Conclusion 17**

*There is no justification or community demand at this time for additional “concert hall” capacity in the NRCC.*

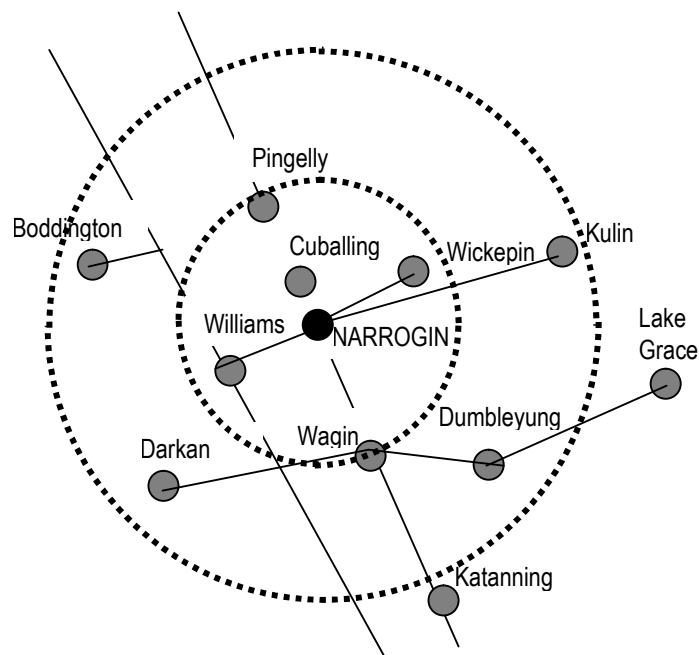
## 4.0 STRATEGIC AND TECHNICAL ASSESSMENT OF THE OUTCOMES FROM STAKEHOLDER CONSULTATIONS

### 4.1 Regional Location

“The Wheatbelt is one of Western Australia’s nine Regions defined in the Regional Development Commission Act (WA), 1993. The role of Narrogin, Northam, Merredin and Moora as regional service centres is strongly reflected in the high proportion of labour force in these towns engaged in Retail, Education, Health and Government Administration.” Narrogin is the regional service centre for the Central South region of the Wheatbelt. (Source: website of the Wheatbelt Development Commission).

Narrogin contains the Regional Hospital, the regional Senior High School, the Regional Library, and the regional Recreation Complex. It also contains two large residential colleges.

A number of smaller towns are located around Narrogin as illustrated in the schematic below, the inner circle represents a distance of approximately 50 kilometres from Narrogin with the outer circle representing a distance of approximately 100 kilometres.



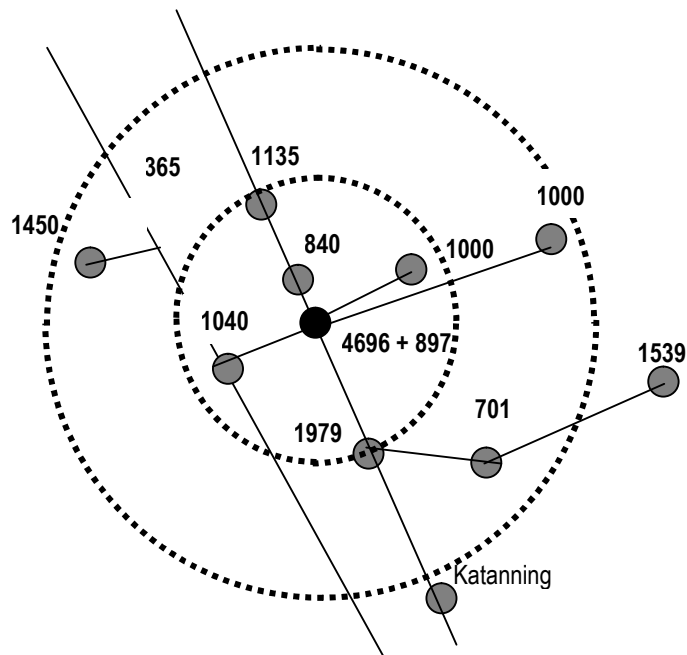
The local population is accustomed to travelling around the region to access services. For example the Narrogin Senior High School bus service includes on its routes Boddington, Williams, Wagin, Pingelly and Wickepin.

Therefore the proposal to locate the NRCC in Narrogin is consistent with the strategies implemented for other services, and is well supported by the majority of stakeholders.

## 4.2 Catchment

In the context of cultural events a catchment is defined as that area from which the public are prepared to travel in order to experience a particular event. In this it must be appreciated that the size of the catchment changes with the scale of the event. For example, the consultants for this study have been informed that it is usual for people from the Narrogin region to travel to Bunbury, Mandurah and Perth to attend live theatre performances of stars or large musicals and also regularly to Perth to shop and attend cinemas. . It is worth noting that figures released by the (then) Perth Festival in 1997 indicate that whilst the majority of patrons attending the Festival live in the Perth metropolitan area, nevertheless significant numbers also travel to Perth from the regions.

The NRCC will not compete with those in the cities for star names and large musicals and therefore the current pattern of attendance could be expected to continue. Nevertheless Narrogin is situated at the centre of a good distribution of population as the following schematic illustrates:



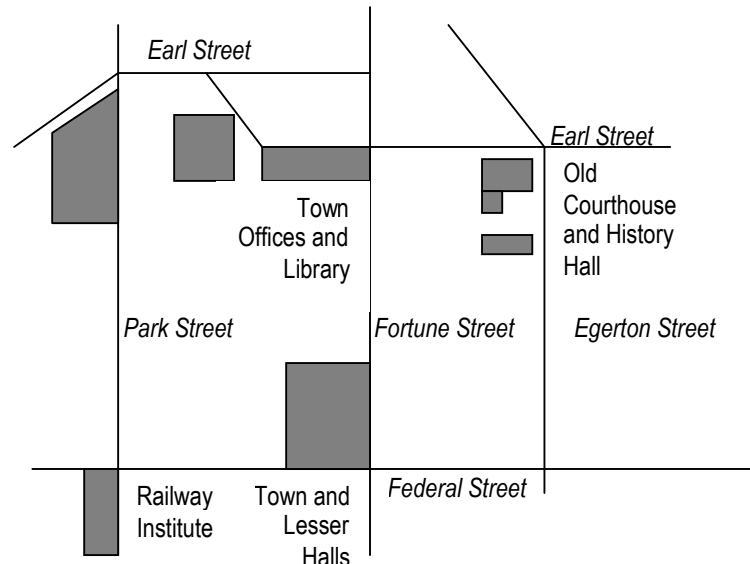
(Source – WA Local Government Directory 2002-2003 and websites of the relevant authorities.)

