

LOT 7020 CULTURAL/CIVIC INFRASTRUCTURE INVESTIGATION REPORT



**PREPARED BY
NAJA BUSINESS CONSULTING SERVICES
APRIL / 2021**



naja

Business Consulting Services

ABN 42 759 221 541

ACKNOWLEDGEMENTS

NAJA Business Consulting Services (NAJA) have developed this Lot 7020 cultural/civic infrastructure investigation report on behalf of the City of Karratha. NAJA would like to acknowledge and thank the City Council and staff, City of Karratha Arts Development and Events Advisory Group, stakeholders, politicians, residents and community members who provided valuable input into this project.

DISCLAIMER

This investigation has been undertaken on behalf of the City of Karratha by NAJA Business Consulting Services, in partnership with Redit Research and Visionary Thinking. Recommendations provided in this report are based on the background information provided by the City of Karratha and information provided by community stakeholders along with best practice research methodology.

This report is supplied in good faith and reflects the knowledge, expertise and experience of the consultants involved at the time of providing the report. The matters dealt with in this report are limited to those requested by the client and those matters considered by NAJA Business Consulting Services to be relevant for the purpose.

The information, data, opinions, evaluations, assessments and analysis referred to in, or relied upon in the preparation of, this report have been obtained from and are based on sources believed by the consultants to be reliable and up to date, but no responsibility will be accepted for any error of fact or opinion. To the extent permitted by law, the opinions, recommendations, assessments and conclusions contained in this report are expressed without any warranties of any kind, express or implied.

NAJA Business Consulting Services does not accept liability for any loss or damage including without limitation, compensatory, direct, indirect or consequential damages and claims of third parties, that may be caused directly or indirectly through the use of, reliance upon or interpretation of, the contents of this report.

1. EXECUTIVE SUMMARY

The City of Karratha engaged NAJA Business Consulting Services to conduct a Cultural/Civic Infrastructure Investigation for Lot 7020 Sharpe Avenue, Karratha. The scope of works included, but was not limited to:

- Undertaking a map and gap analysis of Karratha's existing cultural and social infrastructure;
- Undertaking community consultation to understand opportunities for additional cultural and/or civic infrastructure;
- Delivering community consultation final summary report consolidating consultation findings and demonstrating leading development opportunities;
- Determining how identified cultural/civic development opportunities could be met through Lot 7020 as well as complimentary community sites and facilities, detailing where their best location may be;
- Presenting three cultural/civic development opportunity models for Council consideration detailing strengths and weaknesses.

The map and gap exercise provided an overview of current facilities based on the Department of Local Government, Sport and Cultural Industries (DLGSCI) cultural and social infrastructure listing. These were grouped into four "like" categories and the following gaps were identified:

- Infrastructure for Aboriginal art display and exhibitions
- Museum, art gallery and commercial gallery/creative retail spaces.
- Space for performing arts/dance during times when events are being held at the REAP
- Film studio, digital makers space/s, music studio, photography studio, post production/vfx studio, broadcasting studio/s, writers' centre

The City also identified that an event/function space large enough to cater for 250-400 seated people is a gap.

Stakeholder engagement

A public survey received 455 responses, with a snapshot showing:

- 58-89% of respondents thought that the current location and functionality of facilities should stay as they are, apart from the visitor centre
- A local history and cultural centre, creative making spaces and gaming and technology space rated the highest of other cultural and civic facilities that could be located in the Sharpe Avenue Precinct
- The open-ended question regarding what other cultural or civic facilities could be located at Sharp Avenue resulted in 55% responding with the need for youth facilities - with many of them preferring a commercial venture such as ten-pin bowling (this is addressed in Section 7.1 of the report)

Key stakeholder engagement snapshot:

- The current location of the library is appropriate not so much due to the location *per se*, but the co-location with other activities and facilities within the REAP
- Lot 7020 could accommodate a “knowledge hub” that includes a library, local history, art exhibition space, technology spaces, and technical production studios
- An art gallery/exhibition space would be good for art development activities for Karratha-based artists (Indigenous and non-Indigenous) and REAP, with its high roof space is an ideal location for Art Gallery (including “Art on the Move” - if other standards are met), Museum exhibitions and Conference/Function space
- Demand from the community for performance and rehearsal spaces outstrips supply, especially after school and evening hours and when external performances are booked
- The visitor centre location is questionable, however parking is good

The five options contained within this report were presented to the ADEAG on the 1st April 2021. A quote from the meeting minutes states that: “When presented with the five options, the Arts Development and Events Advisory Group the group agreed the need to draw the majority of activity towards the Red Earth Arts Precinct and that Option 1 best satisfies the community’s needs by allowing for a new Library with additional resources/technology, with Tourism integrated into the plans along with Commercial space for lease for Lot 7020. In addition to this, a Civic Centre/Function/Exhibition space with wow factor can be provided at the Red Earth Arts Precinct. The group emphasized the need to ensure that Lot 7020 was not branded by having a commercial space at its entry and that any signage for this site needs to complement that at REAP”.

