



WYONG SHIRE COUNCIL

WYONG SHIRE COUNCIL
ORDINARY MEETING
ENCLOSURES

Wednesday, 27 May, 2009

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WYONG SHIRE COUNCIL
ENCLOSURES TO THE
ORDINARY MEETING
TO BE HELD IN THE COUNCIL CHAMBER,
WYONG CIVIC CENTRE, HELY STREET, WYONG
ON WEDNESDAY, 27 MAY 2009 ,
COMMENCING AT 5:00:00 PM

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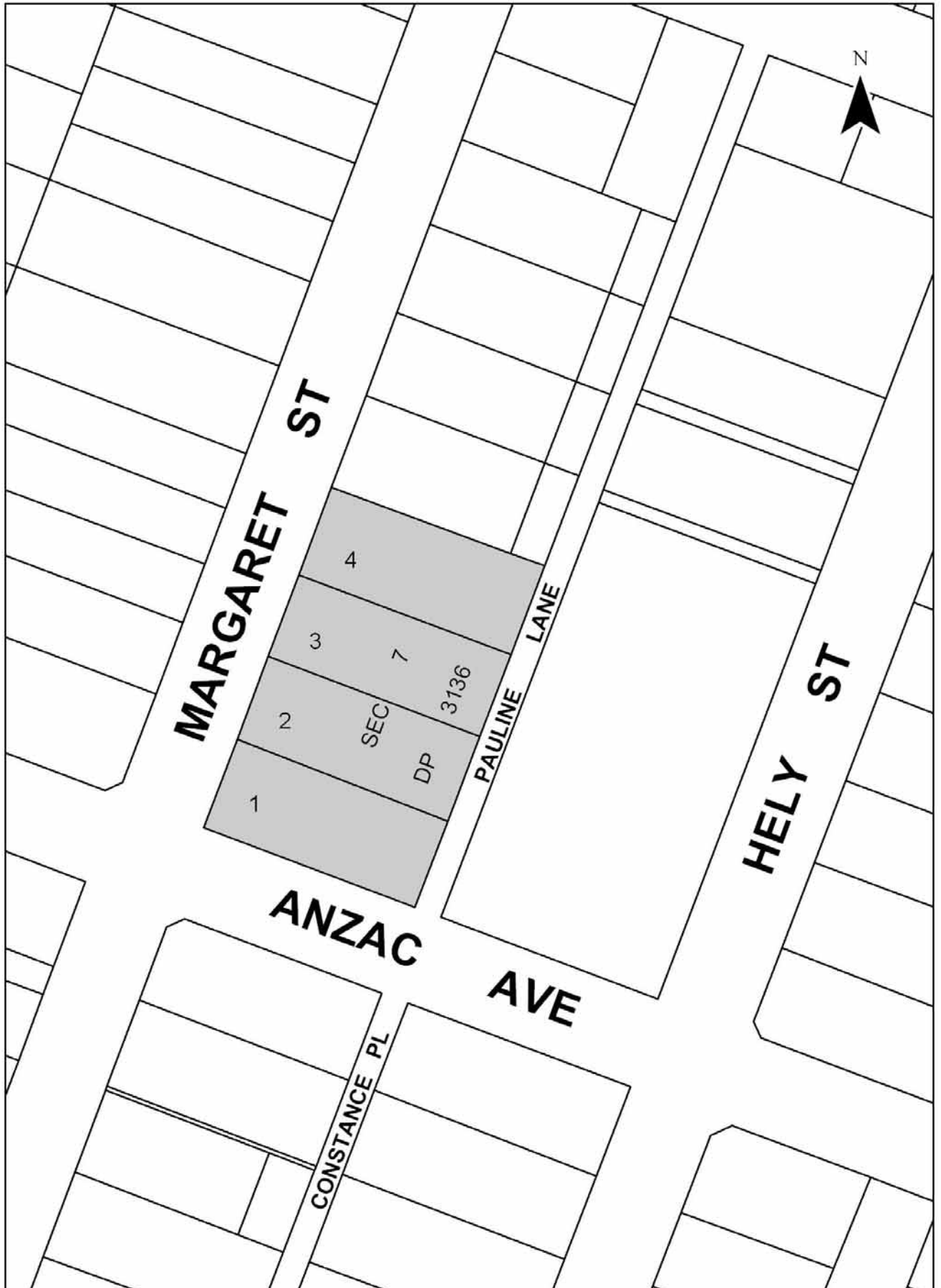
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ATTACHMENT 2 RATIONALE FOR BUILDING A CULTURAL CENTRE

Wyong Shire's increasing population has a high level of participation in the arts including, visual arts, literature, photography, music and performance, especially dance. This participation is evident in the high number of activities, community based groups, organisations and small businesses based in one or more of these arts areas.

The majority of these activities and groups have formed independently of Council over the recent and long term, many maintaining their audience numbers and participation rates.

The level of participation and attendance by the community in these programs currently outstrips the available facilities and infrastructure in the Shire, with many groups making do with facilities that do not match their needs (including the use of interim leases and management agreements), or, needing to travel to areas such as Gosford and Newcastle to use facilities outside of the Shire. In turn usage of venues such as Gosford's Laycock Theatre has increased and availability decreased let alone additional cost pressure on local Wyong Groups.

This shortfall in infrastructure is viewed as an impediment to the growth and sustainability of the Shire's cultural development. It results in limited development opportunities for people and groups with skills, innovation and commitment and a subsequent potential loss of these key attributes from the area. This drawback also reduces the opportunities for the local community to access local and national contemporary cultural activities such as performing artists, exhibitions and events.

The provision of cultural infrastructure is comparable with recreational infrastructure, whereby the provision of such facilities involves financial investment to ensure the return of non-financial cultural and social dividends.

The coordinated provision of cultural infrastructure by community, business and government sector is valued as contributing to quality of life, development of skills, cohesive communities and providing amateur and vocational opportunities.

In 2006 Wyong Shire Council resolved to establish a Performing Arts Centre in Wyong and the high priority of the establishment of the centre was confirmed in the Councillor workshop held on 7-8 February 2009.

Strategic Plans Relevant to Cultural Infrastructure in Wyong Shire

A cultural centre with capacity to meet the increasing demands of a growing community is consistent with the ideals and goals expressed in a number of documents relevant to Wyong Shire's future. Each of the following plans make development of cultural activity a priority:-

- Wyong Shire Strategic Vision
- Wyong-Tuggerah Planning Strategy
- Central Coast Regional Strategy
- NSW State Plan

CULTURAL ACTIVITY IN WYONG SHIRE

Existing Cultural Infrastructure – Council’s contribution

Council contributes to cultural activity through:-

- Direct provisions of facilities – e.g. Wyong Memorial Hall.
- Leased provision of facilities – e.g. Senior Citizens
- Support of organisations providing facilities and activities.
- Grants

Cultural development plays a role in local and regional economic diversification through growth in areas such as knowledge-based and creative industries. Council’s role in the achievement of these activities includes:

- Investing in infrastructure that directly and indirectly sustains business and community activity;
- Lobbying for state and federal government funding and private sector investment in local industry, cultural development and community initiatives.

Existing Cultural Infrastructure – Facilities

Existing facilities supporting artistic and cultural interests vary in size and configuration arising more from a historical lack of focus on cultural pursuits and the associated unwillingness of Council and the community to invest.

It is fair to say that existing cultural activity has been limited by this lack of investment in facilities so it is difficult to draw conclusions about the adequacy and coverage of the facility infrastructure available for public use.

Table 1 outlines current public facilities. It does not take account of privately or club owned assets.

Table 1 Current Wyong Shire Cultural Facilities

Description	Facilities	Facility Notes	Usage
Dedicated art space* for-hire: 100-200 people	<ul style="list-style-type: none"> • The Entrance Community Centre (to open in 2009). • Toukley Tourist and Art Centre. 	<p>The Entrance Centre gallery and rehearsal space requires staffing by hirers.</p> <p>The Toukley Art Centre is staffed by volunteers (currently leased to Toukley Art Society), 50% is available for-hire.</p>	<p>Art societies and groups, individual artists, heritage groups, community based projects, performers, dance schools, schools, university, TAFE and Council programs. Staffing by hirers limits opening hours.</p> <p>Not suitable for travelling national shows (security).</p>
Dedicated art space for specific programs: 25-50 people.	<ul style="list-style-type: none"> • Gravity Youth Centre Art Room. • Potters' Studio at Gorokan. • Small Art Gallery at Wallarah Point Park Gorokan. 	<p>Facilities developed and managed by specific organisations of members/clients.</p> <p>Not for public hire.</p>	<p>Young participants in Gravity programs and members of art groups.</p>
Adapted cultural	<ul style="list-style-type: none"> • Wyong Community 	Adapted heritage residential	Meetings and project work by