### 4.3 Sites studied

Whilst the consultants were open to considering sites outside of the Narrogin CBD these areas of the town were quickly ruled out as being outside the normal vehicular and pedestrian traffic routes, the latter often considered essential to attract patronage to cultural locations.

Therefore the main sites suggested by the Town for further scrutiny were as follows:

- The Town Hall and the Lesser Halls;
- The Railway Institute (sometimes also known as the Railway Hall);
- The existing Library building in Fortune Street;
- The existing Town offices;
- The Old Courthouse and carpark - Earl and Egerton Streets;
- History Hall in Egerton Street;
- The empty site bounded by Park and Earl Streets.



The consultants established a set of criteria for assessing the sites and made a number of visits to them; they were also provided with any available plans and reports for the sites or buildings in question; a list appears in Attachment “B”.

It should be noted that, in viewing the following assessment table, the final site selection depends on a number of issues and not on a simple ‘snapshot’ of this type which also contains a degree of subjective assessment in some areas. In the table a mark of ‘0’ indicates that the site does not meet the criteria, ‘2’ indicates that it does so and ‘1’ indicates partial adherence.

	Site	Town Hall	Lesser Halls	Railway Institute	Park St	Library & area	Old Courthouse
1	is in Town's ownership	2	2	2	2	2	2
2	is free of caveats re proposed use	2	2	2	0	2	2
3	Is within 5 minutes walk of town centre	2	2	2	1	2	2
4	Is within 5 minutes walk of sufficient parking	2	2	2	1	2	2
5	OR Is within 5 minutes walk of area where parking could be added	0	0	0	2	0	0
6	has or could have good street profile	2	2	2	2	2	2
7	Is large enough for whole project	0	0	0	2	0	2
8	OR Is large enough for one cluster of components	2	2	1	2	1	2
9	Can be achieved without demolishing existing buildings	1	1	0	2	1	2
10	Does not require significant adjustment to heritage building(s)	2	2	0	2	1	2
11	Provides opportunities for iconic building(s) in townscape	2	1	0	2	1	2
12	Building form an bulk would be compatible with location	2	1	1	2	2	1
13	Complies with town's vision for town centre	2	2	1	1	1	1
14	Does not reduce amount of public space in town centre	2	2	2	2	2	0
15	Allows for reasonable future expansion	0	0	0	2	1	0
16	Is already on pedestrian routes around town centre	2	2	2	0	1	0
17	Vehicles for loading/unloading can have easy access at all hours	2	2	2	2	1	2
18	Construction will not disrupt local residents	2	2	2	1	1	2
	Score	29	27	21	28	23	26
	<b>Site</b>	<b>Town Hall</b>	<b>Lesser Halls</b>	<b>Railway Institute</b>	<b>Park St</b>	<b>Library &amp; area</b>	<b>Old Courthouse</b>
	<b>Site ranking</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>4</b>

#### **4.4 Co-location or separate sites**

Locating facilities adjacent to each other, whether under one roof or in adjacent buildings, offers some operational advantages. There can be economies of scale in the use of plant, security and support services. Patrons attending one event can often be attracted to another. Combined projects are easier to develop and manage. However, such collocated facilities require large sites and the buildings which result can often be out of scale with others in the adjacent vicinity. Conversely, distributing facilities around the centre of a town or city provides opportunities for animating more of the centre and avoids 'ghettoisation' and big buildings. Phased projects are easier to undertake through distributed sites than with a single large building.

In this project the Park St site is the only one which offers sufficient space to accommodate all the facilities into one location if totally new facilities were desired.

#### **4.5 New or refurbished buildings**

New buildings offer the potential for exciting, often iconic, design which can have an impact on an area beyond that of the immediate users. Purpose design can bring both opportunities and cost savings to users more familiar with converted buildings. Conversely, the use of existing buildings, whilst curtailed by physical and heritage constraints, removes embarrassments from the urban landscape and caters to the public's nostalgia and affection for the familiar.

In this project there are opportunities for both new and refurbished buildings.

#### **4.6 The Current Facilities**

##### **4.6.1 Theatre / Concert Hall**

The Town Hall is the building generally regarded as providing this facility at the moment. It was opened in 1908 and formed the main social and municipal focus for the town for many years. It is registered with the Heritage Council. The Town's hiring information for the main auditorium gives its capacity as 360 in rows or 280 at tables. In January 2003 Graham Walne and Rick Browne undertook a survey of the Town Hall's technical status. Their report contains the following description of the facilities in discussion with the Narrogin Arts Council.

"The general discussion between the user groups and the study team was insightful and objective. There was a considerable consensus in opinions. The main issues are as follows:

## **Usage**

The room is used for a wide variety of events and there is appreciation that any improvements will need to take account of the quantity of the different formats presented. Not all formats use the stage in 'performance' mode, many use the body of the hall. It is also noted that, once improved, the number of user groups might increase.

There was general agreement that for performances the proportions of the room, when related to the width of the proscenium arch, are unsympathetic. Large capacity audiences cause too many people to be too far away from the stage. Alternatively, smaller capacities can be clustered closer, but are then conscious of empty space to the rear of the room.

The broader, possibly structural, improvements will need to be addressed in the context of the later proposed feasibility study mentioned above which should determine the role of the Town Hall (and specifically the room) in the event of a purpose-designed performance space being provided.

## **Acoustics and sound**

The most pressing issue and the one about which there was the most agreement, was the poor intelligibility of stage performers caused by both the unsympathetic acoustics and the lack of a permanent sound system designed specifically for the room. The acoustic quality of a room is measured analytically to give its "reverberation time". This in simple terms is the length of time it takes from when a sound source ceases till the noise has decayed by a set amount and is the result of the shape and size of the room and surface finishes. The longer the reverberation time, the worse the intelligibility of the spoken word will be. In this case Mr. Browne calculated a reverberation time of some 4.5 seconds and this was evident on site. To gain reasonable vocal intelligibility this needs to be reduced to less than 2 seconds.