In order to gain an understanding of current trends, issues and specifications of certain cultural and civic infrastructure identified as being potentially impacted or seen as a gap, a high – level analysis was compiled from relevant literature, stakeholder engagement and case studies. This revealed:

- Modern libraries are expected to provide more community functions than their traditional counterparts and are now encompassing maker-spaces, local history collections and program areas etc. This results in more space needed to be allocated. Research indicates that for the population of Karratha, the space required for a multi-functional knowledge centre should be at least **1,000m²**.
- Visitor Centres are moving away from the traditional “bricks and mortar” visitor information services to digital information platforms, mobile units or kiosks within other facilities, such as art galleries, museums and libraries.
- Local Governments, through library facilities, are being increasingly expected to be the local collectors and curators of local history.
- Gallery spaces can be any size, but to accommodate exhibitions on loan, at least **120m²** is the norm with appropriate temperature and humidity control. Lighting also needs to be in place to highlight exhibited works.

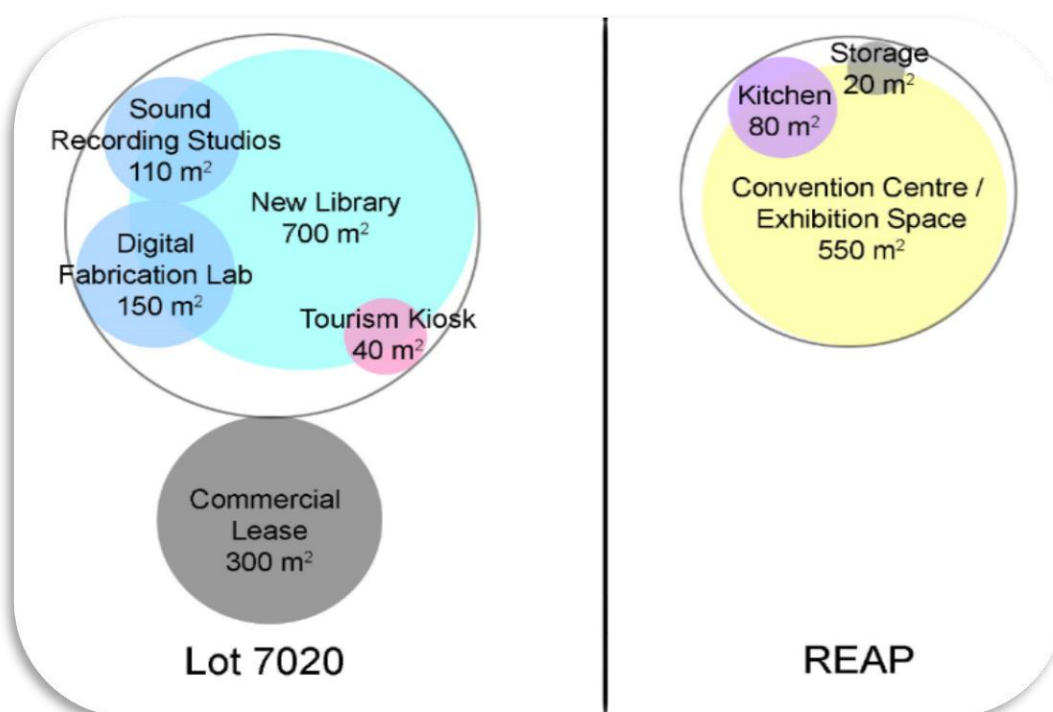
Options

The development of options for the use of the ground floor space at Lot 7020 and the recommended area sizes and the justifications for strengths and weaknesses of each drew on a wide range of **objective** research, information provided by the City, stakeholder input, case studies, industry best practice, and NAJA associates' professional knowledge.

There was, however, a level of subjectivity required to strategically align the data, needs, desires, and opinions of others within a limited range of options. The presentation of five, rather than three, options addressed concerns that not all factors could be incorporated in only three options (See section 9.1). Consideration was made regarding the City's desire for Lot 7020 to be a "gateway statement" and the implications for other facilities in the City if current infrastructure underwent a change of site or function.

