



GOVERNMENT OF **WESTERN AUSTRALIA**
DEPARTMENT OF **CULTURE AND THE ARTS**



Government of **Western Australia**
Mid West Development Commission



WA Museum-Geraldton **Site Masterplan**
Volume Three : Final Report

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Contents

	Page
1 BACKGROUND	3
1.0 PROJECT CONTEXT	3
1.1 KEY ACTION AREAS	4
1.2 NEW GALLERIES AND COMMUNITY SPACES	5
1.3 FUNCTIONAL AREAS	7
1.4 CONSTRUCTION COSTS	8
1.5 FUNDING	9
2 OPTIONS ANALYSIS	11
3 FEASIBILITY ANALYSIS	12
3.0 SCOPE OF ANALYSIS	12
3.1 MARKET APPETITE	13
3.2 VISITOR LEVELS	14
3.3 ENVIRONMENTAL FINANCIAL AND SOCIAL SUSTAINABILITY STRATEGIES	17
3.4 FINANCIAL IMPLICATIONS	19
4 CONCEPT PLANS	23
5 STAGED IMPLEMENTATION PLAN AND COSTS	33
6 CONCLUSIONS AND NEXT STEPS	38

1 Background

1.0 Project Context

In 2009, the Western Australian Museum, Geraldton underwent a regional site review which identified a range of issues and priorities for actions. The Museum was identified by the Mid West Development Commission as a flagship project and vehicle for the interpretation of the new stories about the local community and Mid West region. In particular, the Commission saw considerable potential in enhancing the story of HMAS Sydney II and further value in creating new types of gallery spaces.

The review led to a recommendation a new Site Masterplan be prepared to ensure strategic opportunities were seized and positive outcomes secured for Geraldton and the Mid West. Key aspects identified were:-

- Improving connection to existing and future development in and around the Batavia Coast Marina and providing additional flexible space to interpret regional stories of state, national and international significance and deliver educational programmes.
- That the Museum was seen as being well-placed to become the international centre for the interpretation of the story of HMAS Sydney (II) and HSK Kormoran: arguably, the most significant Australian Naval event of World War II, and one of Australia's most commemorated maritime events.
- There was potential to develop a significant site to mark, not only the Sydney/Kormoran story, but also to reflect important contemporary developments in the region (e.g. Oakajee Port, the potential for the Square Kilometre Array) and to further enhance Aboriginal involvement and ownership of the site.

In 2011, Hames Sharley was commissioned by the Western Australian Museum to produce a Site Masterplan to inform and guide the long term, staged development of the WA Museum, Geraldton, ensuring its integration into the physical environment, the regional development context and the cultural offer to the people of, and visitors to, the Mid West. This masterplan project is supported by the Mid West Development Commission through its Regional Development Scheme.

Through the masterplan process, the Museum was invited to consider what was required for meaningful and successful activation of the Batavia Coast Marina as an emerging destination in the wider city network of visitor sites and culturally important spaces. Although part of this remit is outside the Museum 'footprint', it has been considered strategically, and in consultation with key stakeholders, in order to present to the Mid West Development Commission and the City of Geraldton an overall picture of how the Marina could develop, with the Museum playing a central role in that regeneration.

Through consultation with stakeholders, the Site Masterplan process identified that the Museum played a key role in meeting community needs and the outcomes of the masterplan reflect:-

- The role of the Museum in providing informative interpretation on issues and activities for a wide cross section of Mid West residents and visitors.

- The pivotal role the Museum plays both in terms of location and activities in the activation of the marina precinct and adjoining tourist and historical areas.

The implementation of the Site Masterplan has significant benefits in terms of regional development. These are further outlined in Section 3.0.

The Site Masterplan includes recommendations for the physical and cultural development of the site and is informed by a needs and options appraisal, feasibility analysis, concept plans and staged costings. The master plan will be used to develop business cases and grant and sponsorship proposals for the development of the Museum.

Delivery of the masterplan has been in two stages with stage one consisting of an approved two volume report (August 2011) that provided the context of the masterplanning including the outcomes of the stakeholder consultation, site analysis and key outcomes sought in the final masterplan. This second stage - volume three - reports on the development of the master plan, based on stage one.

1.1 Key Action Areas

The initial report identified 10 Actions for the external public areas of the site and building design and 5 Actions for the internal layout and configuration of space within the main museum building. The issues inside and outside the museum are numerous but the following key actions are considered priorities in terms of building outcomes. They have formed the basis of the options and design concepts followed through to the final masterplanning stage. Opportunities were also identified for partnerships with industry and government in relation to the establishment and maintenance of future exhibits.

The external and internal action areas have been summarised into the 11 Key Actions opposite.

- A1 Expand the Museum to include emerging contemporary stories (Square Kilometre Array, HMAS Sydney II) and interactive spaces for education and lifelong learning
- A2 Resolve the function of the separate wedge building, including future uses, or alternative building options and design configurations for the adjacent space
- A3 Identify a location for adequate on site storage (eastern end of the site) to enable the Museum to divest itself of the old Museum Display Building on Marine Terrace
- A4 Improve the security and appearance of the service/loading area (facing Foreshore Drive)
- A5 Implement a clear sense of destination, identity and arrival at the street corner of Foreshore Drive and Museum Place
- A6 Have a clear and purposeful Museum main entrance and reception space including changes to the public realm and resolution of micro climate issues
- A7 Create a signage and lighting strategy to assist visitor way finding and enhance the museum's presence and identity
- A8 Implement measures that will reduce the Museum's operating costs, principally energy consumption, and consider renewable energy options and screening of the principal north façade to reduce glare and heat load from the direct western sun
- A9 Activate the position of the Museum on the marina frontage through exploring options to attract commercial uses such as a café, retail or functions
- A10 Review the grounds landscaping and design a more engaging and dynamic exterior
- A11 Resolve future use of the Community Gallery and circulation through other parts of the Museum including the rigid layout of the Mid West Gallery

1.2 New Galleries and Community Spaces

The proposed Geraldton Museum redevelopment will breathe new life into the Batavia Marina precinct as part of the revitalised Geraldton foreshore. Enhancing the connectedness of the Museum and its site with both city and community has been a core principle during the masterplan exercise. The concept design therefore aims to integrate themes of history, innovation, environment, community engagement and education.

The Museum precinct will include a series of inspiring new exhibition and public spaces that form a natural transition between the existing building and the surrounding marina, with onward links to the city centre and other visitor attractions. Softening the boundaries between the current building and its surrounds, a significant extension is proposed towards Foreshore Drive that will engage the street and invite visitors to view the sights and sounds of the Museum from a new public square.

This gateway space provides the foreground setting for the new gallery and foyer building which features an attractive curved light wall to greet visitors on arrival. The building will house a number of feature galleries, relocated shop, reception area and flexible event spaces. Other external spaces include an enclosed forecourt to a new cafe and a sheltered Museum garden, providing intimate locations for external exhibitions as well as opportunities for markets and temporary events.

The outcome of the masterplanning phase is a preferred layout of interior and exterior spaces which, if fully developed, will provide the Museum with the following new facilities.

Museum Spaces

Immersion Gallery:

This gallery will enable hi tech visual digital experiences, in particular using materials from the HMAS Sydney II / Kormoran search expeditions, Square Kilometre Array (SKA), large-format multimedia presentations and other audiovisual productions developed for key Mid West stories. Candidates include the Abrolhos Islands and the wreck of the Batavia. The Immersion Gallery will bring stories to life, in particular to those places and spaces that are inaccessible to the public. This gallery will take advantage of Geraldton's NBN capabilities and host live feeds to events elsewhere in the state, around Australia or throughout the world.

Investigate, Discover, Explore (IDE) Gallery:

This gallery will provide interactivity, learning, exploration and discovery through hands-on experiences, live demonstrations, presentations and exhibits. It will focus on inter-generational, life-long learning while also being capable of accommodating particular audience needs such as new national education curriculum outcomes for students or activities for people with disabilities.