## **Lighting**

There was agreement that the stage lighting system is inadequate, lacking both the ability to cover the stage to minimum expectations and to provide for control over the intensity of the lights themselves. These aspects are currently addressed through the hiring of additional equipment which, with rigging time and personnel, adds to the cost of those using the facility. Access to the existing lighting switchboard does not meet Occupational Safety and Health requirements. A similar situation applies with respect to the general lighting in the room which, being fluorescent, cannot be easily dimmed, is unsympathetic to theatre productions and of inadequate intensity for some finer arts and crafts activities.

### **Film projection**

The meeting noted that, in the past, the room has been equipped to show films but that the projection ports had since been blocked up. The study team was not able to gain access to the projection room which, some members of the meeting felt, still existed, although its access is not obvious. It is noted that the town does not possess a cinema but that studies of some facilities elsewhere have indicated that a subsidy might be required were such facilities to be made available. This aspect requires further investigation.

### **Stage Rigging**

Whilst it is clear from the study team's brief visit that an additional structural support system has been inserted into the stage house to support the weight of the stage equipment and roof above, it appears that some of the bars carrying both stage lighting and masking are not tied directly to the new structure but to other bars which are therefore carrying much of the weight. Consequently even though they themselves are tied to the new structure they are potentially a weak link in the chain. There is a need and space for additional lines for lighting and scenery and also for some current elements to be slightly relocated. Cracks in the structure were noted and comments to this effect were also made in the meeting with users.

### **Access**

There was general agreement that the difficulty of easy and safe access to heights was deterring some users from making full use of the facilities and also of fully developing their presentations. It was noted that the Town is obliged to pay for the hire of access equipment for maintenance at high levels.

Disability access, especially to the dressing rooms and stage, is currently poor and limiting the use by both individuals and organisations. A related point is the difficulty of moving heavy loads (such as pianos) between the floor of the hall and the stage.

### **Other**

There was general appreciation of the study team's point that the benefit of any additional equipment would be limited unless adequate maintenance and operation was also available. There is currently no permanent technician.

There was agreement that the appearance of whole building requires attention in order that it becomes more attractive to the public; comments were made specifically about the entrance area and the proscenium arch."

For the above study the consultants were provided with the results of a usage survey carried out in 2002, these are as follows:

<b>TOWN HALL USAGE 2002</b>												
<b>Number of days used</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>
Seminars and meetings												
Weddings, cabarets, functions							1					2
Balls, dances			1		1		1					
Concerts		1			1	1		1		1		1
Eisteddfod					4							
Rehearsals					2					2	1	8
Spring Festival										3		
Scitech display										5		
Piano Practice					12							
Theatre		1										
In addition there are regular Monday bookings for the Banksia Group and for the People With Disabilities Theatre Group												

It is clear from the above research, and from that carried out for this study, that:

- The community retains a strong emotional attachment to the Town Hall;
- The community would like the Town Hall refurbished;
- There is capacity to expand the current use;
- The seating capacity can be reduced from 360;
- The technical shortcomings are not critical;
- The Mayor's Parlour is no longer used for civic functions;
- There are substantial access issues to be addressed;
- The Town Hall is not equally suitable for all functions (ie Gallery or Library).

<b>LESSER HALLS USAGE 2002</b>												
<b>Number of days used</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>
Seminars and meetings		4	1			2	2			1		
Weddings, cabarets, functions				1		2	1	1		1		1
Balls, dances					1		1					
Concerts												1
Eisteddfod					4							
Rehearsals												
Spring Festival										3		
Music exam									2			
TEC Exam									1			
Workshops			2									
In addition there are regular Sunday bookings for Church meetings												

## 4.6.2 Museum

This function is currently discharged through two premises, the archives contained in History Hall and the material displayed adjacent to the Visitor Information Centre in the Old Courthouse. The findings of this study in these areas are as follows:

### History Hall

- The building currently contains a most impressively curated collection of local archives;
- The current building appears to present a hazard in terms of non-specialist storage and fire protection;
- This building does not need to remain if others can house its contents.

### Old Courthouse (and Visitor Information Centre).

- The building currently houses information / museum and craft facilities;
- It is operated by volunteers for the Tourist Bureau;
- The current building appears to be inadequate in terms of presentation, storage and fire protection;
- The building is 'classified' by the National Trust but is not on the Heritage Council's register;
- The Visitor Information Centre has proximity to travel routes and adjacent carparking.
- The future of the site relates to the role of the adjacent carpark, alternative housing for its uses and heritage issues;
- *There is an indication that significant changes will take place to the operational aspects of the current Visitors' Information Centre which will greatly influence its physical needs.*

### Future issues

- The need for a local museum has been demonstrated through "1400 requests for information received between 1995 and 2002";
- The Old Courthouse is "inappropriate" for the display of domestic artefacts and old farm implements and there is a view that these would be better presented in an old house or outbuilding.
- Conversely there is a view that the history of Narrogin can be effectively displayed with existing material adjacent to the local history collection.
- Greater clarity is needed in defining the term 'museum' which will impact on the amount of space required on any site and its relationship to what remains in the Visitors' Information Centre.

#### **4.6.3 Library**

This function is currently discharged through a single storey building of 301 M<sup>2</sup>. The findings of this study in this area are as follows:

- The building is inadequate in terms of climate control, security, storage, display and access;
- The building is inadequate to cope with expansion of new technology;
- The library is a useful neutral point of contact for some community members;
- This building does not need to remain if a replacement is provided;
- The commercial resale of site is uncertain but building might address other community needs;
- The area of building might need to be 100% larger in 5 years time;
- The library is a useful location for an information service.