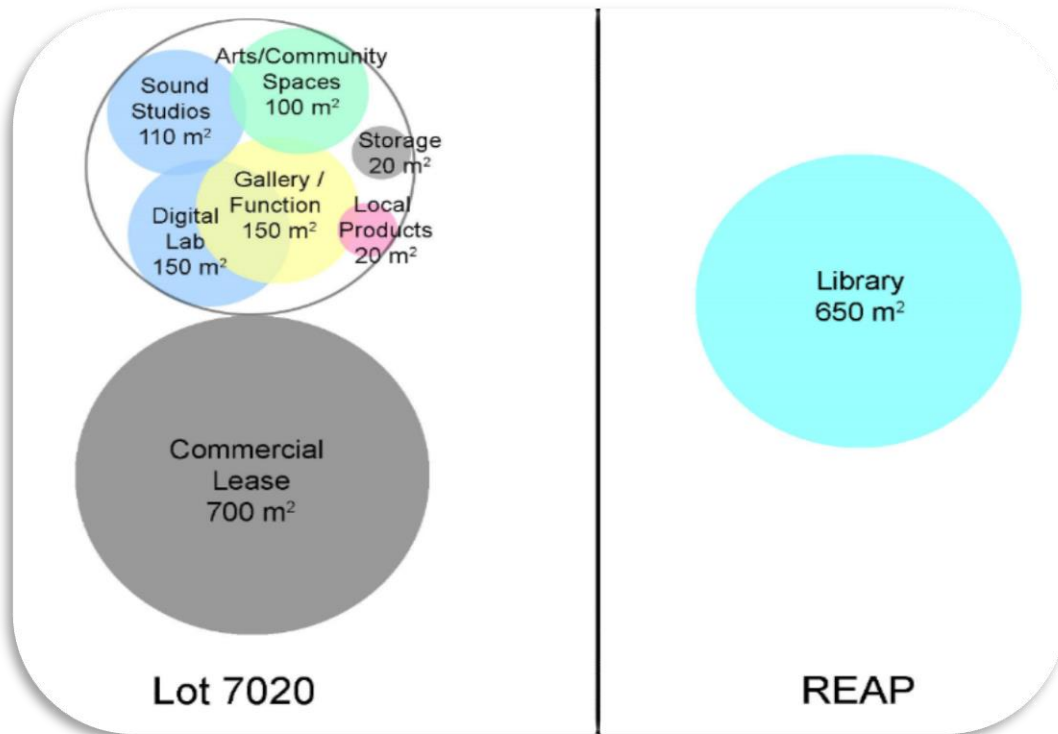
Commercial leisure activities and largescale retail outlets were excluded from the five presented options. None of the options included specifically defined Aboriginal cultural centres, as it was considered that any facility/service should not detract from existing and developing Aboriginal cultural centres at Roebourne and the Burrup Peninsula.

Option 1 – The Knowledge Hub

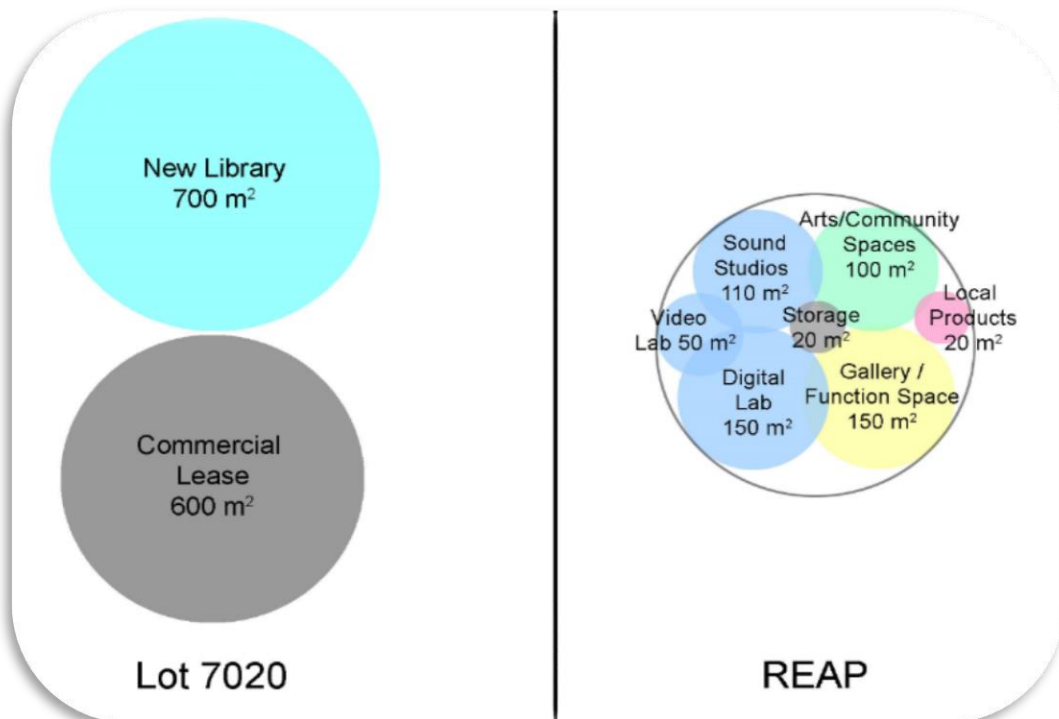


The professional opinion of the consultant is that Option 1 is the most suitable of all presented options in terms of offering a balance between addressing identified gaps all the while creating a sustainable service and therefore having capability to offer a level of return on investment for the Principal.