Description	Facilities	Facility Notes	Usage
use for-hire: 25 people.	Cultural Centre.	house, currently leased to Wyong Writers and Wyong Family History Group with one room available for public hire.	members of tenant groups, public access for historical research, public access for meetings and workshops.
Hall venue for-hire 300 people.	<ul style="list-style-type: none"> Wyong Memorial Hall. WSC Function Room. 	Memorial Hall also houses the Wyong Drama Group in a rear room. Limited capacity and suitability for cultural usage role – requires cultural hirers to compromise on and improvise appropriate equipment levels. Council's function room is not equipped or fitted out to accommodate cultural usage such as theatre performance and exhibitions without requiring temporary fitout beyond the budget of most hirers. It also has restricted availability.	4 shows p/a by the Wyong Drama Group and 3 p/a by the Wyong Musical Society, additional performances by dance school (see below). WSC Function room has limited capacity for performance and exhibition.
Libraries.	<ul style="list-style-type: none"> Bateau Bay Library. The Entrance Library. Toukley Library. Tuggerah Library. 	Free space for borrowing books, studying, socialising, communicating and computer access.	Families, students and wider community.
Libraries with rooms for-hire 25 people.	<ul style="list-style-type: none"> Lake Haven Library. 	As above plus 2 small rooms for hire. Suitable for meetings and talks.	Families, students, community groups, Council programs.
Outdoor performance areas 5000+ people.	<ul style="list-style-type: none"> The Entrance Memorial Park and surrounds outdoor stages. The Entrance Community Centre (April 2009). 	A stage, sound shell, seating area and support for performance equipment.	Suitable for outdoor events and performances with large scale crowds.
Dedicated Performance Facility 120 people.	<ul style="list-style-type: none"> University of Newcastle Ourimbah Campus Studio. 	Primarily for student use, but available for hire within restricted times.	Develop and showcase new original performance works for campus body and general public, and education and skills development uses.
Retail performance area 100-250 people	<ul style="list-style-type: none"> Requires temporary setup of stage and equipment – only suitable for particular uses as does not have fixed audience and is within a broader busy environment. 		

* Designed for, and marketed to, cultural activity (visual art, performance etc), fitted out for arts use (ie: either/or wet areas, hanging system, specialised flooring, lighting system)

Regional Facilities

At a regional level, Wyong Shire residents have access to the Gosford Region Art Gallery at East Gosford (3 exhibition areas and studios/rooms for hire), Laycock Street Theatre at Wyoming (2 venues, 450 people and 100 people seating), Mt Penang Parklands festival venue, Lake Macquarie Art Gallery at Booragul and Lake Macquarie Performing Arts Centre at Warners Bay.

Consultations have found that Laycock Theatre is booked out during peak periods for dance school performances, with many Wyong Shire based schools travelling to Newcastle to perform.

Further, WSC has investigated¹ the plans of adjacent Councils for the development of cultural infrastructure. It notes that

- Gosford City Council plans to investigate the feasibility of a Concert Hall with an auditorium larger than the existing Laycock Street Theatre and that this move is supported by the recently formed Friends of the Performing Arts Centre that has the vision of a 1,000-seat concert hall in Gosford linked to the Central Coast Conservatorium.
- Cessnock City Council has completed an arts centre in the Cessnock town centre with a single auditorium capable of accommodating audiences of up to 460.

Notwithstanding the existing and proposed infrastructure of adjacent Councils, it remains the case that Wyong Shire is entirely devoid of a substantial indoor cultural venue for a current population of almost 150,000 (projected as 185,100 by 2026, with Wyong Shire expected to accommodate the majority of the future growth of the Central Coast).

Existing Cultural Infrastructure – Activities

Memorial Hall - A core of 19 organisations at present utilise Wyong Memorial Hall for their activities. They represent a range of performing and visual arts that can form the basis for a vibrant program at the proposed Centre.

Table 2: Current and Potential Hirers of the Memorial Hall Site

NOTE: Audience and participation figures are estimates per year, unless otherwise indicated)

Cultural Activities: Memorial Hall – WSCC		
Wyong Drama Group	Live theatre presented in Wyong for over 50 years. Three productions per year and organises “Theatre-Fest”; an annual one-act play festival, that attracts amateur theatre groups from within and beyond the Central Coast.	Audience: 2,100 Participants: 25
Wyong Musical Theatre Company	Established ten years ago. The Company presents two productions p.a.; one is reserved exclusively for young performers. Musical theatre uses large casts and provides opportunities for a large number of participants.	Audience: 1,600 Participants: 80
Rotary Club of Toukley Central	Major regional art exhibition that has been running for over 30 years, with significant prize money and	Audience: 900 Participants: 25

¹ the *Feasibility Study for the Wyong Shire Cultural Centre*

Cultural Activities: Memorial Hall – WSCC		
Coast Festival of Arts	sponsorship base, takes place in March / April each year.	
Central Coast Lapidary Club Gem Festival	Large active club that has been running this annual event at the Memorial Hall for over 20 years.	Audience: 250 Participants: 60
Rockin' back to Wyong	Recently established annual event that includes a weekend of dance.	Audience: 120 Participants: 60
The Annual Photographic Festival Exhibition	Popular competition, exhibition, workshops and talks currently held in Council's Civic Centre	Audience: 200 Participants: 700 entries
Contemporary Artists' Expo – Supa-Centa	Wide range of local artists' original works (painting, jewellery, ceramics, sculpture) exhibitions temporarily located in vacant shops at the Supa-Centre, Tuggerah.	Audience: 5,000 p/a estimate Participants: 80 p/a
Touring exhibitions – Regional Gallery Network/National Trust Exhibitions	Small scale exhibitions developed and curated in other regions, of significance and interest to schools, students and artists as well as wider community.	Audience: 5,000 p/a estimate
Touring Indian Classical Musical Performance	Small scale (2 performers) show temporarily located at Matcham Community Hall in Gosford LGA due to unavailability of other venues – audience from Gosford and Wyong LGA.	Audience: 80
Regional Youth Support Services	Planned youth arts program in Wyong seeking showcasing space in coming years.	Audience: 200 Participants: 200
Annual Wyong Shire Year 12 Student Art Exhibition	Planning underway for inaugural 2009 exhibition at The Entrance Community Centre – will seek to travel to Wyong	Audience: 200 Participants: 20

Limitations Imposed on Usage

As identified in Table 2 (above) there are a number of limitations on usage and quality of activities caused by the current cultural infrastructure configurations.

- Current facilities are used to their maximum capacity by cultural groups.
- The lack of specific building design, equipment and operation structures to support such cultural activity results in a limitation on growth and a range of needs not being met locally (such as dance schools needing to travel to Newcastle).
- The soon to be opened Community Centre at The Entrance addresses some of the short-comings of the infrastructure by providing, for hire, a 120m² gallery and 140m² rehearsal room, plus meeting rooms.

Performance

Music, dance, writing and performance are pursuits keenly undertaken by the Wyong Shire community through amateur, freelance and business based ventures. These practitioners find opportunities for development and performance through a range of community run initiatives such as Coast-fest, Brackets and Jam and mainstream events such as Australia Day in Gosford and Wyong.

The main Wyong Shire facility utilised for these pursuits is Memorial Hall, which requires hirers to improvise on fundamental equipment and design shortcomings. The Hall does not meet the basic requirements of a range of other potential hirers who travel outside of the Shire (such as dance schools to Gosford and Newcastle).

This is to the detriment of the groups and the wider community as large groups spend time and money in other regions, they cannot maintain the strong connection to a Wyong based audience they require and distance becomes an obstacle to growing participation levels of Wyong residents.

The Shire currently does not have publicly hireable rehearsal space.

Creative Arts

The full gamut of creative arts is practiced by Wyong Shire community members including ceramics, painting, sculpture, printmaking, design, jewellery and multi-media (digital). All exhibition facilities (Toukley Art Centre and The Entrance Community Centre) require hirers to staff any exhibitions which limits opening hours.

In addition to current facilities, this sector requires a staffed and marketed exhibition space capable of hosting travelling and local shows and partnering with other galleries such as Gosford Regional Gallery. Artists interim initiatives include 56 central coast artists securing short-term tenancy for open studios at the Supa-Centa in Tuggerah in premises which have a range of shortcomings. This is an indication of the level of demand for studio and exhibition space.

Community Cultural Development

Wyong Shire Council, through its Shire Services and Shire Planning (including Public Art) programs, and local Non-Government Organisations, carry out a range of community engagement projects based on information exchange, expression and awareness which require workshop and display areas. Facilities that support such activities would provide the required development and growth of community culture as identified by these programs.

GAPS IN CULTURAL INFRASTRUCTURE

The CPWS outlines the rich diversity of cultural activity at the community level in Wyong Shire but notes that, even with the facilities detailed above, this activity takes place in spite of some significant gaps in infrastructure including:

- A “hub” that can form the focus of cultural activity;
- A suitable facility for the performing arts; and
- Places for artists to exhibit their work.