The consultants have studied 'People and Places – A guide for Public Library Buildings in New South Wales 2000' and published by the State Library of New South Wales. This publication gives data for the relative sizes of library buildings and their contents. One example is useful in determining the future of the Narrogin facility. In this the document talks of a 'branch' library with a catchment of 15,000 people, almost that of Narrogin and the document suggests that a square meterage of 710 would be appropriate. From this it is clear that the library's own projection of "100% larger in 5 years" is in relative harmony with the recommendations in the NSW document and therefore provides a useful benchmark for this study. In the options considered in this report the area of the library has been increased by 50% but additional storage and IT areas have been added to this facility.

Whilst this facility could stand alone it is clear that it would benefit from being adjacent to archival and local historical and cultural facilities (and vice-versa).

#### **4.6.4 Cinema**

The consultants were asked to investigate the inclusion of a facility in which films could be presented. The consultants detected some concern about this aspect of the project because of the failure of other regional cinemas and also because of potential competition to the Little Gem Cinema in Wagin.

Research for this project has identified anecdotal evidence that the failure of the Northam cinemas could have been attributed to the populations' habit of attending main stream cinema in nearby Midland, 45 minutes' drive away.

The consultants also interviewed Mr. Frank Terry of the Little Gem in Wagin. This facility is privately owned and seats 76 people. It presents films only 15 to 20 times per annum.

Films on general release to the commercial houses are not available until all those houses have presented them and in any case Mr Terry has observed that the tastes of his audience often differ from those in the main cities – factors of which he said Narrogin would have to take note.

He also observed that his audience was not prepared to travel far to his cinema and, whilst some people had attended from Narrogin when an advertisement was placed in the local paper, he considered his cinema was intended to serve ‘the locals’ only. When asked about potential competition from a facility in Narrogin Mr. Terry said that it would make little difference.

It is clear that a purpose built cinema might prove uneconomic in Narrogin unless the film distributors could be persuaded to include the town on its first release circuit, but even then there might be insufficient audience to make screenings viable every day. Furthermore anecdotal evidence indicates that the local population make good use of the visits to Perth to shop in addition to watching films and a local facility is unlikely to make a significant impact on this habit.

The consultants therefore propose to provide facilities for films to be shown in the performing arts space or theatre, on an occasional basis and one which should take account of the programming and experience of the Wagin facility.

#### **4.6.5 Gallery**

This function is primarily discharged through a room in the Lesser Hall portion of the Town Hall which is approximately 74m<sup>2</sup>: unless other rooms in the Lesser Halls are used in conjunction then there is no dedicated storage and preparation area for touring exhibitions. The room lacks good disabled access. Art on the Move have informed the consultants for this study that they would be interested in touring work to a Narrogin Gallery (and regard that at Katanning as serving a separate region – there is also evidence that local schools would also visit a Narrogin Gallery in addition to that at Katanning). Discussions for this study have clarified that a substantial increase in space from that currently available would need to be allocated to a new facility. This facility could stand alone or could benefit from co-location with any of the other facilities proposed.

*Should further considerations indicate that the Lesser Halls are unsuitable for the Gallery function, perhaps for operational reasons, then the Lesser Halls should still be refurbished as function suites but perhaps with an enlarged central arcade providing additional related shopping and catering.*

**4.6.6 Railway Institute** These premises do not currently house cultural activities but were investigated as a possible location for the future. The findings of this study in this area is as follows:

- Now owned by the town after being used by the state for the social activities of the railway company;

- The flat floored hall seats 227 and contains an orchestra pit and small stage, dressing rooms are adjacent;
- The rear of the building is used by Home and Community Care (HACC) which is to relocate;
- Once HACC have relocated the rear will then be used for a Business Incubator;
- The building is well located and has the potential to house cultural facilities if a new construction is infeasible although this would probably require the demolition of the rear section to enable it to better relate to the main section.

Anecdotal evidence indicates that there are substantial maintenance issues to resolve before the main hall can be utilised. In addition it is valuable to note that the floor area of the main hall at approximately 224 M<sup>2</sup>. This is too small to make the main hall usable as a future library and could only be used as a theatre or gallery with substantial access and remodelling of the rear extension of the building.

## **5 0 THE OPTIONS**

### **5.1 Matrix of sites and functions**

The following matrix highlights the consultants' recommendations for the locations of the different functions and groups them into two options. *Note: there are several other permutations.*

In this it should be noted that the consultants are not recommending use of the Railway Institute, excluding in exceptional circumstances, because of other current uses; of the difficulty of both sections of the building working together; of uncertainties surrounding maintenance issues; of the building's poor external appearance and, because of the potential for commercial use of the site.

Similarly the consultants have not proposed extensive additional use of the Old Courthouse site because to do so would impede carparking and potential commercial development. Option 2 retains the Visitor Information Centre on this site. It should be noted that, whilst Option 2 locates the Local Arts and Crafts Gallery in the Lesser Hall site it could be placed in the Old Courthouse in the space vacated by the museum.

<b>SITE &gt;&gt;&gt;</b>	<b>Town Hall Auditorium</b>	<b>Lesser Halls</b>	<b>Railway Institute</b>	<b>Park Street</b>	<b>Old Courthouse</b>
<b>FUNCTION</b>					
<b>Theatre</b>	<b>Option Two</b>			<b>Option One</b>	
<b>Cinema</b>	<b>Option Two</b>			<b>Option One</b>	
<b>Concerts</b>	<b>Option Two</b>			<b>Option One</b>	
<b>Visitor Information Centre</b>		<b>Option Two</b>		<b>Option One</b>	<b>Possible alternative in Option 2 to Lesser Halls</b>
<b>Library</b>				<b>Option One</b>	
<b>Art Gallery</b>		<b>Option Two</b>		<b>Option One</b>	
<b>Local Arts and Crafts Gallery</b>		<b>Option Two</b>		<b>Option One</b>	<b>Possible alternative in Option 2 to Lesser Halls</b>
<b>Museum</b>				<b>Option One or Option Two</b>	
<b>Archive</b>				<b>Option One or Option Two</b>	