SKA Gallery:

Should Australia be announced as the site of the SKA, the world's largest radio astronomy project will be based at the Murchison Radio Observatory (MRO) but will be publicly inaccessible due to its radio quiet requirements. The SKA gallery will showcase the Yamaji interpretation of the region's skies and interpret the project's science within a safe publicly available display area.

Foyer and Community Gallery:

This space has an outlook towards Foreshore Drive and a new public space (Museum Square). Shaped in an arc, it is a spine along which decisions can be made by the visitor as to the experiences they will have. It is an internal piazza space that will, when combined with the external Museum Square, create an open flexible space that can accommodate community exhibitions, performances, events and functions.

Reception and Shop:

The reception, cloakroom and shop area will be located at the repositioned front entrance to enhance the Museum's location on the corner of Museum Place and Foreshore Drive. It will create a visible gallery of activity and inviting spaces to help locate the Museum and attract visitors to enter.

Toilets and Service Kitchen:

Additional public toilets and a small service kitchen will be required near the reception / foyer area to service IDE, community gallery and public gatherings.

Storage Area:

A small workshop / crate storage area will meet facility requirements for visiting exhibitions such as those from national cultural institutions.

Museum Garden:

Connected to the foyer and IDE Gallery, the Museum Garden will be an intimate enclosed area which maintains visual interaction between outside and inside spaces. The garden will provide another form of gathering area and enable outdoor exhibits or programs that are sheltered from the environmental conditions.

Veranda Landscape Area:

A landscaped veranda along the new southern facade will provide shelter from the extreme wind and sun conditions and facilitate greater activation of Museum Square. It will provide comfortable public seating and access to free Wi-Fi for use by nearby residents and business tenants as well as Museum visitors.

Cafe with Commercial Function Area

New Cafe:

Demolition and redevelopment of the current wedge building is proposed to provide an integrated shell building suitable for fit out and operation as a cafe. Retention of the curved southern wall of the wedge building is proposed as an enclosure for the cafe's alfresco space. The cafe will provide an important amenity for visitors to the Museum and wider Batavia Marina.

Function Area:

An upper level is proposed above the cafe to provide a function area which could be related to the cafe operation. It would be suitable for hire by external parties with a small bar area, operable wall and some storage (existing WCs on ground level would be used). Its ocean outlook lends to a unique location for special occasions including larger Museum events.

Public Spaces and External Structures

Sun Shades:

New sun shading, as originally proposed for the Museum, is recommended for the north facing glazed facade of the main building. This will provide significant improvements to interior conditions, reducing the impact of sunlight and heat on the Museum’s principal gallery and displays.

Museum Square:

Transformation of the existing Museum Place into a shared public space would achieve greater activation potential and opportunities between the Museum, the adjacent hotel / apartment complex and wider marina. A pivotal civic square would be created that enables onward connectivity into the second stage development of Batavia Coast Marina, the Bill Sewell Site Masterplan and improved pedestrian access from the marina to the HMAS Sydney II Memorial on Mt Scott. The concept envisages access through the square would be allowed for some public parking and vehicular access would be maintained to adjacent properties, albeit within a highly traffic calmed environment suitable for safe pedestrian activities and flows.

1.3 Functional Areas

The existing museum building is currently 1,985sqm. The masterplan proposes the addition of 1,005sqm of new museum space (excluding storage areas, verandas, cafe and function area) which is arranged into the following functional areas.

New Construction Ground Floor

Description	Area Sqm
Gallery spaces	
Immersion Gallery	100
Investigate, Discover, Explore (IDE) Gallery	170
SKA Gallery	20
Foyer and Community Gallery	600
Other Interior spaces	
Reception and Shop	65
Toilets and service kitchen	50
Cafe with commercial kitchen	195
Cafe exterior area	375
Other Exterior spaces	
Storage area (outbuilding)	80
Museum garden area	245
Veranda landscape area	350
Museum Square	3,000

New Construction Upper Floor

Description	Area Sqm
Function space including bar, operable wall to divide the room in two, storage area and a small reheat kitchen	265
Stairs and lift	25

New Construction – External Structures

Description	Area Sqm
Sun Shades	225 *

* refer to Options Report on Louvres by Cox Architects (2010)

1.4 Construction Costs

The detailed costs to construct the proposed development are included in Section 5 of this report and are summarised below.

Description	Cost to Construct	Comments
New Museum Spaces including Garden+ Storage Area +Fit out costs	\$12,306,064	Excludes escalation and GST (refer to Schedule One of Master Plan Budget No.4)
Cafe (cold shell cost)	\$1,504,749	Excludes escalation and GST (refer to Schedule Two of Master Plan Budget No.4)
Function Area (cold shell cost)	\$2,789,119	Excludes escalation and GST (refer to Schedule Three of Master Plan Budget No.4)
Museum Square (public space)	\$3,648,624	Excludes escalation and GST (refer to Schedule Four of Master Plan Budget No.4)
Total	\$20,248,556	Excludes escalation and GST

1.5 Funding

Opportunities have been identified through consultation with stakeholders for funding including but not limited to Royalty for Regions, CSIRO and Federal Government. With the nature of the development, funding can be sought in a variety of ways to cover both capital for construction costs and fit out and ongoing operational costs.

The amount of funding will determine the extent of implementation of the masterplan through the three potential options of:

- Do Nothing – no funding available
- The development of the Museum without Museum Square – limited funding
- The full site masterplan – full funding

Some of the principal funding bodies and sources are set out below, with a note of applicable areas of support.

State Government:

Funding for increased operation costs and some consolidated revenue funding may be available to support the application that will access Royalties for Regions funding through the Mid West Investment Plan (MWIP).

Mid West Investment Plan:

Support for the Museum as a flagship project, currently estimated as a \$15 million project. This cost is for the Museum redevelopment only and does not include other marina activation projects that have been identified i.e. Museum Square.

Commonwealth Government:

Regional Development Australia funds may be available for elements pursued in partnership with City of Greater Geraldton. This program is only available to local governments and not for profit organisations with an annual income of at least \$1.5 million dollars.

The Regional Development Australia Fund (RDAF) is a national program to support Australia's regions and enhance their wellbeing and economic development. The program is administered by the Department of Regional Australia, Regional Development and Local Government. It is designed to ensure that new investments build on strengths and reflect the characteristics, opportunities and challenges of our diverse regions. Preference will be given to applications which demonstrate partnership funding on a dollar for dollar basis for grant requests of \$5 million or less. For grant requests over \$5 million, \$2 for every \$1 of RDAF funding is the criteria (Nov 2011 RDAF Guidelines).

Commercial /Private Donors:

An opportunity could exist for contributions from commercial organisations or philanthropists. This could relate directly to the HMAS Sydney II and Kormoran exhibition, the SKA gallery, Community gallery, IDE gallery or Immersion gallery. Benefits including naming rights, sponsor recognition, etc could be considered.

Australian and German Governments:

Due to the national and international interest in HMAS Sydney II and Kormoran, there may be potential sources of funding from various departments and programs.

Local Shires:

There may be potential synergies with Shark Bay and Carnarvon e.g. to create display and trail links between the Museum and other visitor destinations. The Shires of Northampton and Exmouth are further possibilities.

Veterans groups and potential private donations:

Veterans groups and private donors could be approached to contribute to the HMAS Sydney II and Kormoran exhibit. Recognition of donors could be provided by way of a plaque or digital display.

SKA:

The Australian Government and international SKA members could be approached for funding for capital and ongoing operational funding of the SKA exhibit, given both the unique nature of the facility and also the role the exhibit would play in keeping visitors away from the SKA site.

WA Department of Commerce:

Potential for funding may be available for the SKA gallery content and fit out.

CSIRO – ASKAP project only:

CSIRO could be approached for funding that may exist for capital and ongoing operational funding of the ASKAP exhibit, given both the unique nature of the facility and also the role the exhibit would play in keeping visitors away from the ASKAP site.