The identified shortcomings of the current Wyong Shire cultural infrastructure are summarised as follows:

Table 3: Identified Shortcomings of Current Wyong Shire Cultural Infrastructure

Physical:	Organisational:
Dance Schools: no facilities provide the space and level of equipment needed to meet the needs of local dance schools.	Staffing: the requirement for hirers to staff exhibitions during opening hours limits the opening hours of such facilities.
Amenity and Equipment: larger facilities used for performance and exhibition are not specifically equipped for such use and have poor and dated amenity (air conditioning, storage, kitchen etc) not meeting the requirements of cultural users and restricting their development.	Programming: a lack of professional staff responsible for structured programming and marketing of cultural facilities restricts the growth of diverse and meaningful product, responsiveness to opportunities and support for skills, mentoring and experience required by community members.
Signage: branding and signage on facilities is not consistent and does not identify and promote hirers programs.	Promotion: lack of cross-promotion and coordinated communication publicising the Shire's extensive cultural activity within different facilities limits audience growth and participation.
Exhibition spaces: the provision of equipped accessible exhibition spaces falls short of local arts demand with artists utilising interim spaces such as vacant shops and the Memorial Hall.	Management and Hiring: information on accessing and booking facilities is not consistently available, booking procedures do not prioritise cultural activities in many venues, and cultural industry terms and agreements are not utilised.
Performance: no facilities provide the space and level of equipment needed for local and regional and national performances	Tenancy: arrangements for exclusive use of some facilities by particular groups is not based on processes, conditions and outcomes consistent with Council's Plan of Management or Cultural Plan and provides obstacles to full utility of such facilities

Access to Cultural Facilities - Capacity, Distance and Population

Council has previously recognised the standard for the provision of cultural facilities (libraries excluded) is at a rate of 600m² per population of 22,000.²

Assuming this standard is a valid measure, the current population of the Shire this should have access to an ideal floor area of available (and publically accessible) cultural facilities of 4,091m². whereas actual floor area available is 1340 m²

The floor area of the current proposal for the WSCC is approximately 4000 m². With the other purpose-built cultural facilities being The Entrance Community Centre (260m² - gallery and rehearsal area) and Toukley Art Space (80m²) the approximate floor area of cultural facilities by 2014 would be 4340m².

Whilst the proposed additions bring Wyong Shire up to a vastly improved level by 2014, population growth in Wyong is expected to further increase placing the Shire below par again. Another 1000m² (estimated) of purpose built floor space would be required by 2026.

² *Guidelines for the Planning & Provision of Community Facilities in Wyong Shire*, June 2000, p.30.

As a general guide, people are resistant to driving for more than 30 minutes to attend a venue³ A study of the driving distances to a range of existing or proposed facilities from selected locations in Wyong Shire illustrates that:

- Gosford Regional Gallery and Laycock Street Theatre are on the border of the acceptable range for the *southern* half of Wyong Shire in average driving conditions;
- Significant areas of the Shire are particularly isolated from cultural facilities:
- a cultural facility located in Wyong township would be much more accessible to all parts of the Shire than those facilities currently available in adjoining local government areas.
- Only 36% of the Shire's residents live within a 30min. drive of a significant cultural centre (Laycock Street Theatre, Gosford)
- A centre in Wyong (WSCC) supported by The Entrance Community Centre would provide 30 min access to 93% of the Shire's population.

³ (Wyong Performing Arts Centre Feasibility Study February 2006 by Tonkin Zuleika Greer, p.32).

IDENTIFYING THE NEED

Council has a history of providing facilities that support areas of community interest that are not provided by the private sector and are fundamentally uneconomic if measured in commercial terms.

This history is borne out of Council's core role to provide for community needs where it is perceived desirable and where otherwise individuals or groups would be unlikely to meet those needs.

It is clear from the evaluation of current cultural pursuits, that the Shire is significantly short of the mark in providing facilities to encourage participation by the community whereas other recreational activities are widely supported.

The evaluation of projected cultural development and usage of existing facilities identifies a need for:

- Spaces that support networking, exchange, skills development;
- Places to support partnerships and business arrangements;
- Places that support activities which provide industry experience and professional development for amateurs, students and professionals;
- Systems and places that support an increase in branding, cross-promotion and marketing;
- Sites that enable new and established, local and national practitioners to exchange knowledge and opportunities;
- Sites that can accommodate an increase in audience levels and a diversity of programming that reflects Wyong Shire community interests and aspirations;
- Operational structures that provide support and opportunities in exchange for community investment and resources (volunteering, skills); and
- Spaces that enable cultural based business models and not-for profit activity to grow.

Facilities that would most effectively address these needs and add value to the existing cultural infrastructure will :-

- Be accessible to a wide range of Wyong Shire residents;
- Address the significant shortfall in performance facilities;
- Support a range of different activities simultaneously (amateur and professional, different genres);
- Support exchange of experience, ideas, knowledge and skills;
- Meet demand for larger audiences and performers than current facilities;

- Support new programs as well as established ones;
- Build on existing activities, ventures and community investment of time and resources
- Provide the critical mass of activity that supports audience development and promotion to benefit all shire cultural facilities; and
- Provide operational structure and staffing focussed on marketing, programming and coordination to support community and professional activity.

In 2005 and 2006, Council officers and external consultants conducted research into the feasibility⁴ of establishing a Cultural Centre focussing on Performing Arts in Wyong township, in line with the recommendation of CPWS.

The need for a flexible performing arts venue for Wyong Shire is based on:

- An assessment of existing and projected need;
- The cultural, social and economic development benefits; and
- Industry best practice in design, programming and management.

The Feasibility Study was developed through consultation with 51 regional stakeholder groups (including educational institutions, community organisations, amateur groups, businesses, theatre companies) and a survey sent to 99 organisations within the arts and allied sector.

The research conducted through the Feasibility Study indicated the need for a flexible venue for Wyong that focuses on the performing arts but provides opportunities for other forms of arts activity. The Study noted that:

“In keeping with the objectives identified in the Cultural Plan... new models of cultural facility development and programming in Wyong Shire.

Feedback and research associated with this Study indicates that the community would welcome the development of a flexible and adaptable cultural space in the Wyong town centre that supports performance but also accommodates other creative arts activities such as workshops, galleries, studios, meeting rooms and media labs.”

Council resolved in August 2006

- “1 That Council develop an arts centre for a diversity of cultural uses but focusing on the performing arts, as outlined in the report.
- 2 That Council establish the proposed Performing Arts Centre at site Option 1 (River Road).
- 3 That Council commission a detailed business plan and concept design for the proposed Performing Arts Centre.

⁴ (“Wyong Performing Arts Centre Feasibility Study, February 2006”, Tonkin Zuleika Greer, p.22

- 4 That Council commence spot re-zonings for both the Memorial Hall site and River Road site in accordance with this report.
- 5 That Council commence a process for the appropriate disposal of the Memorial Hall on a commercial sale basis following transition to the proposed new Performing Arts Centre.”

The need for a new Cultural Centre is demonstrated as is council's earlier support for the concept.

THE PREFERRED OPTION

The preferred option for fulfilling this role is a multi-purpose Cultural Centre focusing on the Performing Arts based in the Wyong Township. A single facility is proposed as it offers:

- The required concentration of staffing and economies of scale to provide leadership and support in marketing and programming for cultural pursuits throughout the shire;
- An ability to link all cultural facilities into a coherent network that shares resources, cross-promotes and best serves the community;
- An appropriate configuration (see below) which supports shared experience, skills and knowledge between hirers;
- Spaces for meeting, networking and partnership in a conducive environment;
- Enough spaces to allow several hirers of diverse interests to access simultaneously;
- Can accommodate larger audiences and productions whilst still accommodating smaller ones;
- Is suitably equipped and located to attract travelling shows of interest and benefit to Wyong Shire community; and
- Has enough flexibility to be of use to schools, the university, amateur groups and touring productions.

PROGRESS TO DATE

An early assessment of the business implications and strategies was made by Council in 2006 and later updated with a more robust analysis a development of an initial Business Plan late 2007⁵.

Essentially that plan sought to:-

⁵ See Enclosure 1 *Wyong Performing Arts Centre Business Plan (Positive Solutions October 2007) with Amended Profit and Loss Table as Recommended by Peer Review, (Positive Solutions May 2008)*.

- Provide a realistic picture of the capital construction costs and the ongoing operating costs of the centre, and options for funding;
- Provide Council with the necessary information and tools to move forward with the development of the Centre;

It included a Design Brief covering a site plan and block plan indicating the internal and external relationships of the centre, design constraints and opportunities at the River Road site as well as a construction budget.

Community Advisory Group

A Community Advisory Group (CAG) was established at the beginning of the business planning stage to provide feedback and advice from local cultural peers.

The CAG has an advisory role and does not have a decision-making responsibility. Its members represent the community of Wyong Shire and the Central Coast in relation to the operational objectives and requirements of a Cultural Centre focussing on Performing Arts for the disciplines represented (see Attachment 2 for further information).

Programming Philosophy, Facility Structure, Partnerships and Operational Structure.