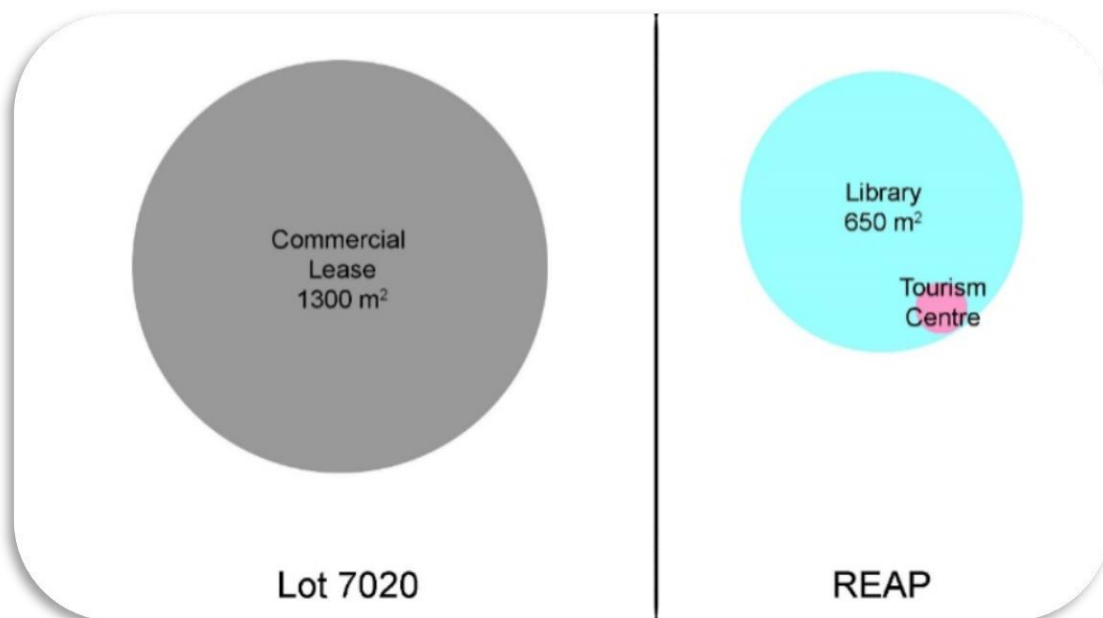
Option 2 – The Arts Expansion



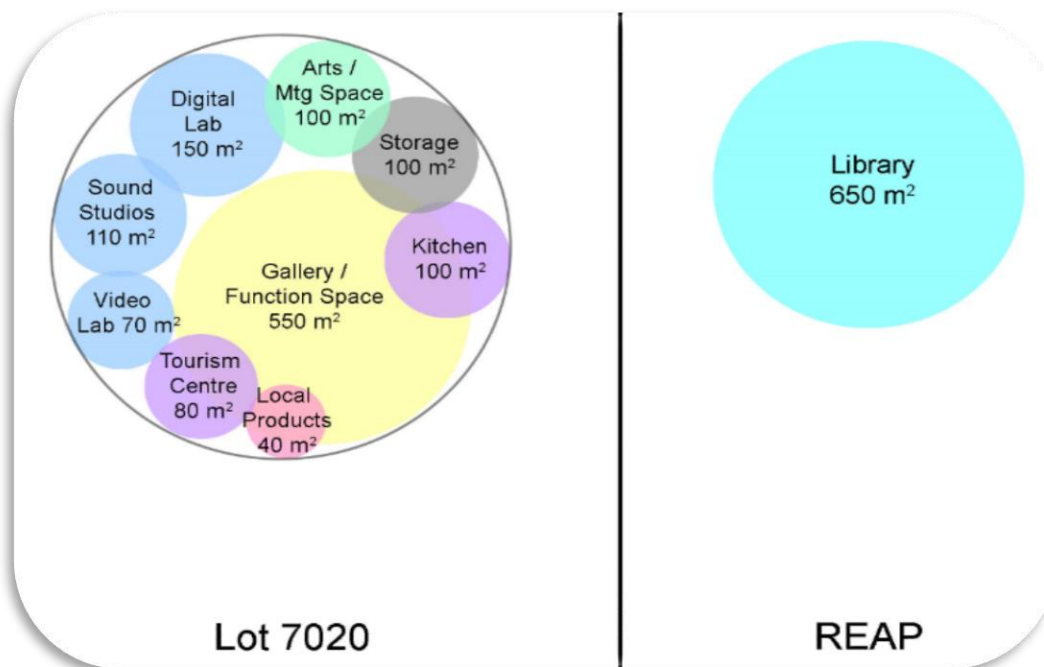
Option 3 – The REAP Reimagined



Option 4 – The Lot 020 Commercial Hub



Option 5 – The Civic Centre



Discussion regarding all options is in section 9.2 of this report. While strengths and weaknesses for each option have been identified, it is understood that Council will conduct a value management to weight variables of each option. Detailed costings of the options may also affect decision-making; however, this was outside the scope of this investigation.