City of Greater Geraldton:

The potential redevelopment of Museum Place into Museum Square is seen as a future project that would potentially be funded by the City of Greater Geraldton. The masterplan for the Museum promotes the concept of a small civic square in this location as a focal point for visitors, residents and employees of the area, supporting the overall development of the museum and the wider marina precinct. This could become an important meeting and event space with a range of elements such as seating shade, planting, removable bollards for traffic management for events, parking, signage etc. A separate design exercise would be required to advise more thoroughly on costs, feasibility and implementation.

2 Options Analysis

In the development of the Site Masterplan options, the following activities were undertaken:

- Inclusion of issues identified in the context analysis in Volume One and Volume Two. This included City of Greater Geraldton planning schemes and policies, the overall development capacity of the site and its urban setting within the marina
- Assessment of existing and planned development in the precinct including City of Greater Geraldton and private initiatives.
- Identification of functional areas identified in the needs analysis and their relationship to each other and the surrounding precinct and streetscape. This included considering the relationship between functional areas within the Museum as well as the relationship of the public entrance, shop and community gallery to the external environment.
- Consideration of synergies and conflicts with adjacent actual and proposed developments to maximise opportunities to add value. Consultation was undertaken with adjoining developers and the City that resulted in the concept of the cafe and function area being included in the masterplan. These facilities have the benefit of enhancing the existing and future facilities in the precinct and also attract visitors to the precinct due to improved amenities.
- Assessment of stakeholder/market preference for proposed options in terms of facilities, content and programs through the stakeholder consultation process

The above activities resulted in the development of a number of options with the Project Manager for review by the Project Board and Western Australian Museum management, which arrived at the preferred masterplan option presented in this report.

The preferred option is considered a robust and engaging proposal in response to the shortcomings, constraints and opportunities of the Museum in its current and emerging context. However, only the development of the whole masterplan concept, including enhancement of surrounding public realm, will deliver the full potential and benefits that this flagship site can offer the local community and wider city region.

If approvals and funding cannot be secured for the complete site regeneration, then a partial upgrade of the Museum may have to be considered with more limited resources and outcomes for the WA Museum, City of Greater Geraldton and the Mid West.

3 Feasibility Analysis

3.0 Scope of Analysis

The feasibility analysis has been undertaken to show the market appetite and likely financial benefits, based on existing percentage levels of conversions from regional population and tourism visitor numbers, together with the environmental and social impacts.

Whilst it would be anticipated that the additional galleries and full activation of the masterplan would increase the conversions levels, it is difficult to predict those levels within the scope of the masterplan. Any major new development and new galleries offering a different experience will undoubtedly create a spike in regional visitors. It is also expected that the SKA and enhanced HMAS Sydney II and Kormoran will attract additional tourist visitors.

More detailed analysis of visitor numbers would take place in the development of any business case for funding.

From a regional context the proposed Site Masterplan improvements also meet the desired outcomes for investment in regions through:

- Improving services to regional communities through the provision of topical and technologically advanced interpretive displays to inform and educate the community. In addition the proposed cafe, function centre and museum square adds capacity to the regional community and facilities for visitors;
- Retaining benefits in regional communities through ensuring the interpretation of key historical, industrial and infrastructure events and activities are a key focus to attract visitors;

- Attaining sustainability through the inclusion of sustainable concepts in the design and construction process as well as building in energy and water efficient services;
- Expanding opportunity through the provision of facilities with a broad based community benefit as well as economic activity through the lease of the cafe and function area; and
- Growing prosperity through creation of a new economic activity in the marina area and increased employment.

3.1 Market Appetite

The stakeholder consultation process identified a number of key initiatives that would increase attraction of the Museum to visitors.

The key elements of additional gallery space the masterplan provides for are:

- An effective community exhibition space to support the local community by way of exhibitions and displays. There had previously been an area dedicated to this however this had been replaced with the HMAS Sydney II Gallery. There was strong support for the reinstatement of community gallery space in the consultation process. The way in which this space has been integrated in the master plan provides for a more flexible and visible area that relates effectively to other spaces within the Museum.
- A Square Kilometre Array (SKA) gallery to provide an interpretation of the new radio astronomy project. This inclusion will provide the basis of informing the public of the radio astronomy activities at the MRO facility. The MRO will not be publicly accessible due to its radio quiet requirements. The Museum provides an excellent public venue for displaying the activities and providing informative exhibitions and events such as public lectures or video links to scientists working at the MRO.
- An Immersion Gallery will provide the opportunity to provide a visual digital experience with regards to displays and exhibitions. There is an increasing interest by the public in exhibitions of this nature.

- An Investigate, Discover, Explore (IDE) gallery to provide interactive displays.

The masterplan also includes additional experiences expected by visitors to Museums, as follows:

- Provision of a shell for a cafe to be built on the current wedge building location, leased to an operator to fit out. Discussions with the developer of the apartment hotel in the marina indicate an interest in taking on the lease for such a development. Creating a cafe as part of the Museum masterplan will provide an amenity for Museum visitors and will also attract people to the precinct.
- Provision of a function area above the café, built as a shell leased to the cafe operator or other party. It would be serviced by the cafe. There was strong demand in the consultation process for a quality function area of the size proposed. Its location with views over the marina would make it an attractive option for special events and meetings. It could also be used for larger Museum events and presentations.

3.2 Visitor Levels

Increased levels of visitors to the Museum precinct in excess of the historical levels outlined in the interim report are projected due to:

- Increased numbers of cruise ships visiting Geraldton and the relocation of the public jetty at the termination of Museum Place between the hotel complex and the Museum. This will provide a higher visibility for the Museum to cruise ship passengers and, combined with the hotel and museum public amenities, will provide for greater capture of this market segment.
- Increased population growth in the region
- Increased tourism to the area
- Further development of the marina precinct
- The uniqueness and attractiveness of improved galleries will have greater appeal to a wide range of the local population including school groups.
- The uniqueness and attractiveness of exhibitions such as the HMAS Sydney II, SKA and shipwreck galleries will attract visitors with a historical and scientific background who are visiting Western Australia.

The May 2011 Mid West Investment Plan 2011-2021 developed by the Mid West Development Commission highlights the following key strategies and growth aspects for the region.

The Western Australian Planning Commission in 2004 had forecast the population in the Mid West region to grow to 55,000 by 2015. However this was almost reached within 5 years.

The estimated population in the Mid West Region in 2009 was 54,984 and for City of Greater Geraldton (CGG) it was 38,777. The CGG therefore had 70.5 % of the regional population and this percentage has been used to identify potential growth in that area.

Projected growth based on planned and possible major projects and outcomes from prospective industry development would result in increases to the population as outlined in the following table.

Source	2009 Region	2009 CGG	2016 Region	2016 CGG	2021 Region	2021 CGG	2026 Regional	2026 CGG	2031 Regional	2031 CGG
Australian Bureau of Statistics	54,984	38,777	63,014	44,424	70,510	49,709	79,103	55,767	88,628	62,482
Western Australian Planning Commission	N/A	N/A	55,400	N/A	57,000	N/A	57,800	N/A	58,100	N/A
Economic Forecast	N/A	N/A	63,990	45,112	72,960	51,436	81,305	57,320	90,431	63,753
Economic Forecast with Multiplier	N/A	N/A	70,089	49,412	79,824	56,275	89,988	63,448	99,681	70,275

These growth projections provide significant opportunity for increased visitation to the Museum by Mid West residents and visitors from interstate, intrastate and overseas.

In addition to the growth in population the MWDC Investment Plan also identified that there is increasing tourism growth from domestic and international tourists. In 2007 and 2009 there were 440,500 visitors per year to the Mid West region of which 211,440 (48%) were tourists. Tourism numbers are expected to increase by approximately 3.2% per annum in Western Australia and the 2009 numbers in the table below have been extrapolated at this rate.

Approximately 20 cruise ships a year visit Geraldton bringing approximately 25,000 visitors per annum. It is anticipated these numbers will increase. Discussions are being undertaken that should result in the

landing jetty for cruise passengers being moved to a location in front of the Museum. This will increase the exposure and visitors to the Museum.

In 2007/08, 7.6% of intrastate, interstate and international visitors to the region visited the Museum. In 2008/09 27.7% of local (CGG) residents visited the Museum.