Critical to the project's success will be fulfilling the estimates made on activity levels, usage of all the centre and audience numbers and returns.

Detailed information on the proposed facility, proposed programming, partnership and funding opportunities, governance structure and staffing arrangements is included in Attachment 2.

ATTACHMENT 3 FEASIBILITY STUDY, BUSINESS CASE AND DESIGN BRIEF PROCESS

WYONG SHIRE CULTURAL CENTRE STAGE 1

This attachment provides a more detailed overview of the processes undertaken for Stage 1 of the development of the Wyong Shire Cultural Centre Stage 1, which includes the Feasibility Study, Business Plan, River Road site evaluation and Design Brief, and Peer Reviews and

Council Expenditure to Date:

At its meeting held on 25 February 2009, Councillor McBride asked the following question without notice:

“In supporting the Performing Arts, what has been the total cost incurred by Council thus far for investigating/planning/reports in respect to the proposed Performing Arts Centre?” (Q014).

	2006-07 Actuals	2007-08 Actuals	2008-09 YTD Actuals	Total
12321.Wyong Performing Arts Preliminary Business Review				
Total Consultant Costs	92892	123237	20655	236783
Total Material Costs	2163			2163
Total Staff Time Estimate	32,800	28,700	46,800	108,300
Total Cost Estimate to Date	127,855	151,937	67,455	347,246

The Cultural Planner is the co-ordinator of the Project Control Group, which includes Manager Future Planning, Senior Social Planner, Contracts and Special Projects Officer, and Manager, Financial Services. It is not normal practice for staff to log hours on projects, therefore the figures of Council Officer Hours are estimates. However, the hours spent on the project to date by the Contracts and Special Projects Officer has been included as part of the expenditure total of \$347245.

Cultural Facilities: Overview of Best Practice and Accountability

The proposal for the Wyong Shire Cultural Centre has been developed as a feasible and appropriate response to community cultural needs and opportunities within the scheme of local, regional and national infrastructure. The proposed Centre is in response to current and projected Wyong Shire population growth, demographics, trends and proximity of other cultural facilities.

To date, the Centre's proposed design, location, programming and operational structure has been based on a business case developed through a rigorous process involving Council officers, specialist consultants, stakeholders and two independent peer evaluations. The aim of this business case is to ensure that the proposed centre delivers specific outcomes whilst the capital and ongoing operational costs are manageable by Council within identified resources and management plans.

Since 2006, Council officers have been active in cultural facility operators' national networks (Australian Performing Arts Centres Association - APACA) to ensure that all stages of the Wyong Shire's Cultural Centre's planning and development are based on cultural facility development best practice.

Best practice requires that the feasibility and sustainability of a centre's design, operation structure and programming is developed, communicated and evaluated before construction is approved. The Wyong Shire Cultural Centre has adhered to best practice as outlined below.

Feasibility Study

A comprehensive Feasibility Study has been undertaken to fully explore the viability and need for a cultural centre for Wyong Shire.

Stakeholder and Industry Engagement

A Wyong Cultural Centre Advisory Group has been established and will continue to play a role in all stages of the Centre's development. Council is a member of APACA and Council staff have attended a national conference and participated in other communication networks to seek advice on aspects of the Cultural Centre's development from experienced cultural centre operators.

Business Plan

The business case for the Cultural Centre has been developed through a Business Plan using the findings of the Feasibility Study and further consultation and analysis. The Business Plan includes an action plan, a projected Life Cycle Cost table and profit and loss projections based on several different funding scenarios (see Confidential Enclosure).

External Peer Reviews of Stage 1

Two external peer reviews of the Business Plan and River Road Site Design Brief were commissioned to gain independent analysis of the work undertaken on Council's behalf by specialist consultants.

Project Control Group

The model for the centre has been subject to scrutiny of the Project Control Group including Council's Finance Manager.

Feasibility Study

In 2005 and 2006, Council officers and external consultants conducted research into the feasibility of establishing a Cultural Centre focussing on Performing Arts in Wyong township, in line with the recommendation of *A Cultural Plan for Wyong Shire (2005)*.

The commissioned studies consisted of the "Wyong Performing Arts Centre Feasibility Study, February 2006" by Tonkin Zuleika Greer ("Feasibility Study") and "Preliminary Business Review, Wyong Performing Arts Centre" by Robertson and Robertson ("Preliminary Business Review, June 2006"). The studies identified:

- The need for a flexible performing arts venue in Wyong to seat approximately 400 people and accommodate a variety of arts activities currently housed in Wyong Memorial Hall, namely live theatre, musical theatre, dance and exhibition of visual art and craft;
- A suitable site in Wyong township; and
- In broad terms, the likely capital and operating costs.

The need for a flexible performing arts venue for Wyong shire is based on:

- An assessment of existing and projected need;
- The cultural, social and economic development benefits; and
- Industry best practice in design, programming and management.

The Feasibility Study was developed through consultation with 51 regional stakeholder groups (including educational institutions, community organisations, amateur groups, businesses, theatre companies) and a survey sent to 99 organisations within the arts and allied sector.

The Concept for a Cultural Centre Focusing on the Performing Arts in Wyong Shire

The studies conducted for this report indicate the need for a flexible venue for Wyong that focuses on the performing arts but provides opportunities for other forms of arts activity. The Feasibility Study notes that:

“In keeping with the objectives identified in the Cultural Plan are ... new models of cultural facility development and programming in Wyong Shire. Feedback and research associated with this Study indicates that the community would welcome the development of a flexible and adaptable cultural space in the Wyong town centre that supports performance but also accommodates other creative arts activities such as workshops, galleries, studios, meeting rooms and media labs. (“Wyong Performing Arts Centre Feasibility Study, February 2006”, Tonkin Zuleika Greer, p.22).”

The components of the Centre should make it a unique facility within its region rather than seek to replicate existing facilities. It is intended that the Centre be complementary to other facilities in the region. In particular, it does not replicate Laycock Street Theatre in Gosford which is a fixed seat / fixed stage arrangement and is designed exclusively for the performing arts. It does not replicate the proposal for a Concert Hall in Gosford which is intended to be a much larger venue and designed primarily for orchestral music performance.

Results of the Feasibility Study and Preliminary Business Review, including a project budget of \$23.6M (2006 dollars), was reported to Council on 23 August 2006.

The report recommended that Council proceed toward the development of a Cultural Centre focussing on Performing Arts located at a site on River Road. The next step recommended in the process was the formulation of a detailed business plan and concept design.

Council at its meeting held on 23 August 2006 resolved unanimously on the motion of Councillor EATON and seconded by Councillor STEWART:

- “1 That Council develop an arts centre for a diversity of cultural uses but focusing on the performing arts, as outlined in the report.
- 2 That Council establish the proposed Performing Arts Centre at site Option 1 (River Road).
- 3 That Council commission a detailed business plan and concept design for the proposed Performing Arts Centre.
- 4 That Council commence spot rezonings for both the Memorial Hall site and River Road site in accordance with this report.
- 5 That Council commence a process for the appropriate disposal of the Memorial Hall on a commercial sale basis following transition to the proposed new Performing Arts Centre.”

DETAILED BUSINESS PLAN AND RIVER ROAD DESIGN BRIEF

Following an Expressions of Interest and selective tender process, Council resolved in January 2007 to engage Positive Solutions as the lead consultant for the Business Plan and Design Brief consultancy, with Williams Ross Architects as a key sub-consultant. This project commenced in February 2007.

Purpose

The Business Plan aimed to:

- Build on previous studies;
- Reflect the vision for the proposed centre;
- Provide a realistic picture of the capital construction costs and the ongoing operating costs of the centre, and options for funding;
- Provide Council with the necessary information and tools to move forward with the development of the Centre;
- Plan for a facility to be embraced by the arts community, the business community and the community at large in Wyong Shire; and
- Integrate the Centre with the cultural development of the Shire and the region.

The Design Brief included a site plan and block plan indicating the internal and external relationships of the centre, design constraints and opportunities at the River Road site as well as a construction budget.

Community Advisory Group

A Community Advisory Group (CAG) was established at the beginning of the business planning stage to provide feedback and advice from local cultural peers. The CAG represent the community of Wyong Shire and the Central Coast in the following areas of expertise:

- a Live theatre
- b Musical theatre
- c Dance
- d Music
- e Creative arts
- f Theatre management
- g Community economic development
- h Education
- i Event management
- j Film and digital media
- k Regional cultural development

The CAG has an advisory role and does not have a decision-making responsibility. Its members represent the community of Wyong Shire and the Central Coast in relation to the operational objectives and requirements of a Cultural Centre focussing on Performing Arts for the disciplines represented. The CAG's advisory role involves providing comment on the development of the Centre at all stages including:

- Development of a business plan and design brief;
- Development of a concept design and detailed design; and
- Programming and commissioning of the Centre.

Individual members of the CAG also provide feedback on the development of the Centre to the constituency that they represent.