## 5.2 Advantages and disadvantages of the Two Options

Option	description	advantages	disadvantages
<b>One</b>	New Cultural Centre on Park Street housing all elements in purpose designed building(s).	Iconic opportunities, purpose built so improved suitability for purpose, possibility of economies of scale and operating/maintenance costs over existing buildings, combination of functions provide 'critical mass' for funding and sponsorship. Releases Library and Old Courthouse for other uses.	Very high capital cost, proximity to residential area might impair night use, lack of current pedestrian traffic – site seems remote. Plus does not solve problems of Town and Railway Halls. Difficult, but not impossible, to undertake this work in phases
<b>Two</b>	Remodelled Town Hall complex housing theatre, gallery, local arts and crafts gallery. PLUS new facility in Park Street housing library, museum, archive and theatre/ meeting room. AND retention of Old Courthouse as Visitor Information Centre with option of Local Arts and Crafts Gallery taking over vacated Museum spaces.	Probably most cost effective option of use of space and collocation of facilities, opportunities for critical mass marketing, releases existing library, railway hall for sale or other uses. Gallery could bring tourists directly into town centre – economic multipliers - and gives them access to tickets for events in Town Hall.	Few disadvantages; loss of lease income from at least 1 Town Hall shop; concept depends to some extent on heritage issues being flexibly interpreted; use of existing buildings can limit size of some functions.

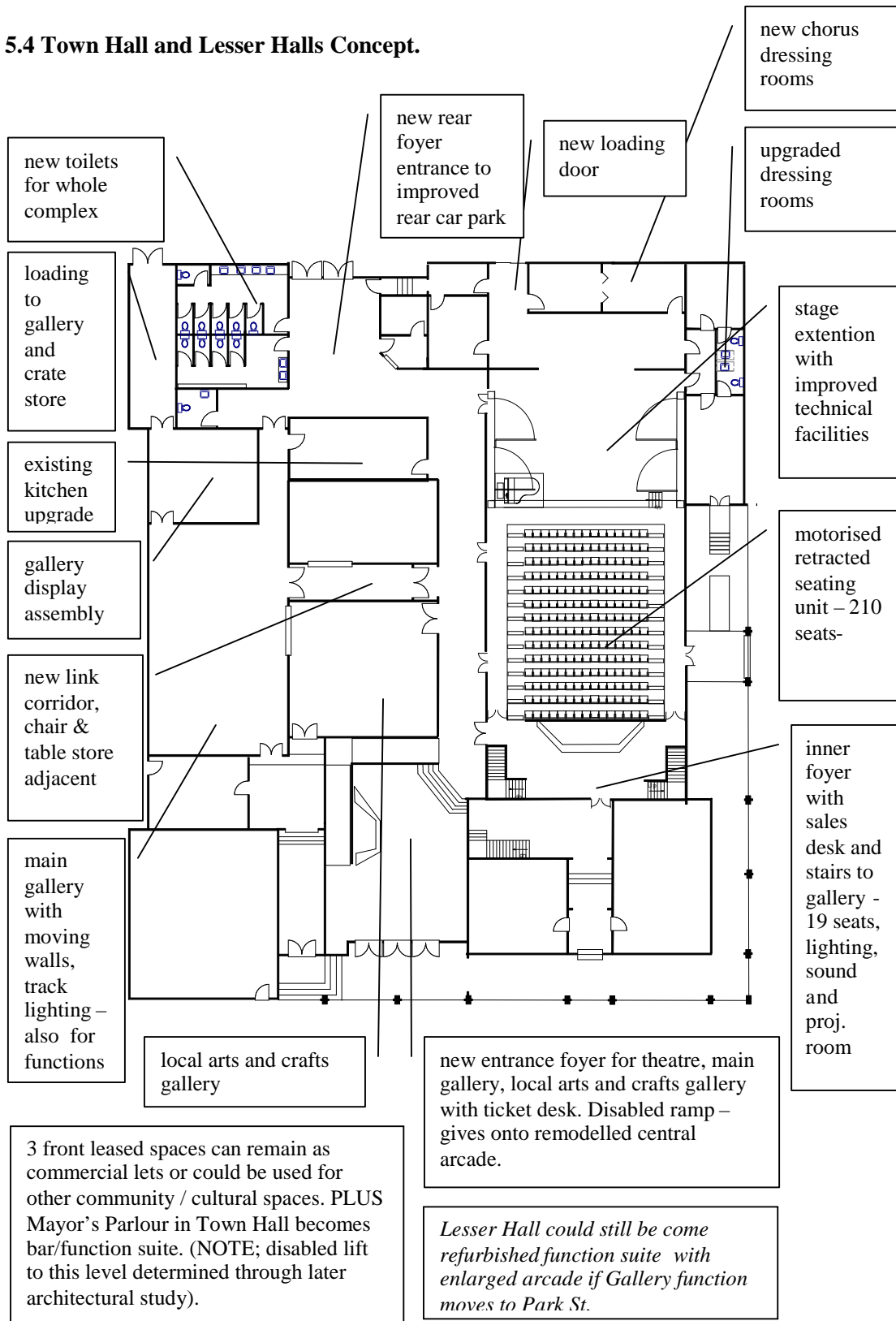
## 5.3 Schematic drawings of Option Two

Option Two is the consultants' preference because it retains a use for the Town Hall and Lesser Halls and offers better value for money than Option One. The drawings which follow explain how the spaces could be used.

In Option Two increased stage space, retractable seating and a projection room would be contained within the existing auditorium. The auditorium would be fitted with electric window blinds and improved lighting, airhandling, acoustic treatment and décor. Flexible acoustic panels on the stage extension would provide for a concert platform or a proscenium, and a stage lift would assist with heavy items and access for the disabled. Part of the existing stage would be given over to increased dressing accommodation for groups and adjacent rooms improved for performers.