Museum surveys indicate that 33% of local visitors to the Museum are repeat visitors but that it may be as high as 78%. There is not enough data to ascertain if the return visit is in the same year and accordingly it has been assumed that it was in a previous year for the projections in the table on the following page.

The table on p.16 below outlines the known historical information and projects potential visitors to the Museum based on existing patronage levels as a percentage of visitors and regional residents.

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Estimated 2016	Estimated 2021	Estimated 2026	Estimated 2031
Australian Bureau of Statistics Projections (CGG residents)	38,070	38,777	40,537	43,005	44,424	49,709	55,767	62,482
Number of Visitors to the region	440,500	440,500	454,600	469,100	549,000	642,500	752,000	880,300
Number of Museum visitors	44,041	42,650	47,114	40,372	53,579	62,599	72,559	84,210
Percentage of Museum visitors of total visitors from outside of the Region	7.6%	7.2%	7.9%	6.8%	7.6%	7.6%	7.6%	7.6%
Number of Museum visitors from outside of the Region	33,471	31,716	35,913	31,898	41,724	48,830	57,152	66,903
Number of local visitors as a percentage of local population of CGG	27.7%	28.1%	27.6%	19.7%	27.7%	27.7%	27.7%	27.7%
Number of Local visitors	10,570	10,934	11,201	8,474	12,305	13,769	15,447	17,307
Total actual and projected visitors	44,041	42,650	47,114	40,372	53,579	62,599	72,559	84,210

Notes:

1. Population for 2010 and 2011 are estimates
2. Museum statistics not fully complete for split of visitors in 2009, 2010 and 2011 and estimates made.
3. Projections for 2016 to 2031 for split of visitors have been made on the known 2008 breakdown.
4. 2010 and 2011 visitors to the region are based on estimates

3.3 Environmental Financial and Social Sustainability Strategies

Strategies that contribute to the environmental, financial and social sustainability of the site masterplan are outlined below.

These strategies reflect opportunities for the Museum in delivering major social, cultural and economic outcomes for the City, the Region and State.

Strategy	Environmental	Financial	Social Sustainability
Integrate the Batavia Coast Marina via the Museum's location with significant markers in the CBD - Foreshore Drive and BCM Stage 2; Geraldton Foreshore and CBD; Bill Sewell Complex; and HMAS Sydney II Memorial at Mt Scott.	<p>Batavia Coast Marina to become a destination that attracts general activation through spaces such as the cafe and function areas, improved Marina frontage and public jetty, and Museum Square.</p> <p>Museum extension designs to complement relevant existing and proposed developments in the City to create a sense of place and belonging for the community. Spaces such as the public foyer and community gallery to encourage higher Museum visitation and participation through creation of civic spaces.</p>	<p>Create economic opportunities through a café and function space that enhance the visitor experience in the Marina area.</p> <p>Increase visitor numbers to the Museum with increased revenue potential resulting through commercial leasing, donations, retail, venue hire and functions.</p> <p>Create economic opportunities for the community via Museum Square through activities such as markets, performances and events.</p>	<p>Create a community amenity in the Marina that is a destination in its own right, and enables the Museum's own potential to develop in its delivery of services to the community.</p> <p>Offer Museum experiences inside and outside of the Marina precinct that support the City's Creative Social City Plan</p>
Expand gallery areas and increase exhibitions in response to emerging contemporary stories of national and international significance	Use design guidelines that support the environment in terms of architectural design, materials and sustainable energy and water usage.	Increase visitor numbers to the Museum with increased revenue potential resulting through commercial leasing, donations, retail, venue hire and functions.	Create exhibition material that can be used via technology, trails or other exhibits to elsewhere in the state e.g. the HMAS Sydney II / Kormoran story in Geraldton, Shark Bay and Carnarvon, and the SKA in

Strategy	Environmental	Financial	Social Sustainability
	<p>Create flexible spaces to enable development of other Mid West content as opportunities arise.</p>		<p>Geraldton and Shire of Murchison.</p> <p>Develop NBN content delivery mechanisms to increase audiences</p> <p>Encourage multiple narratives and community content creation using the Community foyer and gallery</p>
<p>Provide interactive education services and lifelong learning opportunities</p>	<p>Understand the world we live in through historical and contemporary stories from our region.</p> <p>Enable both formal and informal sharing of knowledge and encourage curiosity, enquiry and creativity.</p>	<p>Identify opportunities for sponsorship</p> <p>Use partnerships and collaborations with agencies and industries in the region to create content and opportunities in the IDE Gallery</p>	<p>Improve community and visitor knowledge and understanding of stories of a local, national and international significance.</p> <p>Offer Museum experiences inside and outside of the Marina precinct that support the City's Creative Social City Plan and that allow people to meaningfully relate to their history, heritage, culture and environment.</p>
<p>Implement renewable energy systems and interpret science and technology used by the renewable energy sector in the region</p>	<p>Incorporate within exhibitions examples of how sustainable initiatives have been utilised in the Museum design, construction and operation</p>	<p>Minimize operating and maintenance costs through sustainable design</p> <p>Potential revenue dependent on amount of energy expended vs energy created</p>	<p>Sustainable design, water and energy use that can be practicably demonstrated and interpreted to the community.</p> <p>Become an active participant in a sustainable Mid West.</p>

3.4 Financial Implications

To assess the financial impact of the proposed development on the Museum's recurrent budget, the income or operating cost of the proposed new areas has been estimated based on a full year's operation and related to the new construction aspects only.

The increasing population and visitor numbers will in themselves drive additional income. However, the additional and improved facilities will ensure that the ratio of visitor numbers are maintained and enhanced.

The additional facilities will also enable a greater number of special events and community activities to occur. These could be in the function area or the Museum foyer and community gallery.

The cafe and function area could be leased to a third party or potentially the Museum could lease the cafe area to an operator and maintain control of the function area and rent it out to other parties as required.

Existing income streams for the Museum come from the following:

- Donations
- Guided Tours
- Education
- Public Programs
- Shop

The estimated increase in income from these sources by 2016 and 2021 is shown over page and is based on an estimated average spend of a planned 46,000 visitors in the 2012/13 budget, projected for the estimated future visitor numbers.

As a result of the proposed development the following additional income streams would also be available:

- Community gallery foyer area for functions (it is proposed that this should be able to be secured as a separate area if required)
- Cafe lease
- Function area lease or individual rentals

The predicted financial implications for the Museum of growth in visitor numbers and developing new facilities are set out in the following table (note all values are in 2012 \$).

Recurrent operating costs would be impacted by the increased size of the facility and would include maintenance to the structure of the cafe and function centre.

There is currently 1,985sqm of existing museum building. The planned development will add the following built areas:

- Museum – 1,005sqm (excluding storage areas, verandas etc)
- Cafe – 195sqm
- Function area – 290sqm

The estimated impact of the new facilities on operational costs is also included in the table on p.21 (explanation of the income and cost basis is shown in the notes below the table).