Business Plan and Design Brief Inputs

The preparation of both the Business Plan and Design Brief were informed by:

- A review of previous studies and relevant local and regional policy and planning documents;
- Interviews with cultural and educational organisations locally, Council officers, venues, business community representatives, State funding agency representatives and others;
- Round-table sessions with cultural and educational organisations;
- Postal survey of cultural and educational organisations;
- Input from the Community Advisory Group;
- Council Officer feedback on a series of discussion and briefing documents; and
- Site studies - geotechnical analysis, flora and fauna assessment, heritage assessment and traffic assessment.

Business Planning Stakeholder Process

The business planning process focussed on consultation with those most likely to hire the facilities at the Centre. There is strong support for the concept of the Centre and, subject to affordability, evidence of intended regular usage by a range of cultural, business, community and educational organisations. Letters of support were received from the Wyong Drama Group, Wyong Musical Theatre Company, Wyong Tuggerah Chamber of Commerce, Tuggerah Lakes Arts Society, Regional Youth Support Services, National Aboriginal and Islander Skills Development Association, Multi Arts Confederation of the Central Coast, Mr David Harris M.P., Central Coast Tourism, Central Coast Lapidary Club, Central Coast Festival of Arts, Brackets and Jam North and Central Coast Conservatorium.

BUSINESS PLAN: RESULTS

A Vision for Wyong Shire Cultural Centre

The purpose of WSCC is to provide the residents of Wyong Shire with high quality facilities to support the development and presentation of arts and cultural activity, and to enhance the quality of community life through its programs and services throughout the Shire and the region.

The Centre will become one part of a linked network of Shire wide community cultural facilities, including the Entrance Community Centre, Toukley Arts Centre, Lake Haven Youth Centre and Wyong Community Cultural Centre at Wyong Town Park.

The Centre will have a primary focus on support of the performing arts, but it will also facilitate and support the visual arts, film, digital media and other arts and cultural activity.

The Centre will be a community hub for the township of Wyong – a place for meeting and interaction, a place which enjoys a wide sense of community ownership, and which contributes to the vitality of the town. The Centre will be active day and night. Its staff and volunteers will stimulate and facilitate activity not only in the building, but also throughout the Shire through partnerships with cultural, educational and other organisations.

Programming Philosophy

The Centre's program mix and scheduling will be informed by the following framework:

- hosting a wide range of art-forms and creative activities;
- hosting public workshop activities, professional development and learning programs in the arts and culture;
- seeking and supporting opportunities for the nurturing, growth and showcasing of local community cultural activities and enterprises
- using multiple spaces simultaneously;
- balancing amateur projects with professional local and touring work;
- a transparent system for scheduling bookings by hirers, and clear policies on community access to the Centre's facilities;
- affordability – with transition arrangements in place for some local organisations during the early years of operation;

- reaching a broad audience of all ages and backgrounds including seniors, working professionals, families and school groups; and
- co-operation with cultural facilities in neighbouring areas and education institutions.

In developing the program for the Centre, the management team (see 'Governance and Structure' below) will pursue partnerships with organisations and agencies that can contribute to the development of the life of the Centre and culture throughout the Shire.

DESIGN BRIEF AND EXTERNAL PEER REVIEWS.

The River Road Site Design Brief provides a Facility Area Analysis detailing the requirements for each of the spaces/functional areas as identified in the Business Plan. Preliminary theatre technical and acoustic requirements are also described.

A concept proposal was developed in order to test the capacity and estimated cost of providing facilities described in the Facility Area Analysis on the River Road site. A number of background reports had also been prepared describing aspects of the site.

The Design Brief estimated the total cost of the project as \$44.3M (2010 dollars).

Due to this cost estimate and other issues arising from the River Road site, an external Peer Review of the Business Plan and River Road Site Design Brief were undertaken in January and February 2008 to gain a wider perspective on the suitability of the business case and the site assessment. This was followed by an extended peer review during April and May 2008.

Following a Councillor briefing on 4 June 2008, the Business Plan was updated with an amendment from the peer reviews (*Confidential Enclosure: Wyong Performing Arts Centre Business Plan (Positive Solutions October 2007) with Amended Profit and Loss Table as Recommended by Peer Review, (Positive Solutions May 2008)*), as a result the River Road site was abandoned with the intention to investigate alternative sites in Wyong township, and proceed to DA design stage once a suitable site was found.

The Confidential Business Plan Enclosure consists of the original Business Plan (October 2007) and an attached amended Profit and Loss Table (May 2008) produced in response to the Peer Review. Both of these documents need to be read in conjunction with each other.

External Peer Reviews

Due to the cost estimate and other issues arising from the River Road site, an external Peer Review of the Business Plan and River Road Site Design Brief was undertaken in January and February 2008 to gain a wider perspective on the suitability of the business case and the site assessment. The Business Plan review was undertaken by Daniel Ballantyne of Newcastle Civic Precinct and the Design Brief reviewed by Sutera Architects.

The Business Plan Peer Review concluded that the Business Plan is a well structured document that could form the basis for an operating plan.

Recommendations from Business Plan Peer Review were:

- Reduce usage to 50% of Business Plan levels with appropriate reduction in staff;
- Review income projections, especially private sponsorship;
- Adjust operating cost structure;
- Consider a budget for first year of operation that is set at 'break even' only; and
- Factor into the capital costs an allowance for sponsoring events in the first year of operation.

The Design Brief Peer Review revised the capital cost to \$34.8M (\$9.6M less than \$44.4M estimate provided in Design Brief), recommended fixed raking seating for the main auditorium and concluded that the Design Brief is ambiguous regarding capacity of main spaces and does not make intention clear regarding options.

An extended peer review was undertaken during April and May 2008 in response to an identified need for further study regarding financial aspects of the project. The following areas were re-assessed through the extended peer review:

- Review Capital Cost Range.
- Review escalation over project duration and test this against possible extraordinary rises.
- Review initial assumptions made on the Memorial Hall versus River Road sites.
- Review Options for staging (especially considering different sites).
- Do an Asset Management based expenditure table on a year by year basis over the first 20 year period.
- Update Financial Spreadsheet to better define Operational Costs.

The Business Plan extended peer review showed that there would be no significant reduction in operating costs from the \$600K per annum identified in the Business Plan after reducing the staff and activity levels by reducing the revenue. The main effect will be a reduction in capacity to implement Council's cultural development programme due to reduced staffing.

The Business Plan was updated to incorporate the recommendations of the peer review.

The outcome of the Design Brief extended peer review was:

- Capital Cost: The estimated development cost is \$36.8M (2012) including 25% contingency. The upper range estimate is \$40.5M (2012) including 35% contingency.
- Escalation: Building Price Index indicates escalation of 5% per annum for foreseeable future.
- Site Factors: Detailed site selection considerations provided as overheads for River Road and Memorial Hall sites. Consultants were not able to quantify actual differences in development costs between the sites at this stage without a design for Memorial Hall site. They did point to some significant cost penalties associated with building on the River Road site.

- Options: Assessment of comparative construction costs and staging options for both sites revealed that the Memorial Hall site would permit construction of optional facilities at a later date because a one to two storey building was much easier to add to than a four storey building on a constrained site such as River Road.
- Life Cycle Costs: The Life Cycle Cost table (Enclosure B *Wyong Shire Cultural Centre Life Cycle Cost Table*) shows the estimated costs for repairs and maintenance on an annual basis over the first 20 years of operation of the centre. Various components of the building will wear and either need maintenance or replacing and the table shows how these costs vary considerably from year to year. Conversely, the table enables an average allowance to be set aside to ensure that when the larger costs are incurred, sufficient funds are reserved to provide for these costs. The Life Cycle Cost Assessment prepared shows anticipated annual maintenance costs over a 20 year period for non-technical finishes and fittings, including seats, totalling \$2.84M (2008 dollars). This represents an average of \$142k per annum.
- Operating Costs: Through the Peer Review process, the adjusted total annual operating cost was reduced from \$2.55M to \$0.777M (2010 dollars), through reduced capital cost and removal of depreciation in favour of a sinking fund. (The sum of operating subsidy and sinking fund.)

The Design Brief extended peer review confirmed the poor suitability of the River Road site for the Wyong Shire Cultural Centre. The Design Brief revealed significant issues with the proposed River Road site, including topography, geotechnical issues and in-ground services resulting in a substantial increase in projected cost related to the location.

The River Road site has a 17m fall and requires:

- Retaining walls and excavation before the superstructure can be commenced.
- Construction of a reinforced concrete frame to provide a fire resistant framework for the building before any cladding or fit-out can commence.
- These two factors may add 9 months to construction time.
- More complicated and costly building services.
- Fire stairs, large fast passenger lift, a goods lift and possible a loading dock leveller.
- The site will be restricted from the viewpoint of construction. A tower crane may be needed.
- Space within the building for the options will be prohibitively expensive to construct after completion of the building programme and as a minimum, space for the options would have to be constructed at the same time as the building if they were to be incorporated. Access to construct the options at a later date will be difficult.