Contents

1. EXECUTIVE SUMMARY	3
2. PROJECT INTRODUCTION	9
3. PROJECT BACKGROUND	10
4. SCOPE OF WORK	12
5. PROJECT METHODOLOGY	13
6. MAP AND GAP ANALYSIS OF EXISTING CULTURAL AND CIVIC INFRASTRUCTURE	15
6.1 Project Scope.....	15
6.2 Context for the cultural/civic infrastructure investigation project.....	15
6.3 Current facilities – the wider area	20
6.4 Current facilities – Karratha	24
6.5 Gaps.....	30
7. STAKEHOLDER ENGAGEMENT AND CONSULTATION	34
7.1 Public survey.....	34
7.2 Key stakeholder interviews	35
8. DISCUSSION AND CASE STUDIES	40
8.1 Libraries	40
8.2 Visitor Centres	53
8.3 Museum / local history museum	56
8.4 Dedicated art gallery	59
9. OPTIONS PRESENTATION	62
9.1 Context.....	62
9.2 Proposed cultural/civic development opportunity models	63
9.2.1 Option 1 – The Knowledge Hub	63
9.2.2 Option 2 – The Arts Expansion	67
9.2.3 Option 3 – The REAP Reimagined	70
9.2.4 Option 4 – The Lot 7020 Commercial Hub.....	72
9.2.5 Option 5 – The Civic Centre	74
10. LIST OF APPENDICES & ATTACHMENTS	76
10.1 Appendix A: Stakeholder Engagement and Consultation Report	77
10.2 Appendix B: Community input questionnaire	96
10.3 Appendix C: Survey Monkey results 31 January 2021.....	100
10.4 Appendix D: Interview prompt questions for key stakeholders	134
10.5 Appendix E: Case Studies.....	135

2. PROJECT INTRODUCTION

The following is the project introduction as outlined by the City of Karratha in the Request for Quotation for Lot 7020 Cultural/Civic Infrastructure Investigation:

"The City of Karratha encompasses the five townships of Karratha, Dampier, Roebourne, Wickham and Point Samson with a combined total population of 22,716 residents¹. These townships reflect various cultures and needs unique to their location and populations. In recent years, these townships have been the subject of extensive development in response to the state government's 2009 program to establish Karratha as a City of the North.

One of the largest community infrastructure developments undertaken by the City has been the \$56million Red Earth Arts Precinct (REAP), opened to the public in May 2018. The REAP sits on the north eastern corner of the intersection of Sharpe Avenue and Dampier Road and book-ends the entry to the central business district along the main street of Sharpe Avenue.

Opposite the REAP on the north western corner of the intersection of Sharpe Avenue and Dampier Road is the vacant Lot 7020 comprising 4,564m² of cleared land. This site and the adjacent Lot 7018 of 9,241m² are currently for sale and being assessed for a number of development opportunities.

The City of the North Implementation Blueprint describes Lots 7020 and 7018 as part of the commercial precinct of the central business district. The development strategy proposes the built form of development on the lots straddling the intersection to be substantial, to bookend the main street and to set the tone as residents and visitors alike enter the regional city centre.

Council Policy DP-09 describing the town centre development requirements encourages:

- *Retail, office, entertainment and mixed use developments of a high standard;*
- *Landscaping that complements the streetscape and does not compromise the safety of pedestrians or motorists;*
- *Visibility and personal security in streets and around buildings; and*
- *The focus of development fronting any street at ground level to be for commercial or retail purposes.*

In responding to the needs of the local community and the Council's vision to become Australia's most liveable regional city, opportunities for a museum, cultural centre, exhibition space and art gallery have been identified. Lot 7020 provides an opportunity to juxtapose the Red Earth Arts Precinct with a high end cultural and/or civic development combining the commercial, retail and entertainment focus of the Town Centre development strategy".

¹ <https://app.remplan.com.au/karratha/community/population/age?state=ElwEiYIdNDaT36a5F8Q6z2SdZwOdtah3tvLWU6sNtqt4RIOtYuxZQUdRw>

3. PROJECT BACKGROUND

As part of the Request for Quotation, the City provided the following documents for review to establish a contextual understanding:

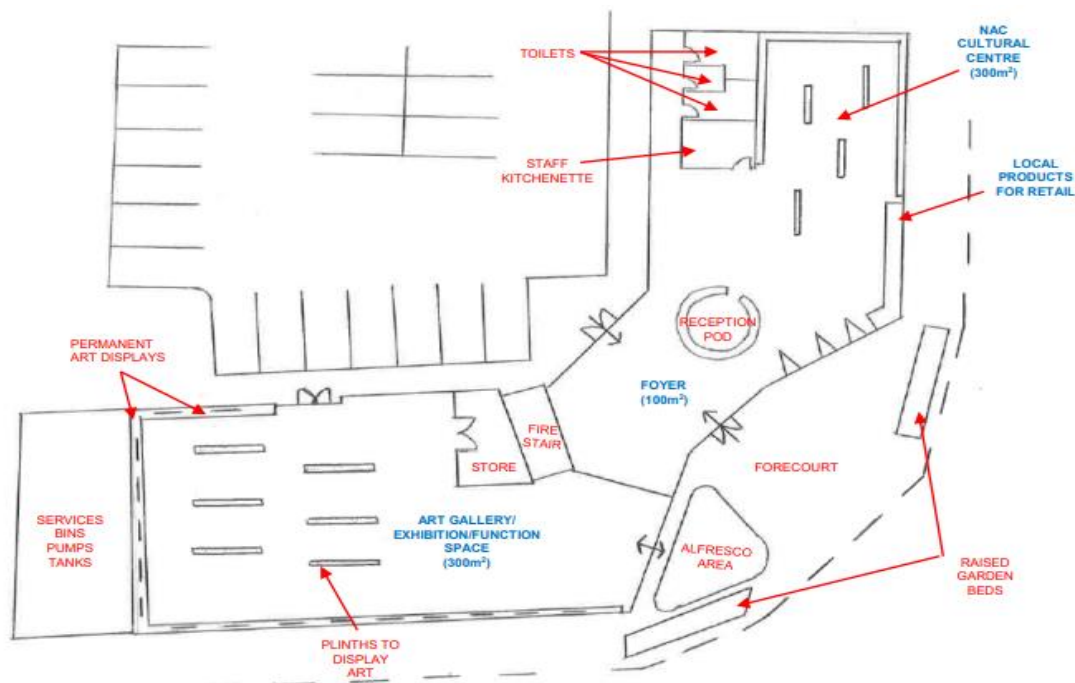
- Lot 7020 Project Pre-Feasibility Analysis conducted by RFF in August 2019 which evaluated the initial feasibility of developing a multi-storey mixed-use development on Lot 7020 Sharpe Avenue. The report summarised the final design brief, preferred financial model and feasibility outcomes for the development. Information relevant to this current investigation included:
 - Locating Visitor's Centres within the City Centre where there is much higher likelihood of incidental domestic and visitor traffic tends to improve overall viability of the operations
 - The anticipated community use space was 600 – 1000m² at this time
 - The City and other organisations within the Karratha LGA also have a substantive amount of historical and culturally significant content which could be celebrated and contribute to a sense of place and identity of Karratha. There is presently no museum representing the broader history of Aboriginal and European settlement north of Geraldton. However, further detailed analysis and stakeholder engagement with the State Government and other community representative organisations is required to clarify the overall feasibility of such a project.

A pre-feasibility report was tabled at Council in September 2019 where it was resolved to develop a more detailed scope/specification for the proposed community elements of the Lot 7020 project.

- The Karratha Destination Management Plan developed by Stafford Strategy in 2018 which identified opportunities and strategies for strengthening the local tourism industry and growing the visitor economy overall. This document outlined many strategies, but the ones most pertinent to this investigation were:
 - Red Earth Arts Precinct National Exhibition & Event Program (Priority 1)
 - Assessment of visitor information services (and relocation of the VC to a town centre location) (Priority 1)

Two further documents provided by the City were Council presentations regarding Lot 7020 in November 2019 and November 2020. The first presentation rated the current need, future need, relevance to site and sustainability against a number of community elements including: a regional museum, visitors centre, art gallery, NAC cultural centre, exhibition space, local history, function area, library, multi-media space and local products retail.

A plan showing the ground floor including items which rated highly (art / gallery / exhibition / function space, local products retail, NAC cultural centre) was tabled with comments that this design would also allow flexibility for future needs and provide overflow for REAP conferences.



The second document outlined four options:

- Option One: Utilize the entire 1300m2 of ground floor space for Community use • Incorporate multiple zones that include a Visitor Centre, Museum, Art Gallery, Cultural Centre, Exhibition/Function Space, Interactive Spaces and Local Product Retail.
- Option Two: Utilize 600m2 of ground floor space for Community use • Cultural Centre, Local Products, Visitor Centre and Art Gallery/Exhibition/Local History Space
- Option Three: Build a new 600m2 Library at 7020. Use the REAP Library space for a Visitor Centre, Museum, Art Gallery, Cultural Centre, Exhibition Space and Large Function Space
- Option Four: Stop • Engage a consultant to work with the Arts Development and Events Advisory group to clearly articulate what the needs of this community are and how we can deliver against them

This investigation is the result of Option 4 being chosen.

4. SCOPE OF WORK

The scope of works included, but was not limited to:

- Undertaking a map and gap analysis of Karratha's existing cultural and social infrastructure;
- Undertaking community consultation to understand opportunities for additional cultural and/or civic infrastructure;
- Delivering community consultation final summary report consolidating consultation findings and demonstrating leading development opportunities;
- Determining how identified cultural/civic development opportunities could be met through Lot 7020 as well as complimentary community sites and facilities, detailing where their best location may be;
- Presenting three cultural/civic development opportunity models for Council consideration detailing strengths and weaknesses.





5. PROJECT METHODOLOGY

The following project methodology has been adopted in conducting this investigation.

Literature Review and Research

Review of literature supplied by the City of Karratha.
Online research regarding community spaces,
guidelines, economics and current trends

Map and Gap Analysis

A desktop survey was conducted to understand what cultural and social infrastructure currently exists in the City of Karratha and to identify gaps that could be addressed through the development of Lot 7020 as well as complimentary community sites and facilities. See Section 6.

Stakeholder Engagement

Stakeholder engagement included community consultation via a survey monkey, key stakeholder one-on-one interviews and a group session with City of Karratha Arts Development and Events Advisory Group. A full stakeholder engagement report including detailed description of the engagement process, themes and findings of the engagement, and leading development opportunities as defined by the stakeholders is in Section 7.