INCOME SOURCE	Impact Description	2013	2016	2021	2026	2031
Donations	Increase in visitors	\$60,000	\$70,000	\$81,700	\$95,100	\$110,300
Guided Tours	Increase in visitors	\$5,000	\$5,800	\$6,800	\$8,000	\$9,300
Education	Increase in visitors	\$4,700	\$5,500	\$6,400	\$7,300	\$8,400
Public Programs	Increase in visitors	\$11,000	\$12,800	\$15,000	\$17,400	\$20,200
Shop	Increase in visitors	\$155,000	\$181,000	\$210,900	\$244,700	\$283,800
Rental income – foyer and community gallery <i>Note 1</i>	The foyer/community gallery could be secured from the rest of the museum and rented out for functions and events.	N/A	\$39,000	\$39,000	\$39,000	\$39,000
Lease income – Cafe. <i>Note 2</i>	Lease income as a result of the leasing of the cafe to an operator	N/A	\$26,500	\$26,500	\$26,500	\$26,500
Lease income – function area. <i>Note 3.</i>	Lease income as a result of the leasing of the function area to an operator	N/A	\$6,000	\$6,000	\$6,000	\$6,000
Total Income		\$235,700	\$346,600	\$392,300	\$444,000	\$503,500

ADDITIONAL EXPENDITURE						
Staffing. <i>Note 4</i>	Staffing levels	N/A	\$150,000	\$150,000	\$150,000	\$150,000
Annual maintenance of additional Museum area. <i>Note 5</i>	Maintenance on newly constructed areas	N/A	\$72,000	\$72,000	\$72,000	\$72,000
Annual maintenance of cafe and function area. Base building only. <i>Note 6</i>	Maintenance on newly constructed areas	N/A	\$14,000	\$14,000	\$14,000	\$14,000
Cleaning. <i>Note 7</i>	Cleaning on newly constructed areas	N/A	\$26,000	\$26,000	\$26,000	\$26,000
Utilities. <i>Note 8</i>	Power usage for newly constructed areas and exhibits. Water usage for additional toilets and facilities Gas usage for additional facilities	N/A	\$66,000	\$66,000	\$66,000	\$66,000
Security. <i>Note 9</i>	Security contract	N/A	\$0	\$0	\$0	\$0
Misc. <i>Note 10</i>	Various costs of operating the facility	N/A	\$15,000	\$15,000	\$15,000	\$15,000
Total Additional Expenditure		N/A	\$343,000	\$343,000	\$343,000	\$343,000

Note 1 - Lease based on cold shell and operator fitting out the cafe. The lease income has been estimated based on discussions with local agents and property consultants. Investigations with local property advisors have indicated that a cold shell lease of \$200 per sq m plus outgoings could be applied to the cafe area as an initial lease. The initial rate would be subject to future agreed reviews.

Note 2 - It is anticipated the function area and the cafe would be leased to the same party as the cafe or alternatively control could remain in house and outsource bookings and management. If the latter was chosen there would be additional costs to fit out the facility. The basis of income shown is to lease the facility to an operator and is a result of investigations with local property advisors who have indicated that \$100 per sq m plus outgoings may be an acceptable lease level.
If the facility was rented out it could be anticipated that say initially 2 bookings per week at \$600 could result in an income (before costs) of \$60,000 per annum.

Note 3 - An allowance of 6 events per year at a rental of \$1000 per event has been made.

Note 4 - From discussions with Museum management the increased gallery space and types of activity will result in an estimated two new full time positions and conversion of part time positions into full time roles. The financial impact of this is estimated at \$300,000. It should be noted that increased patronage of the Museum through population growth and tourism would have resulted in at least 50% of this costs being incurred. Accordingly the lower amount has been included as reflecting the proposed development costs.

Note 5 - An average allowance of 0.9% (\$72,000) per annum of capital cost should be allowed for maintenance over additional construction for the life of the facility as a life cycle cost. This is consistent with what would be reasonably expended to maintain the asset in an effective manner. This would be low in the first years and vary each year as the facility was maintained and various elements replaced or refurbished. Financial implications shown are an average cost per annum. Note that the current maintenance costs for the existing facility are budgeted at \$88,000 for 1,985sqm.

Note 6 - Museum would be responsible for maintaining base building. Cost would be recoverable in the lease rental set so should be neutral. Lessee to be responsible for all cleaning and maintenance of plant and equipment and furniture.

Note 7 - Cleaning costs increased as a percentage of existing for new areas of construction. No costs allowed for cafe and function area as a Lessee cost.

Note 8 - Inclusion of energy saving design principles and solar power has the opportunity to reduce these costs. Power costs for cafe and function centre to be lessees cost.

It is anticipated the water usage impact will be minimal with reduced garden areas and use of water saving initiatives in the design. Water costs for cafe and function centre to be lessees cost.

Gas usage increase would be minimal with cafe and function areas' lessees covering the cost of those areas

Cost increase has been estimated based on current sqm costs.

Note 9 - It is not envisaged there would be any significant increase in the security contract

Note 10 - Based on allocating sqm rate for existing to new areas.

4 Concept Plans

The following plans, elevations, sections and perspective sketches illustrate the Site Master Plan vision. The following pages also contain Design Principles with images of feature buildings and public realm that provide examples of potential design outcomes.

The concept plans reflect the area schedule outlined in Section 1.3 which is repeated opposite. In the development of the concept drawings, consultation was undertaken with Museum Management in respect of the areas required and the relationships between each area from an operational aspect. Area schedules were prepared and agreed to clearly outline the additional facilities and areas required.

New Construction Ground Floor

Description	Area Sqm
Gallery spaces	
Immersion Gallery	100
Investigate, Discover, Explore (IDE) Gallery	170
SKA Gallery	20
Foyer and Community Gallery	600
Other Interior spaces	
Reception and Shop	65
Toilets and service kitchen	50
Cafe with commercial kitchen	195
Cafe exterior area	375
Other Exterior spaces	
Storage area	80
Museum garden area	245
Veranda landscape area	350
Museum Square	3,000

New Construction Upper Floor

Description	Area Sqm
Function space including bar, operable wall to divide the room in two and a small reheat kitchen	265
Stairs and lift	25

WA Museum - Geraldton

DESIGN ELEMENTS



Continuity of character

The character of the museum will be enhanced by the extensions which respect and reference some of the distinctive forms of the existing building, particularly curvatures and scale.



A recognisable landmark

The museum is a landmark element within the Geraldton townscape. It is visible from many vantage points. The extension will significantly enhance the landmark quality of the museum and ensure that the building acts as a marker within the urban landscape. The museum building will become a well linked part of the story of Geraldton and central to local storytelling.



'The arc'

The proposed extension provides the museum with a refreshing new main entrance, Community gallery, Immersion gallery and Interactive-Discovery-Education (IDE) space. The sweeping arc of the western side of the new gallery provides a distinctive, illuminated and welcoming face to the street. The curved 'light catcher' wall is an interstitial element between the museum interior and the outside and an attractive enclosure for a new public square to Museum Place. When lit up at night, it will rise up as a 2 storey light box, partially transparent, partially translucent and alive with information about what is happening within the building. It could include a veranda element providing a sheltered outdoor space fronting the square.



Orientation and way finding

At various locations visible from both within and outside the building, a series of marker sculptures or installations will act as beacons to attract and help orient the visitor. These will be complementary to the distinctive design of new buildings and will be public art opportunities adding to the richness of the stories told by the museum.



The configuration of the expanded museum provides clear orientation for visitors to begin their journey through the various galleries. The visitor can easily access the core of the museum or peripheral attractions, with a number of vistas becoming available through the building along four points of the compass. There will be a northerly vista through the building out over the marina providing access out to the cafe and alfresco. A view east will draw visitors out into the sheltered museum garden.

WA Museum - Geraldton

DESIGN ELEMENTS



Marina frontage

The northern elevation of the museum facing the marina will be completed with the addition of louvred sun shading to protect the facade. The marina frontage of the museum will attract increased activity with proposed public seating along the veranda. The new cafe will open up onto the boardwalk while still offering a sheltered sitting area away from sun and wind. Above the cafe, a second storey function venue will have excellent views out over the water. A proposed public jetty at the end of Museum Place will enable large passenger boats to berth and visit the museum and precinct. A small visitor centre can be included into the cafe facility to inform people as they arrive at the precinct by boat.

Museum Square

Sheltered from the wind and north-westerly sun, the square will reinvent Museum Place as a space for people to gather. This space can host markets, displays and performance and will be developed as a joint project with the City of Greater Geraldton. The backdrop of 'the arc' will entice people into the square and the museum both during the day and evening.

Foyer and community gallery

The foyer has the potential to fulfil a number of key roles for the future museum. It principally acts as a circulation and 'break out' space providing flow between galleries and smaller rooms. It is also the direct link to the garden and new public square. Within the foyer, there is room for the reception, cloaks and shop, temporary display (as a community gallery), gathering of large groups (such as school children) and a starting point for tours. There is also scope to host functions and events connected to the galleries that could spill into the cafe, the garden or out to the marina. A kitchenette is provided between the new foyer gallery and the IDE gallery to facilitate this.