On advice received during the peer review, Council staff undertook an investigation into other performing arts centres including Cessnock Performing Arts Centre and Hunter School of Performing Arts Theatre.

The Extended Peer Review, in combination with the inspection of the performing arts centres, has clearly demonstrated that a flat site is critical for achieving an economical building.

A flat site allows:

- The building to be planned in a way that minimises the need for stairs and lifts.
- A two storey (as opposed to five storey required for River Road site) building with relatively inexpensive and rapid construction methods such as steel frame and tilt up precast concrete panel walls.
- Construction to be rapid once the floor slab has been placed and will permit early weatherproofing and lock up of the building and early fit-out.
- Secondary space for offices, meeting rooms, practice rooms and restaurant to use more economical construction.

Two briefing sessions were held with Councillors during the preparation of the Business Plan and River Road Design Brief.

A third Councillor Briefing was held 4 June 2008 to present the findings of the Peer Reviews and the study of the other performing arts centres. The briefing proposed that the estimate of \$36.8M (2010 dollars) to \$40.5M (2010 dollars) for the River Road site makes it prohibitively expensive to build and to operate.

Agreed outcomes of the briefing were:

- Abandon River Road Site in favour of a level site
- Investigate two site options within Wyong township - Wyong Town Park and Memorial Hall.
- Confirmation of the budget of \$23.6M (August 2006) - as outlined in the report to Council on 23 August 2006
- A further briefing to be held to report on the outcome of site investigations and preliminary costings for the preferred site.
- Once a new site is selected, proceed to preliminary site design to DA during the 2008/09 financial year. Design should include the whole facility and options for staging.
- Estimated budget of \$700,000 required for 2008/09 for preliminary design to DA.
- 2008/09 for preliminary design to DA.

**ATTACHMENT 4:
RISK MANAGEMENT ASSESSMENT (2009)**

Risk Description	Controls and Actions	Risk after Actions
Facility not Built - Wyong township fails to thrive; perpetuating perceived and actual disadvantages of Wyong Shire as a place for businesses/professionals	<ul style="list-style-type: none"> * PAC is a Key Focus Area in the Management Plan. * Economic benefits promoted. * Representative of the Chamber of Commerce on Community Advisory Group. * Continue to promote economic benefits of the PAC. * Continue to involve business stakeholders in planning. 	High (7)
2011 Council Election - Council does not make a commitment to build in this election cycle leading to rejection by new Council	<ul style="list-style-type: none"> * PAC proposal based on demonstrated community needs/expectations. * PAC is a Key Focus Area in Management Plan. * Regular updates to councillors. * Full Business Plan developed. * Ensure that project timeframes are adhered to. * Update potential candidates on project. * Continue to consult with community stakeholders. 	High (7)
Facility not Built - Leading to disappointment of community, decreased cultural development, less attractive range of facilities and cultural opportunities to attract new residents	<ul style="list-style-type: none"> * PAC is a Key Focus Area in Management Plan. * Regular updates/briefings to Councillors. * Full Business Plan developed. * Community consultation tools established. * Continue to brief councillors on benefits of PAC and community views. * Brief new Council. * Continue community consultation. * Manage information to media. 	Moderate (12)
Funding - Not being able to raise sufficient project funding	<ul style="list-style-type: none"> * Apply for grant funding. * Carefully selected fundraising committee for proposed Trust. * Maximise sale price for Memorial Hall * Firm up S94 funding availability. * Progress Regional Arts Strategy. * Brief minister for the Central Coast. * Engage Councillors in systematic lobbying. 	Moderate (12)
Operating Subsidy - Operational costs and sinking fund exceed business plan predictions - increased subsidy from Council and/or cutback in level of services	<ul style="list-style-type: none"> * Full Business Plan developed with best/worst case. * Tested against regional benchmarks. * Consider impact of cost of borrowings. * Peer review of business plan. 	Moderate (17)

Risk Description	Controls and Actions	Risk after Actions
Project Cost Over Run - Project costs exceed Council approved costings (including contingency) leading to call on General Fund	<ul style="list-style-type: none"> * Contingency set at high end. * Scheduled audits. * Independent QS checks. * PCG and finance sub-group monitor project. 	Moderate
Desirable Options Excluded - Non optimal facility built, if desirable options not included in order to lower capital cost, leading to under utilisation and reduced revenues/greater cost to upgrade in future	<ul style="list-style-type: none"> * Full consideration of impact of inclusion/exclusion of desirable options * Core facility demonstrated in Business Plan to meet significant needs. 	Moderate
Site Limitations - physically challenging site leading to greater cost of building than presently identified	<ul style="list-style-type: none"> * Preliminary geotech survey has demonstrated likely issues. * Professional designer provides input to Design Brief. * Conduct detailed geotechnical survey. 	Moderate

**ATTACHMENT 5:
SITE OPTION ASSESSMENT TABLE- WYONG SITES ONLY**

Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
Gradient	Must be level or capable of having a level building platform.	The middle section is approx 3.5m higher than the corners of the site.	Relatively level. Gentle grade from west to east not exceeding 1m. North west corner rises 1.25m	Site rises up slightly in NW corner to finish approx 3.0m higher than the S part of the site.
Area	Minimum area required 3,000m ²	Total site exceeds 6,000m ² , however available area is a rectangle 84m x 33m or 2,772m ² . Much of the site is too steep to use and consideration would have to be given to retaining existing mature trees.	3,940m ² . Rectangle 79.5m x 49.3m. The site consists of four allotments. The existing Memorial Hall sits over three and there is a cottage on the fourth. The laneway has been widened to form a carpark to the east of the existing hall.	Margaret street is 20.3m wide. Closing a section of Margaret street beside the PAC would provide space for a Civic Plaza between the PAC and the Courthouse.
Car parking	242 carparks required. Note: Can be shared.			
	Site	Limited on site parking (available area coincides with existing carpark.)	Some existing parking provided in Pauline Lane. There is a pocket carpark at the south end of Pauline Lane that would be lost to make room for the PAC.	Some existing parking provided in Pauline Lane. There is a pocket carpark at the south end of Pauline Lane that would be used for the Civic Plaza.
	On street	On street has capacity to absorb remaining carparking requirements within a 400m radius.	On street has capacity to absorb remaining carparking requirements. There are a number of small carparks in the vicinity, including WSC staff and RSL Bowling Club.	On street has capacity to absorb remaining carparking requirements within a 400m radius.

Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
	Other (contribution to town centre S94 fund)	Contribution to be assessed in detail.	Contribution to be assessed in detail.	Contribution to be assessed in detail.
Flood prone	Floor level of any structure must be above the 1% flood level.	Not subject to flooding.	1% flood level is floor level of existing hall	1% flood level is floor level of existing hall.
Access	Carparking	Refer to carparking above	Refer to carparking above	Refer to carparking above
	Public transport	Good. Opposite the Wyong Plaza Shopping Centre. Less than 250m to train station.	Local bus stops on Margaret Street and Anzac Ave. Approx 600m to train station.	Local bus stops on Margaret Street and Anzac Ave. Approx 600m to train station.
	Pedestrian	Difficult for elderly or wheelchair users to access due to gradients leading up to site.	Level site makes pedestrian access relatively easy from drop off in street, although a ramp would be required to gain access to floor level.	Level site makes pedestrian access relatively easy from drop off in street, although a ramp would be required to gain access to floor level.
	Service vehicles	No through passage available for service vehicles due to steep slope on south and west side and town park on north side of site.	Service vehicles can access site from Margaret Street. Provision of through access to Pauline Lane would enable trucks to service site without reversing onto a road.	Service vehicles can access site from Anzac Ave. Service lane would be retained on Margaret Street to provide access to PAC and four existing residences to west side. Trucks can service site and exit in a forward direction.
	Vehicle access to Pacific Highway (as upgraded)	Not known at this time. Assume that for a right hand turn with lights, vehicles would have to go to	Not known at this time. Assume that for a right hand turn with lights, vehicles would have to go to	Not known at this time. Assume that for a right hand turn with lights, vehicles would have to go to