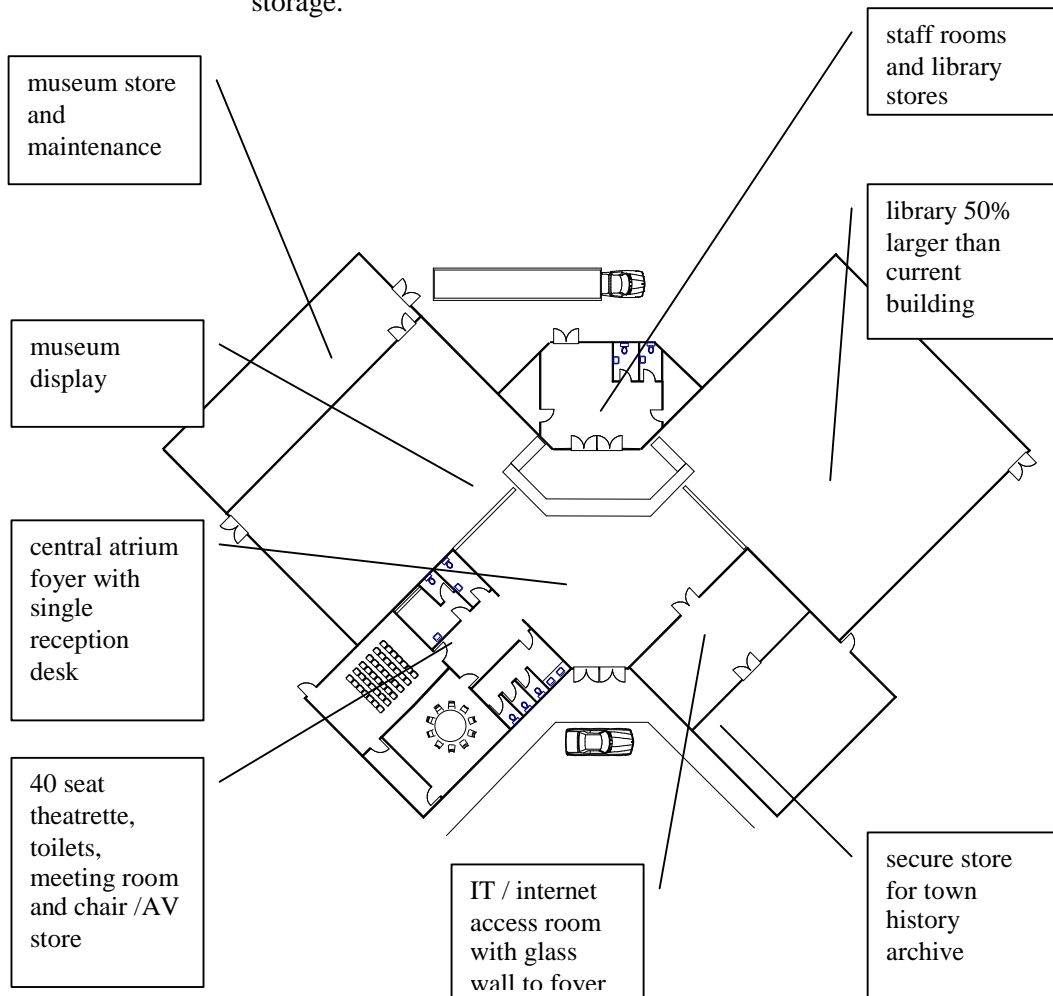
The existing alley between the Lesser and Main Halls would become an arcade connecting front and rear foyers, new toilets, new front foyer and both a new gallery and the local arts and crafts gallery. (NOTE; the 'gallery' uses of a remodelled Lesser Hall complex does not preclude the development of existing uses).

### 5.4 Town Hall and Lesser Halls Concept.



### 5.5 New Library and Museum Concept on Park Street

This facility would be a new building on the Park Street site, the only site large enough to accommodate it (although the Old Courthouse site can technically do so this is ruled out because of the loss of carparking and commercially potential space). A new 450m<sup>2</sup> library projects from a central atrium where reception is located. To the opposite side projects the museum with adjacent access and storage. The smaller front projections contain the archives from History Hall and an IT facility for research, education and community internet access. Across the lobby is located a small 40 seat 'theatrette' with adjacent meeting and small function room. The rear of the complex contains staff workroom, toilets and library storage.



*The above is a concept only. Future considerations would need to define the 'museum' aspects in more detail (and in relationship to the contents of an upgraded Visitor Information Centre) and additionally in relationship to operational considerations of locating the Gallery at Park St in preference to the Lesser Halls.*

## 5.6 Uses for existing library

Although, once vacated, the existing library offers commercial potential which could help offset some of the capital cost of the project, it could also become a useful Council Chamber with improved facilities for the elected members and contain a small function/entertaining suite. This would then release the current Council Chamber for office space which might be required by future expansion and/or amalgamation of Town and Shire.

## 5.7 Capital Costs

The following figures provide *an order of costs* for the recommended options. In studying these it must be appreciated that, these cost estimates are not a substitute for a properly costed study undertaken by an architect and a quantity surveyor (and recommended as the next stage for the Town's preferred option).

The following costs do not account for:

- the cost of any land transfers (i.e from the State to the Town for Park St);
- the cost of any conservation measures or outstanding maintenance of existing buildings;
- any addition costs relating to bringing existing buildings up to the Building Codes;
- the cost of inserting a lift into the Town Hall to enable disabled access to the Mayor's Parlour;
- additional carparking;
- GST and inflation.

The capital costs can be summarised as follows, a detailed breakdown can be found in Attachment 'C'.

**Option One** – new building on Park St for all functions; \$16,000,000.

**Option Two** – new building on Park St for Library, Museum, Archive and Theatre/meeting room PLUS remodelled Town Hall complex containing Theatre, Gallery, Local Arts and Crafts Gallery. Allowance made for refurbishment of the Old Courthouse to include alternative location for Local Arts and Crafts Gallery in addition to refurbishments to the Visitor Information Centre: \$10,000,000.

### Operating Costs

The consultants were not briefed to provide operating costs but these could follow from an architectural study once the Town has had an opportunity of assessing the options. Nevertheless there are clear issues which inform this matter:

- Increased usage will lead to increased staff, cleaning and energy costs: a policy will be needed about the degree to which the operator of the building passes these on to the hirer in the context of commercial or community status.

- The new and/or refurbished buildings proposed will attract a greater frequency of use and therefore income to the operator which can, to some extent, be used to offset greater operating costs.
- The refurbishing of buildings can reduce both energy and maintenance costs.
- Concept for the buildings which follow later envisage central reception desks to minimise regular staffing.

## **ATTACHMENT “A” - ISSUES – STAKEHOLDERS**

Matters to be discussed with stakeholders (noting that not all matters will be relevant to all stakeholders but that all issues to be covered in the course of consultations, as appropriate, to ensure full coverage and comprehensive responses to inform this study).