Discussion

Information gained is discussed in relation to how sites and services beyond Lot 7020, such as the library at the Red Earth Arts Precinct and the Karratha Tourism and Visitors Centre on DeWitt Road, could play a role to enhance and better cater for the identified cultural/civic development opportunities. Including community and civic building guidelines and case studies, this information is presented in section 8.

Options

Drawing from the earlier identified cultural/civic development opportunities, five options have been developed for council consideration. Each option is analysed in terms of strengths, weaknesses and key points for consideration.

See Section 9.

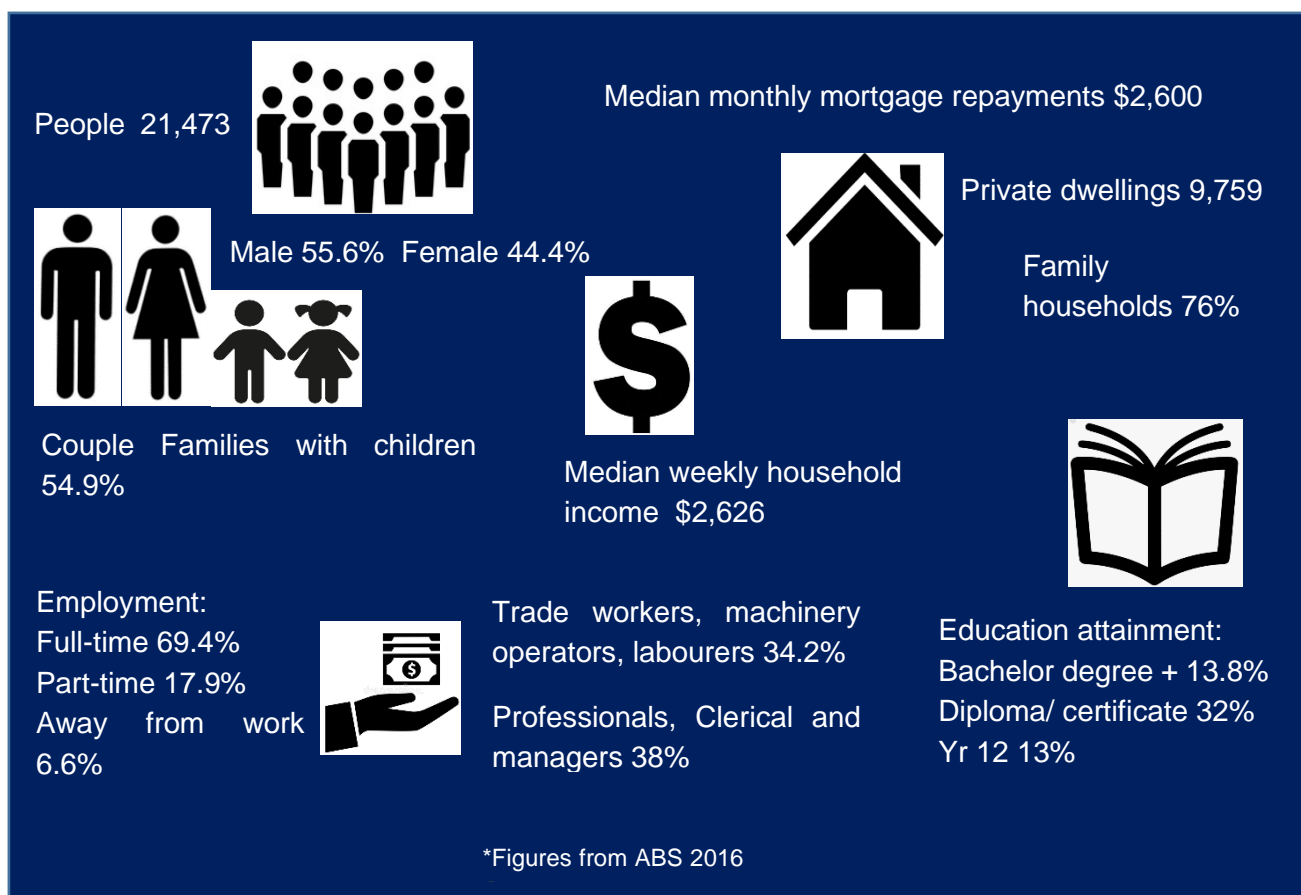
6. MAP AND GAP ANALYSIS OF EXISTING CULTURAL AND CIVIC INFRASTRUCTURE

6.1 Project Scope

As per the City of Karratha's scope requirements, a map and gap analysis of **Karratha's** existing cultural and social infrastructure was undertaken. It does not extend to the four townships of Dampier, Roebourne, Wickham and Point Samson, as each of these townships reflect differing cultures and needs unique to their location and population.

6.2 Context for the cultural/civic infrastructure investigation project

6.2.1 Karratha Population Profile



The figures above have been sourced from the ABS 2016 Census.² Due to the time elapsed since this census, further information was sourced from the Karratha RemPlan.³ The 2019 Estimated Residential Population (ERP) is 22,716, with the most common cohort being people aged 30-39 years.