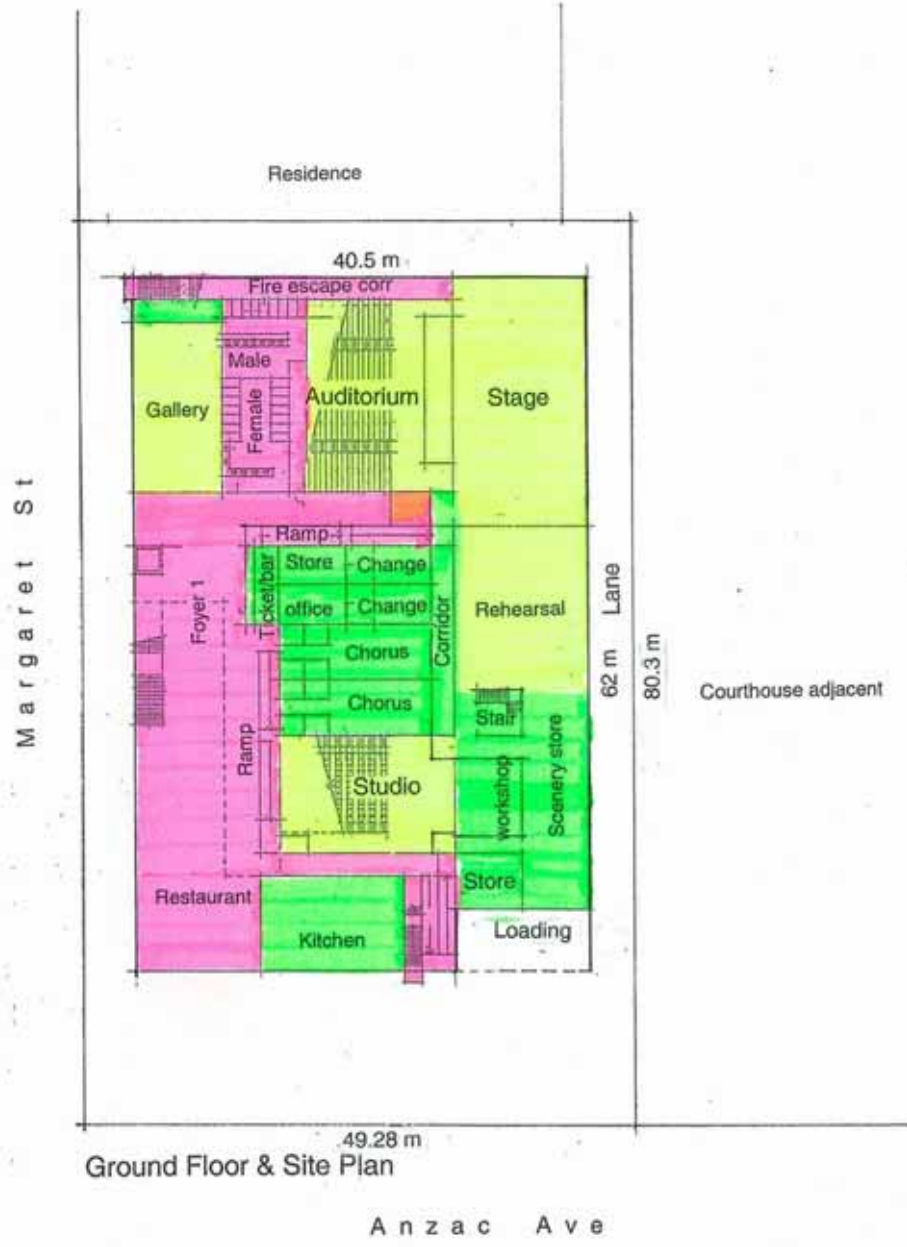
Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
Site Use - Existing	Must provide temporary accommodation or relocate existing facilities	Church Street. Existing buildings provide community centre function distributed through a number of buildings on the site. Existing functions would have to be replaced.	Church Street. ideally provision of intersection controlled by lights at Anzac Ave intersection with Pacific Hwy. Facility provided by existing hall would have to be replaced with temporary facility. Functions room in council offices or high school multi-purpose hall?	Church street. ideally provision of intersection controlled by lights at Anzac Ave intersection with Pacific Hwy. Facility provided by existing hall would have to be replaced with temporary facility. Part existing road.
Heritage	Must recognise and accommodate existing heritage features or buildings on site	Wyong Old School is not a listed heritage site, but its loss would raise some controversy. Refer to report by Peter Dalton, 1981.	No significant heritage issues, although time capsule will have to be relocated.	No significant heritage issues, although time capsule will have to be relocated.
	Aboriginal	Advice needed from Aboriginal interests	Advice needed from Aboriginal interests	Advice needed from Aboriginal interests
	European	Report on Conversion of Wyong Old School into a community education centre for Wyong Shire Council prepared by Peter Dalton August 1981 states in the summary: 'the Wyong Old School' has such historical, topographical, landscape and strategic importance within the context of the town centre that it should be retained, preserved and sympathetically developed, almost regardless of costs. It represents a	The site was formerly marsh and has been drained to permit development.	The site was formerly marsh and has been drained to permit development.

Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
		unique opportunity for Wyong to obtain a civic focus which has inherent design logic. The existing masonry classroom is of local significance. It is doubtful that any of the other buildings on the site have any historical merit.		
Proximity to Restaurants/ Bars/ Cafes	Ease of access to existing facilities for patrons	Central to existing bars and restaurants.	Opposite the RSL Club and near the Grand Hotel and takeaway food outlets on Old Pacific Highway.	Opposite the RSL Club and near the Grand Hotel and takeaway food outlets on old Pacific Highway.
Site Specific Qualities	Any special qualities or issues that must be addressed.	Existing site accommodates a number of community functions	Existing function in cottage on site to be relocated.	Existing function in cottage on site to be relocated.
	Neighbours	Two storey residential building to south side	Proximity to existing neighbours across Margaret Street to be considered including sound breakout and access.	Proximity to existing neighbours across Margaret Street to be considered including sound breakout and access.
	Contribution to Wyong Town Centre	Geographically central to Wyong Town Centre.	Located in middle of office and administration part of town centre	Located in middle of office and administration part of town centre
	Acoustic	Containment of breakout noise to neighbouring residences. Noise from freight trains passing during the night will require isolation.	Containment of breakout noise to neighbouring residences. Noise from freight trains passing during the night will require isolation.	Containment of breakout noise to neighbouring residences. Noise from freight trains passing during the night will require isolation.
	Views from site	Excellent views of surrounding countryside to west, north and east from	None	Creation of a Civic Plaza between PAC and Courthouse would provide an

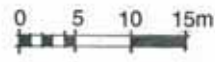
Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
		site. Privacy of residential neighbours to south must be maintained.		improved outlook from the site.
	Views into site	Site is on highest part of Wyong town and there would be significant issues if the treed ridge was lost. Poor main street exposure.	Corner site. Good exposure to Margaret Street and Anzac Ave.	Corner site. Good exposure Anzac Ave.
	Site services	Limited services on site. Site service establishment would be necessary for development.	Stormwater main passes under site. Electricity, water, sewer in street	Stormwater main passes under site. Electricity, water, sewer in street may require alteration.
	Site geotechnical	Weak mudstone, typical of the area, beneath erosion and slip prone soils.	Formerly marsh. Will probably require piling.	Formerly marsh. Will probably require piling.
	Vegetation	Some of the existing mature trees pre date European settlement and are representative of the trees on which the wealth of the district was originally based. Peter Dalton report recommended that Turpentine and Cedar trees be planted to complete the representative trees of the district.	Mature Plane tree on corner. Two other mature trees on site.	Mature Plane tree on corner. Two other mature trees on site.
	Exposure to weather	The site is exposed to cold southerly and	Site is in a natural depression and is	Southern exposure to Margaret Street.


Criteria	Criteria Detail	Old Wyong School Site	Memorial Hall Site	Memorial Hall Site & Margaret Street
		westerly winds, but has potential to form a sunny court to the north. Cooling north east breezes flow over the site in summer.	sheltered from southerly winds, but exposed to westerly winds in winter. Orientation may be to west, south or east towards existing streets.	Orientation may be to east, if a Civic Plaza is developed on this site, or to south
Cost implications of site	Any special costs associated with developing site for cultural centre	Demolition of five existing buildings including old school building. Replacement of lost floor space in a new building. Section 94 contribution for balance of required carparking.	Accommodate users for the duration of the construction period. Relocate user group from cottage at rear of site. Demolition of existing building. Loss of income from sale of site. Section 94 contribution for balance of required carparking. Formation of a building platform above the 1% flood level. Upgrade lane to accommodate trucks servicing the site.	Road closure and alterations to reticulated services including water, sewer, stormwater, power and communications. Section 94 contribution for balance of required carparking. Formation of a building platform above the 1% flood level.
	Income	Income from sale of Memorial Hall site	Nil	Nil

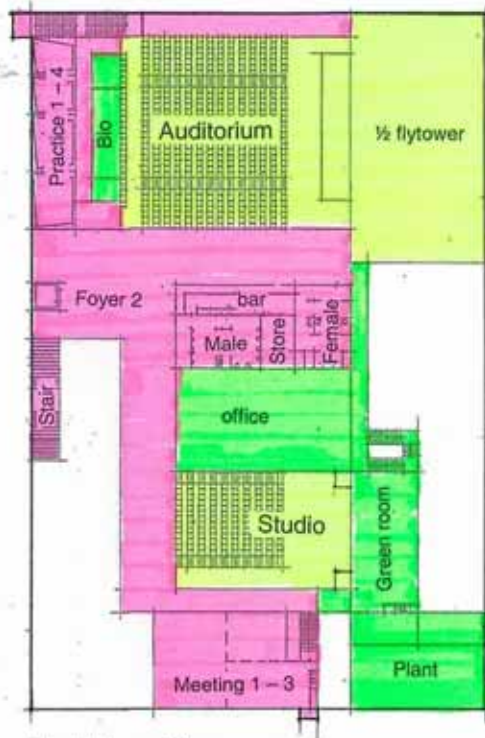
**ATTACHMENT 6:
PRELIMINARY CONCEPT DESIGN**