Cafe and function area

A single storey cafe will be located near the existing wedge. This will be an integrated element of the overall museum, providing a well connected amenity with good capacity, exposure and dual aspect out over Museum Place and the marina (including any new public jetty). A small reception/visitor area can be included for visiting cruise passengers. It is important that the cafe can be accessed from the promenade, the public street and internally from both the main gallery and the museum foyer. The cafe will be suitable as a hired venue and will have adjustable screened partitioning to enable it to be opened out to either external or internal spaces, subject to weather conditions. Retaining the curved wall of the wedge building will provide a distinctive enclosure for the external seating area for the cafe.

Museum garden

The museum garden provides tranquil respite from the open built environment, with scope for outdoor display or activity space that is sunny yet sheltered from the wind. The garden will have a vista back into the new foyer and IDE gallery, maintaining visual interaction between outside and inside spaces.

WA Museum - Geraldton

SUSTAINABLE INITIATIVES



Materials

Use environmentally accredited materials with low embodied energy and low VOC.
Use recycled and locally sourced materials.

Water

Aim for Museum to be water balanced and include initiatives such as:

- Rainwater collection and recycling for non potable uses.
- Waterless vacuum technology toilets.

Stormwater

Improve stormwater management around site through, for example:

- Direct runoff in impervious external spaces into below surface filtration tanks, prior to discharge to the public drain.
- Passive detention and treatment of surface runoff within soft landscaped areas using pervious natural materials and 'sedgebeds' prior to recharge to the local groundwater aquifer.
- Sub soil irrigation using captured rainwater (from roofs).

Energy

Passive solar design for extension verandahs, north facing shaded closing to IDE.

External adjustable shading elements to control heat and light gain, reduce energy consumption.

High performance insulation and independent thermostatically controlled environment to new (community) gallery.

Photovoltaic energy fed back to grid – designed as integral part of the building.

Solar powered controls and climate/daylight monitoring (BMS and weather station).

'Green switching' of lights and power-motion sensor or occupier controlled, limiting stand- by power usage.

Waste

Separate glass, plastics and aluminium at source and dispose through recycling centre.

Transport

Provide bicycle storage and end of trip facilities for staff and bicycle racks for visitors.

Support pedestrian and public transport links to other attractions in Geraldton.

Education

Display and interpret PV energy production and rainwater collection and reuse.