1. The stakeholder’s role and interests in supporting this development, how it fits within their strategic aims and objectives for the region and the broader community. Is there any particular strategic emphasis for them.
2. The options for the Town of Narrogin in proceeding with this development, including phasing over a number of years. Would this phasing have any impact in terms of the stakeholder’s strategic interests and their capacity to commit to the project.
3. The extent of financial commitment to capital and or re-current funding for this development, or in-kind support for this development.
4. In relation to the previous point, availability, timing and authority for capital funds - in particular in a phased development, and the processes for achieving early formal commitments.
5. In relation to re-current funding, the likely extent, purpose, term and requirements governing re-current funding support. What would be the stakeholder expectations in terms of accountability and financial reporting.
6. Would the stakeholder have any requirements in relation to utilization of the facility, as a condition of funding.
7. Would there be any usage constraints that they would seek to impose as a condition of funding or other support.
8. What would be the nature of arrangements and agreements regarding conditions to govern the financial or other support.

9. What are the preferable sites and locations. Why is this the case.
10. What are the conditions under which these sites could be made available. Are there existing commitments/deeding in relation to any or all of these sites. If so, would it be possible to overcome these constraints if a particular site was seen to be highly desirable.
11. What is the commitment to funding for a “new” facility as distinct from “enhancing” existing facilities to meet Arts/Cultural objectives.
12. Would there be any preferred legal structures for operating and managing a new facility/ies. What would be the role of the Town and other stakeholders.
13. What are the stakeholder views on appropriate governance arrangements, and would they require any involvement in that activity. If so what would be the nature of that involvement.
14. The stakeholder views on financial and operational accountability and any requirements they would have for meeting program performance standards and requirements.
15. The views of stakeholders in relation to the facility being combined or co-located i.e. a new library, art gallery, local history collection and the visitor information centre. Should this be in one building. Could it be a “complex”.
16. Should there be a Concert Hall, Picture Theatre in any new building or complex. If so, should there be a staged development to ensure that capital which might not be available immediately could be achieved in the longer term.
17. What are the issues about the Town Hall in Narrogin, and its potential to be upgraded without losing its other “functions” as an important and large community facility.
18. What are the stakeholder views about the links between this development and regional development outcomes, particularly as articulated in regional and local planning documentation.

## **ATTACHMENT “B” - PEOPLE CONSULTED**

### **Steering Committee**

- |                     |  |
|---------------------|--|
| 1. Sally Higgins    | - Mayor, Town of Narrogin Councillor             |
| 2. Chris Nelson     | - Town of Narrogin                               |
| 3. Geoff Mc Keown   | - CEO, Shire of Narrogin                         |
| 4. Peter Naylor     | - CEO, Shire of Cuballing                        |
| 5. Len Calneggia    | - CEO, Shire of Wickepin                         |
| 6. Gillian Martelli | - Director, Community Services, Town of Narrogin |

- 7. Mary Silverman - Community Development Officer, Town of Narrogin
- 8. Heather White - Regional Librarian – Town of Narrogin
- 9. Jenny Evans - Wheatbelt Development Commission
- 10. Lisa Shreeve - Wheatbelt Area Consultative Committee

### **Stakeholders Consulted**

- 11. Sandra English - TAFE
- 12. Sally Haslam - TAFE
- 13. Liz Smith - Narrogin Art Group
- 14. Brian Lange - Narrogin Senior High School
- 15. Les Riley - Repertory Club
- 16. Ken Bradford - Repertory Club
- 17. Mary Martin - Eisteddford
- 18. Carmen Sebestyan - Theatre of the Divine
- 19. John Knight - Nightingale Chorale
- 20. Mary Martin - Occasional Singers
- 21. Hazel Meares - Ballet School \*
- 22. Heather Lange - Calisthenics Group \*
- 23. Mike Sully - Homecare
- 24. Chris Yates - Disability Services Commission
- 25. Avril Williams - Noongar Representative
- 26. John Millar - BEC and Chamber of Commerce
- 27. Alison Braid - Department for Community Development
- 28. Betty Robbins - Department for Community Development
- 29. Evelyn White - Local History/Museum
- 30. Maurie White - Local History/Museum
- 31. David McFall - Bethel Building
- 32. Kevin Brady - District Education Office
- 33. Deborah Hughes-Owen - Tourist Bureau
- 34. Dan Turner - Town Planning, Town of Narrogin
- 35. Mary Silverman - Community Development Officer, Town of Narrogin
- 36. Gillian Martelli - Community Services, Town of Narrogin
- 37. Gary O'Neil - CEO, Town of Narrogin
- 38. Geoff McKeown - CEO, Narrogin Shire
- 39. Peter Naylor - CEO, Cuballing Shire
- 40. Don Ennis - Deputy Mayor, Town of Narrogin
- 41. Jenny Evans - Wheatbelt Development Commission
- 42. Jacquie Bowles - East Narrogin Primary School
- 43. Stephen Doherty - Narrogin Primary School
- 44. Fiona Hastings - St Matthews Primary School
- 45. Barry Moulton - Industry experience
- 46. Bill Pickford - Bibdjoole
- 47. Arthur Slater - Noongar Representative
- 48. Brian Colbung - Noongar Representative
- 49. Les Eades - Noongar Representative
- 50. Willie Farmer - Noongar Representative
- 51. Alan Ugle - Noongar Representative
- 52. Doug Woods - Noongar Representative
- 53. Heather White - Regional Librarian
- 54. Marchelle McMath - Dandi Designs
- 55. Suzi Rowley - Trengarin Stained Glass (written submission)
- 56. Fourteen Students - Narrogin Senior High School
- 57. Jim Epiro - CEO, Williams Shire