- Front of house space
- Performance space
- Back of house space




	CONCEPT DESIGN – GROUND FLOOR & SITE PLAN Wyong Cultural Centre – Memorial Hall Site	Scale: 1:500 Date: 10 Nov 08
	WYONG SHIRE COUNCIL Contracts and Special Projects	Dwg No A03




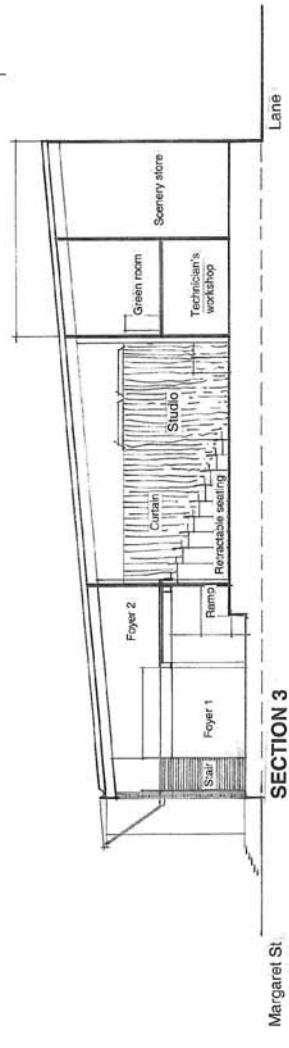
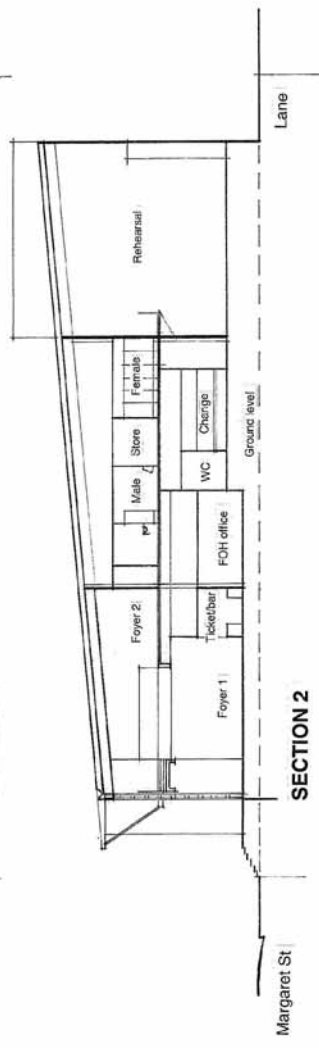
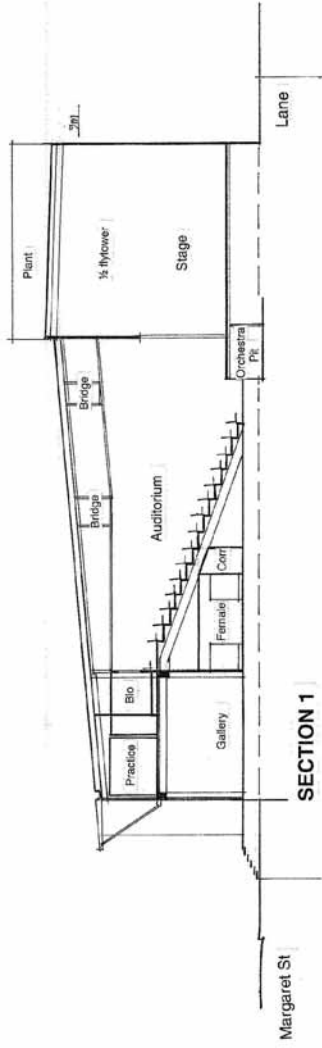
First Floor Plan



- Front of house space
- Performance space
- Back of house space

	CONCEPT DESIGN – FIRST FLOOR PLAN Wyong Cultural Centre – Memorial Hall Site	Scale: 1:500 Date: 10 Nov 08
	WYONG SHIRE COUNCIL Contracts and Special Projects	Dwg No A04

	WYONG SHIRE COUNCIL Contracts and Special Projects
	WYONG Cultural Centre - Memorial Hall Site Date: 10 Nov 08 Scale: 1:200



3.1 Wyong Shire Cultural Centre Business Plan and Location

Attachment 7:

WSSC - Enclosure - Review Profit & Loss Table & Business Plan

5.1 Shire Strategic Vision (SSV) Community Engagement

Attachment 1:

Our Future Your Future - A Strategic Vision for Wyong Shire –
(distributed under separate cover)

5.9 2008-09 Management Plan - March 2009 Quarter Review

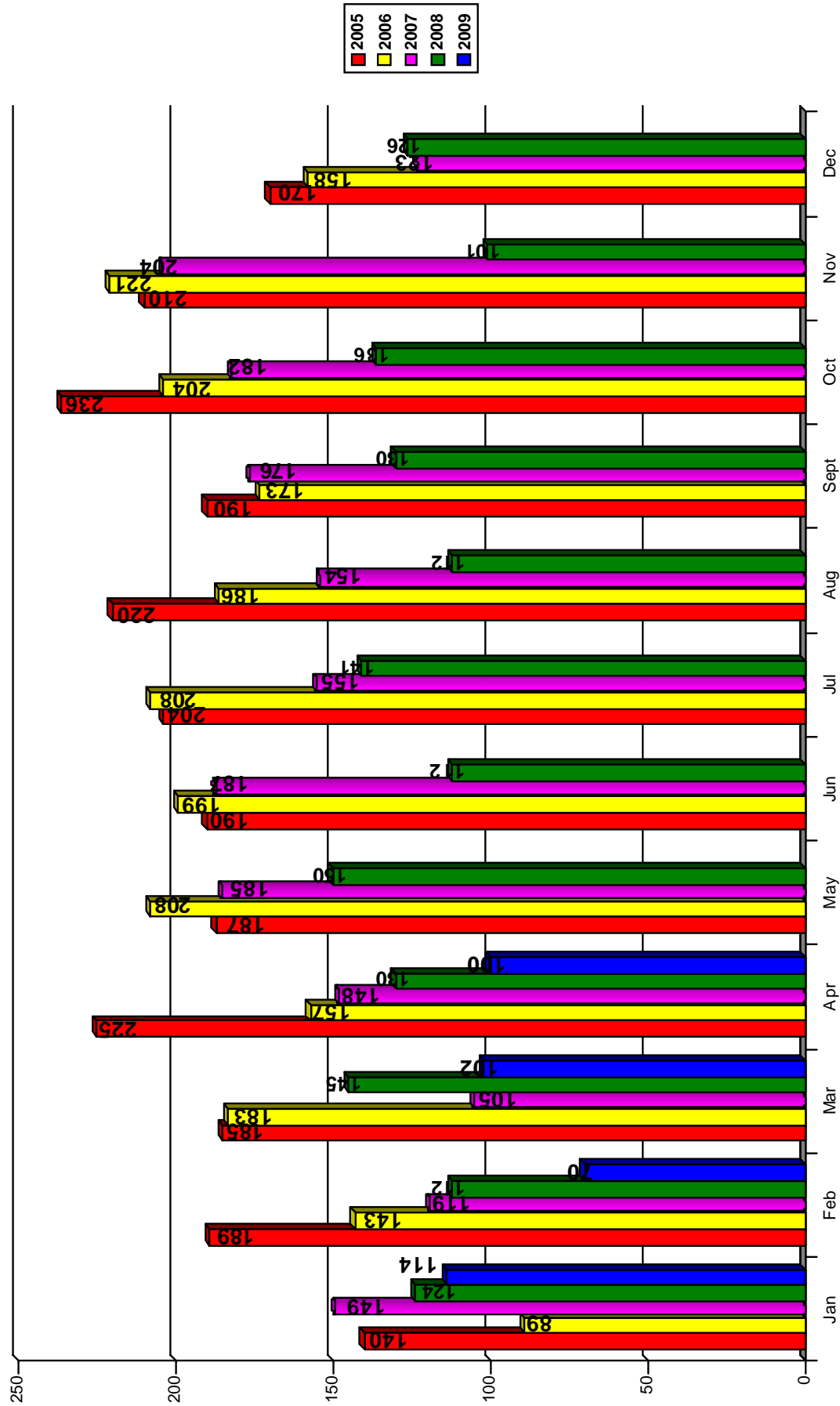
Attachment 1:

March Quarter Review - 2008-09 Management Plan
(distributed under separate cover)

7.2 Minutes Gosford – Wyong Councils’ Water Authority Board Meeting – 20 May 2009

Attachment 1: Minutes of 20 May 2009 Board Meeting
(distributed under separate cover)

DAS DETERMINED



DAS LODGED