WA Museum - Geraldton

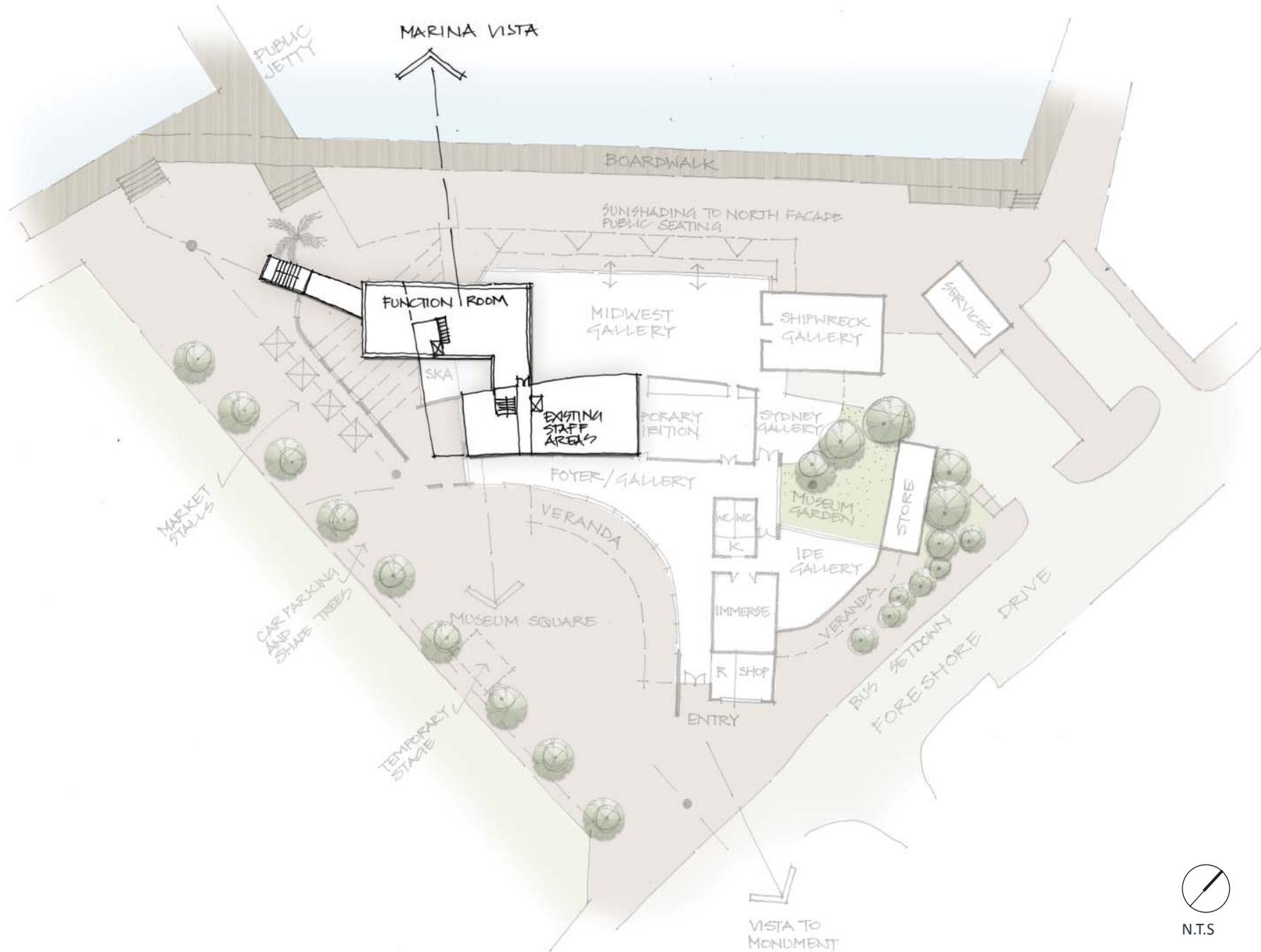
SITE MASTERPLAN



Ground Level

WA Museum - Geraldton

SITE MASTERPLAN

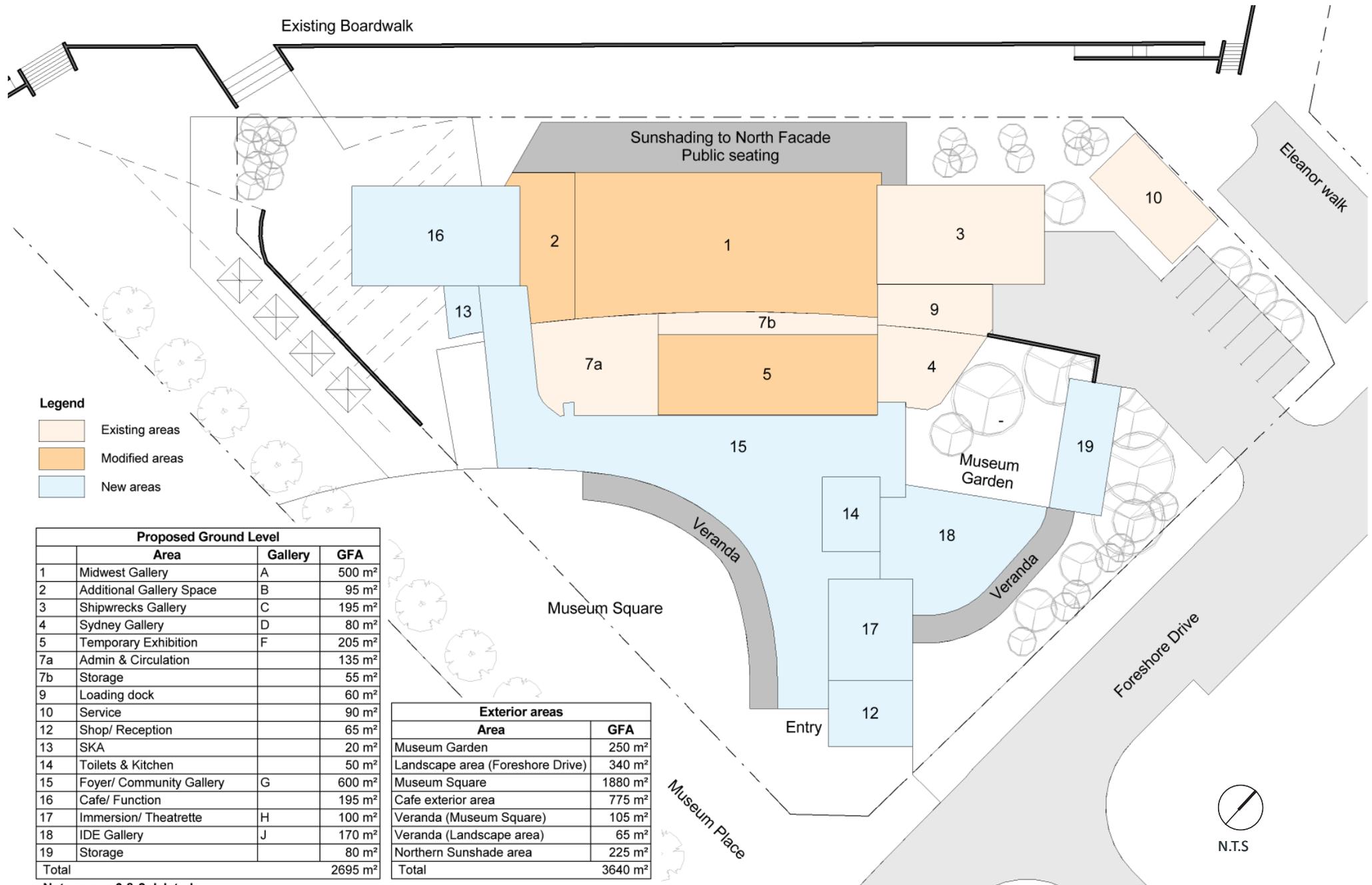


N.T.S.