- 58. Theresa Rafferty - Narrogin Agricultural College
- 59. Don Dickson - Narrogin Residential College
- 60. Michael Parker - CEO, Wagin Shire
- 61. Peter Piesse. - President, Wagin Shire
- 62. Brenda O'Neil - Principal, Wagin High School
- 63. Ian Craven - CEO, Dumbleyung Shire
- 64. Michelle Brown - Councillor, Dumbleyung Shire
- 65. John Muller - Senior Citizens Centre
- 66. Karen Keeley - Narrogin Gallery
- 67. Greg Carter - CEO, Pingelly Shire
- 68. Terry Waldron MLA - Member for Narrogin
- 69. Sally Higgins - Mayor, Town of Narrogin
- 70. Tarryn Scadding - Kulin Shire, Community Development Officer
- 71. Jeanette Bennett - Lake Grace Shire, Executive Secretary
- 72. Tania Spencer - Lake Grace Development Association
- 73. Narelle Lucas - Lake Grace Library
- 74. Debby Clarke - Chair, Lake Grace Development Association
- 75. Michelle Starke - Lake Grace Development Association
- 76. Frank Terry - Little Gem Cinema – Wagin
- 77. Georgie Bailey - resident – via written response
- 78. Lee Thompson - resident – via written response
- 79. Audrey Suckling - resident – via written response
  
- 80. Department for Culture and the Arts
- 81. Lotterywest
- 82. Country Arts WA
- 83. Department for Community Development
- 84. WA State Library
- 85. Art on the Move

\* via input to earlier study-Town Hall Improvement Study 2002

### **Material Studied**

1. Central South Action Plan 2002
2. Town Hall Conservation Plan 2001
3. Town of Narrogin Cultural Plan 2002-2005
4. Town of Narrogin Cultural Plan 1996
5. Town of Narrogin Services Survey 2000 [ extract ]
6. Gnarogin Heritage Centre Business Plan 1998
7. Annual Report 2002 – Narrogin Regional Library
8. Town of Narrogin Strategic Plan 2001-2005
9. Cultural Needs Study-Wheatbelt Region
10. Town Hall Improvement Study 2002
11. Guide to Public Library Buildings 2000
12. Maps-Narrogin Town Centre and Environs

**ATTACHMENT 'C' – detailed breakdowns of capital costs for options****Option One - Cost breakdown for new building on Park Street for all functions:**

<b>function</b>	<b>room</b>	<b>notes</b>	<b>area M2</b>	<b>cost psm</b>	<b>total</b>
Theatre	Auditorium	400 seat	300	\$3,000	\$900,000
	Stage	20*10	200	\$3,000	\$600,000
	Scene dock	20*10	200	\$1,000	\$200,000
	Dressing	6 rooms	90	\$1,500	\$135,000
	Other backstage		100	\$1,500	\$150,000
	Tech offices		50	\$1,500	\$75,000
Gallery	Gallery	20*30	600	\$2,500	\$1,500,000
	Storage etc		200	\$1,000	\$200,000
	Gallery offices		50	\$1,500	\$75,000
Arts & Crafts	Gallery	20*15	300	\$2,500	\$750,000
	Storage		150	\$1,000	\$150,000
Museum	display	20*20	400	\$1,500	\$600,000
	Storage		200	\$1,000	\$200,000
	workshop etc		75	\$1,000	\$75,000
	archival		200	\$1,500	\$300,000
	offices		50	\$1,500	\$75,000
Library	book area		450	\$2,500	\$1,125,000
	backup etc		150	\$1,500	\$225,000
Theatrette	40 seats		30	\$2,500	\$75,000
	display		10	\$1,500	\$15,000
Meeting Rms			200	\$1,500	\$300,000
Offices	centre management		75	\$1,500	\$112,500
café	total		200	\$2,000	\$400,000
toilets	whole centre		150	\$1,500	\$225,000
subtotal			4430		\$8,462,500
shared foyer	20% total		886	\$2,000	\$1,772,000
subtotal			5316		
plant and circulation 10%			432	\$1,000	\$432,000
total area			5748		
subtotal cost					\$10,666,500
add 11% fees					\$1,173,315
add 1% for art					\$106,665
add 5% contingency					\$533,325
add estimate site works					\$1,250,000
add equipment, fittings etc					\$1,750,000
<b>total excluding carpark</b>					<b>\$15,479,805</b>

**Option Two – Cost breakdown for new building on Park St containing Library, Museum, Archive, Theatre and meeting room.**

function	room	area M2	cost psm	total
Museum	display	250	\$1,500	\$375,000
	Storage	130	\$1,000	\$130,000
	archival	100	\$1,500	\$150,000
Library	book area	450	\$2,500	\$1,125,000
	IT room	75	\$1,500	\$112,500
Theatrette	40 seats	55	\$2,500	\$137,500
	meeting room	55	\$2,500	\$137,500
Staff rooms		75	\$1,500	\$112,500
toilets	whole centre	75	\$1,500	\$112,500
subtotal		1265		\$2,392,500
shared foyer		210	\$2,000	\$420,000
subtotal		1475		
plant 5%		73.75	\$1,000	\$73,750
total area		1548.75		
subtotal cost				\$2,886,250
add 11% fees				\$317,488
add 1% for art				\$28,863
add 5% contingency				\$144,313
add estimate site works				\$1,000,000
add equipment, fittings etc				\$750,000
<b>total ex carpark</b>				<b>\$5,126,913</b>

**Option Two – Cost breakdown for remodelled Town Hall containing Theatre, Gallery, Local Arts and Crafts Gallery.**

function	area	cost	total
demolition	item	\$150,000	150,000
new toilets	100 sqm	\$2000psm	200,000.00
new display room	55 sqm	\$2000psm	110,000.00
arcade	155 sqm	\$2500 psm	387,500.00
new entrance	140 sqm	\$2750 psm	385,000.00
new dressing rooms	35 sqm	\$1750 psm	61,250.00
refurbish dressing rooms	50 sqm	\$1000 psm	1,050.00
refurbish store	65 sqm	\$1000 psm	1,065.00
Refurbish Mayor's Parlour	135 sqm	\$1000 psm	135,000
refurbish kitchen	35 sqm	\$1000psm	35,000.00
upgrade to galleries	195 sqm	\$2000 psm	2,195.00
gallery fitting out	item	\$200,000	200,000.00
general repaint internal	item	\$450,000	450,000.00
theatre seating	item	\$150,000	150,000.00
theatre equipment	item	\$700,000	700,000.00
air condition upgrade	item	\$250,000	250,000.00
subtotal			3,218,060
add 11% for fees			353,986
add 10% contingency			321,806
<b>total</b>			<b>3,893,852</b>