Upper Level

WA Museum - Geraldton

FLOOR SPACE



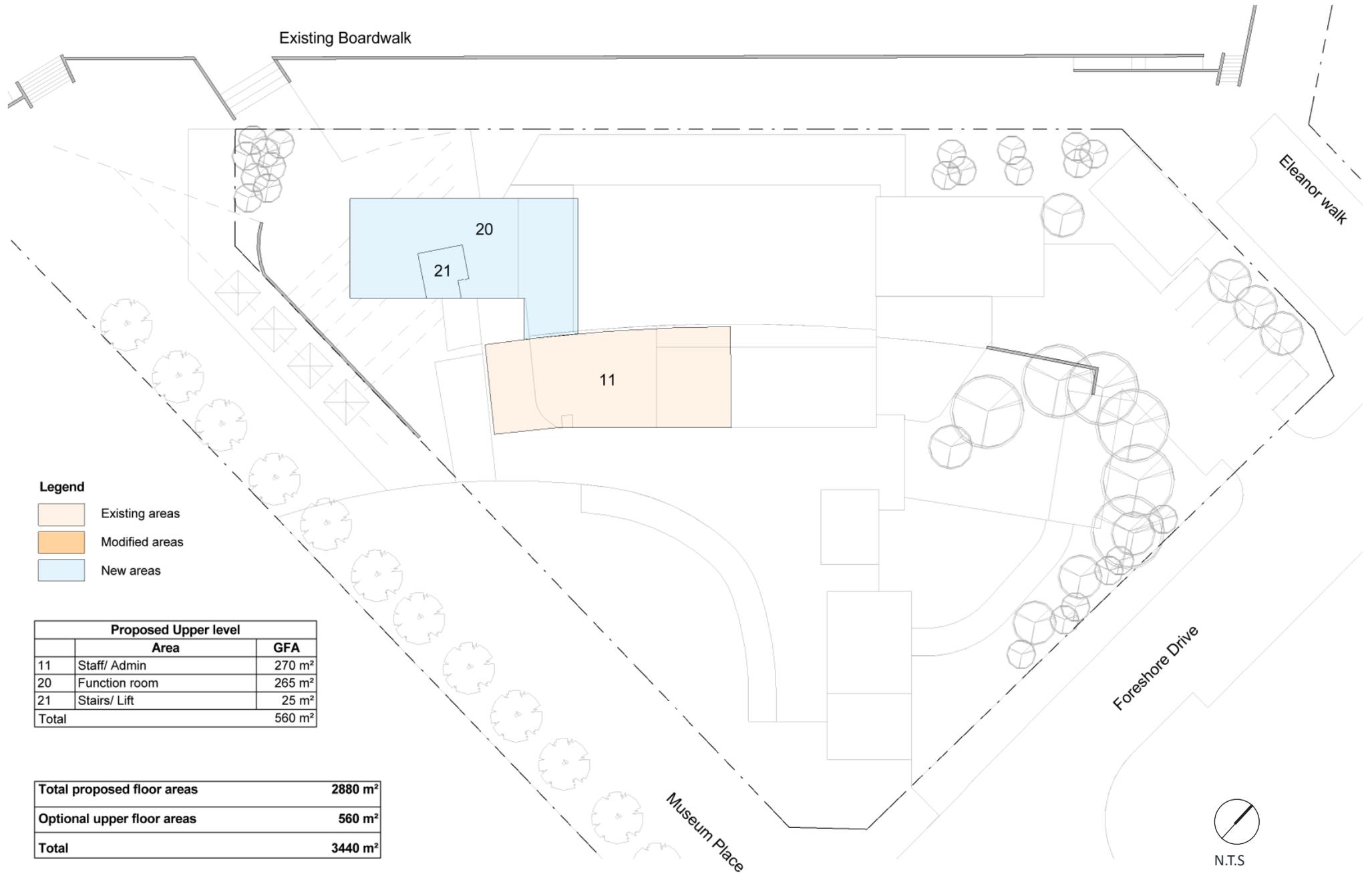
Note: areas 6 & 8 deleted



Ground Level

WA Museum - Geraldton

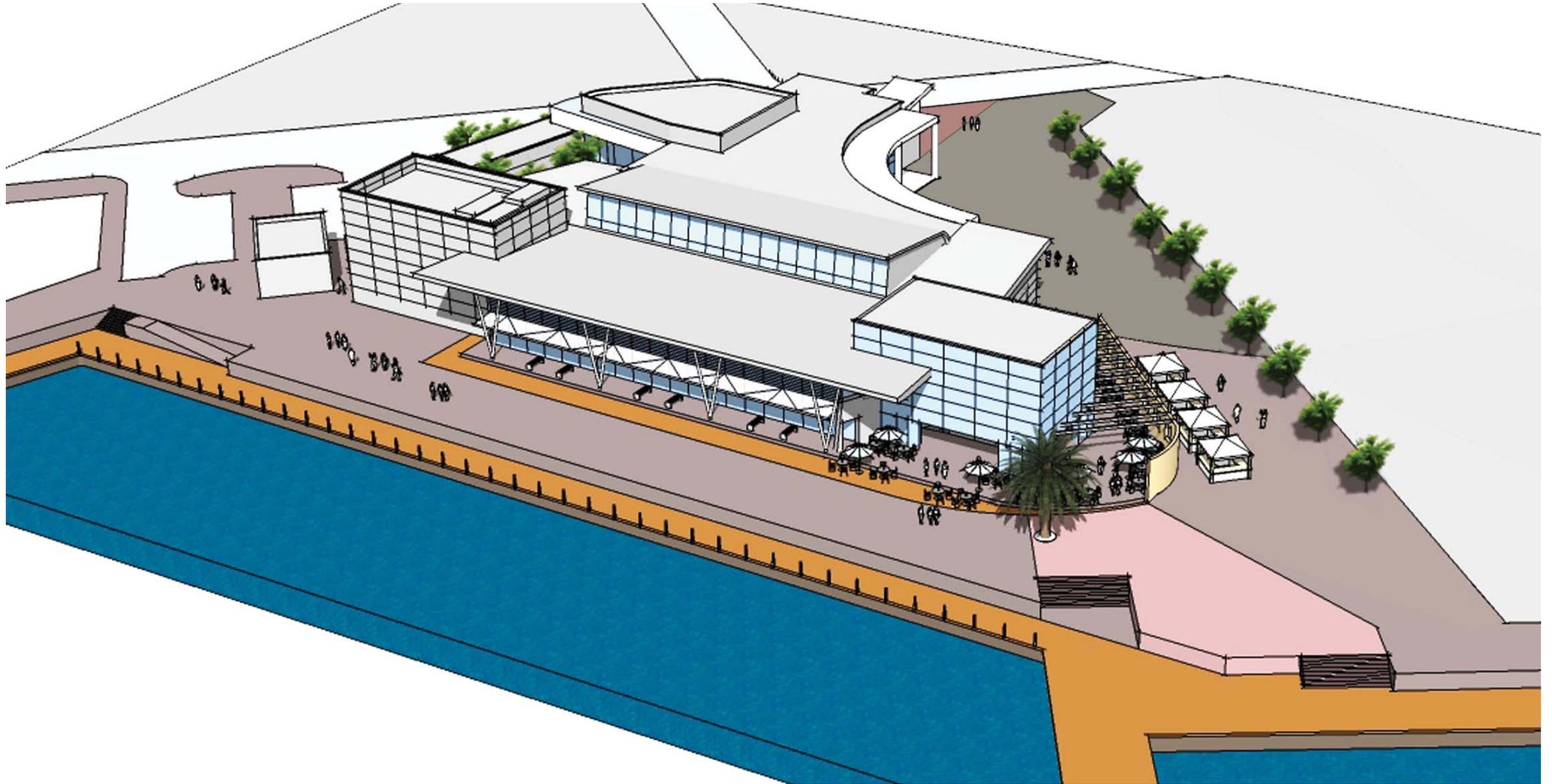
FLOOR SPACE



Upper Level



Axonometric view from South



Axonometric view from North-west

5 Staged Implementation Plan and Costs

The preferred implementation plan is to undertake the development as outlined in the masterplan as this achieves the outcomes sought and provides a Museum facility that meets future service delivery objectives of the Western Australian Museum. An indicative programme including estimated design and construction timing is outlined on the following page.

An option for staging the build could be to complete the additions to the Museum galleries as a first stage and the inclusion of the cafe and function area at a later stage.

The cafe could be also developed without the function area. However, there would be cost implications of building a ground floor shell and then an upper floor at a later stage. Therefore, a commitment to demolition of the existing wedge building and its replacement with a two level building housing a cafe and function suite would be the more practical scenario. In addition, from a leasing perspective, the consultation phase identified that there is an interest in an outside party being involved with both the cafe and the function centre. It would be recommended that discussions commence with regards to a potential lessee as soon as possible to enable this to be pre-committed prior to a construction contract being let.

As outlined in Section 1.4, the estimated project cost excluding escalation and GST is \$20,248,556. The total professional fees are estimated at approximately \$2.2M including Museum Square. However, the figure is \$1.82M for the Museum, cafe and function area without the new square.

The estimated architectural fees as a component of total professional fees are approximately \$0.52M. Fee calculations for each component of the masterplan are shown in the table on page 35. If the extension to the Museum and cafe and function area were developed as one package, with the new square on Museum Place redeveloped as a separate phase, the estimated architectural fees would look as follows:

Stage	Estimated Architectural Fees for Museum, Cafe and Function Area	Estimated (Landscape) Architectural Fees for Museum Square
Design Brief	\$37,207	\$14,862
Schematic Design	\$55,810	\$22,293
Design Development	\$74,414	\$29,723
Contract documentation	\$111,620	\$44,585
Contract Administration	\$81,855	\$32,696
Defects Period	\$11,162	\$4,459
Total (excl. escalation, GST and disbursements)	\$372,068	\$148,617

Note: Estimated Architectural Fees based on the BMW Standard Panel Pre determined fee scale for Complex Projects and on the Net Perth based Estimated Total Cost (ETC).

Indicative Staging:

In terms of indicative staging, the table below outlines a phased construction of the Site Masterplan according to the overall project costs (design fees plus construction costs), projected over 4-5 years.

Stage:	Design/Approvals Phase	Phase 1	Phase 2	Phase 3	Completed Site Development
Description:	Master planning Approvals, Detailed Design, Documentation	Main extension to Museum including Garden, Storage Area and external works	Demolition of Wedge Building and development of new Cafe and Function Area (cold shell cost)	Redevelopment of Museum Place, modifications to services, build new Museum Sq	Museum, Cafe, Function Area and Museum Square
Timeframe:	2012	2013-2014	2014	2015	2012-2015
Costs to construct at Geraldton Prices (excl. escalation and GST)	n/a	\$8,004,912	\$3,168,468	\$2,692,339	Total \$13,865,719
Budget Allowances: (incl. fit out costs and all professional fees)	-	\$4,301,152	\$1,125,401	\$956,285	Total \$6,382,838
Indicative Project Costs by QS Schedule: excl. escalation and GST	-	\$12,306,064	\$4,293,868	\$3,648,624	Total \$20,248,556 excl. escalation and GST
Adjusted Professional fees by Phase: (excl. escalation and GST)	\$1,538,149 (approx. 70% of total professional fees)	\$219,736 (nominal 10% of total professional fees)	\$219,736 (nominal 10% of total professional fees)	\$219,736 (nominal 10% of total professional fees)	Total Prof. Fees \$2,197,358
Adjusted Project Costs by Phase: excl. escalation and GST	\$1,538,149	\$11,148,955	\$4,070,019	\$3,491,433	Total \$20,248,556 excl. escalation and GST

6 Conclusions and Next Steps

The Site Masterplan for the WA Museum, Geraldton was tasked with addressing not just the Museum but the wider site and its context, including outdoor spaces, buildings and public and staff facilities. In accordance with the project brief, the masterplan has sought to provide direction for:-

- The development of the site as a significant cultural and educational institution and visitor attraction, ensuring connections to existing and future developments in and around the Batavia Coast Marina, the City of Geraldton and the wider Mid West region;
- Improved interpretation and access to unique historical and contemporary heritage and stories, including those of HMAS Sydney, HSK Kormoran and the Square Kilometre Array.
- Delivering flexible spaces within the Museum site that allow for museum and community-led programming, ensuring a constantly refreshed offer; and
- Extending visitor services that support and add value to core experiences, meeting increasing demands of visitors for an engaging, interactive experience using World-Class collections combined with the best of contemporary design and interpretation;

Through a discrete consultation exercise, thorough site analysis and options planning, a carefully worked out sequence of new spaces has been

conceived for the site that has regard to the Museum's overall vision and strategic objectives, current operations, income potential and ongoing facility costs. The outcome of the masterplanning phase is a preferred concept for a number of key interior and exterior areas which, if fully developed, will provide the Museum with dynamic new gallery and reception spaces, attractive public venues and integrated commercial facilities that will help meet current challenges and grasp present and future opportunities. In doing so, there are clear synergies with wider strategies, regional programs and community initiatives across Batavia Marina, City of Greater Geraldton and the Mid West region.

The masterplan is illustrated by way of a number of plans, images and perspectives to convey the design concept and underlying principles. It is also supported by a feasibility assessment to demonstrate the financial benefits and report on market potential for expanding the Museum's facilities in light of population and visitor projections for the area. An indication of fees and estimate of project costs related to staged development of the site is also provided to help inform subsequent business case development and applications for principal funding.

With the support of key partners, implementation of the new masterplan concept for the revitalisation of the WA Museum in Geraldton can be delivered along with wider benefits for the marina precinct, city and region.