² https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA54310

³ <https://app.remplan.com.au/karratha/community/population/age?state=ElwEiYIdNDdT36a5F8Q6z2SdZwOdtah3tvLWU6sNtqt4RIOtYuxZQUdRw>

The City's largest industry output comes from mining, which contributes approximately 62% of total output. Unlike mining towns in the region, the city's economy is underpinned by exports and oil and gas processing operations. The City has four busy industrial ports and 231ha of industrial land, with 507ha planned for future use. The construction industry has the largest number of total registered businesses in the city (21.9 per cent); however mining is the largest employer generating over 4,000 local jobs.

In total, Karratha supports 13,572 jobs and has an annual economic output of \$12.219 billion. Tourism supports an estimated 620 jobs, with the largest sub-section being in accommodation and food services.

6.2.2 Strategic context

In order to understand how the cultural/civic infrastructure needs are embedded into strategic plans and strategies, the following excerpts have been identified as indicative of its value to the community.

6.2.2.1 Local Perspective

Source: City of Karratha: Local Planning Strategy Part A

The City of Karratha's adopted vision is: Australia's most liveable regional City.

Australia's most liveable regional city will have a variety of affordable living options, a diversified economy, high quality recreational infrastructure and a well conserved natural environment. The planning principles for the Local Planning Strategy align with the City's Community Strategic Plan Themes and the Pilbara Planning and Infrastructure Framework.

3.2.4 Maintain a secure supply of high quality utilities, transport, telecommunications and community infrastructure. Provide and maintain recreation and community facilities which are accessible, fit-for-purpose and responsive to community expectations.

Source: Strategic Community Plan 2016-2026

Community goals / outcomes

- 1.a.1 A full range of city-standard facilities and community infrastructure are provided.
- 1.a.2 Future facility needs are planned for and developed in line with industry best practice.
- 1.f Social interaction is fostered across the community.

Source: Shire of Roebourne Sport Recreational and Leisure Strategic Plan (2014)

5.8 Sport, Recreation and Leisure Needs: The development of a Cultural Precinct to support cultural diversity and associated indigenous heritage leisure tourism.

Source: Karratha – City of North Plan (2010)

The aspirations for the City of the North includes:

- A planned city that responds to the environmental conditions of the Pilbara and exhibits a strong sense of place.
- Provision of services at a standard that meets the expectations of the community.
- A partnership approach that facilitates the coordination and investment required to achieve a city of the north.

The plan includes the aspirational goal of: Community: Provision of a full range of community services and facilities; Community cohesion, vitality and involvement; Strong cross cultural relationships; Acknowledgement of cultural heritage through built form, public art, community art and community activities; Good access to work, services and amenities; Community participation in goal setting and decision-making processes and Integration of workforce with local community.

6.2.2.2 Regional Perspective**Source: Pilbara Planning and Infrastructure Framework (2012)**

The stated goal is to: 'Create and provide for communities that are safe, healthy and enjoyable places to live and work; and offer a wide range of cultural, educational and recreational opportunities.' In referencing Community Infrastructure, the framework seeks to provide a comprehensive range of accessible community, cultural, and recreational facilities and services commensurate with growing resident and fly-in fly-out population levels and taking into account the region's remoteness and the distance between its settlements.

Source: Pilbara Development Commission Strategic Plan (2016)

Liveability is the foundation of vibrant and sustainable communities. Driven by a number of characteristics, including diversity and social connectedness. The Commission continues to actively seek new opportunities to support vibrant and sustainable communities that are inclusive, diverse, accessible, healthy and safe. Improving liveability will support the attraction and long term retention of Pilbara residents. This can be achieved through investment in collaborative partnerships and distinctive cultural assets that shape the Pilbara's identity.

The Commission will achieve this strategic goal by:

- celebrating and promoting the Pilbara's unique attributes and distinctiveness, particularly its rich history, diversity and Aboriginal heritage and culture;
- supporting the delivery and access to appropriate level of services for all Pilbara residents;
- creating vibrant public places that enable social and cultural exchange and interaction;
- promoting the Pilbara as an attractive place to live and work;
- bringing together funding for high quality projects.

6.2.2.3 State Perspective

Source: State Planning Strategy (2012)

The State Planning Strategy in reference to community infrastructure states: Community infrastructure is by nature highly complex and multidimensional. All levels of government have a role to play in the coordinated delivery of the 'hard' elements of community infrastructure, including schools, hospitals, civic centres and public open spaces, as well as the 'soft' elements of community infrastructure, including social services and programs.

Source: Infrastructure WA - A Look at the Sectors (2020)

The arts, culture and creative industries sector in Western Australia employs almost 53,000 people, contributes an estimated \$3.3 billion Industry Value Add and generates an estimated \$175.9 million in service exports. Some 87.8 per cent of the State's population attend arts and cultural events annually, including 92 per cent of young people.

Community arts and cultural infrastructure is primarily planned and delivered through State Government strategic asset planning and through local government strategic community plans and cultural development plans (where applicable).



.....
Our State is one of the most
culturally diverse in the country.

The draft WA Cultural Infrastructure Strategy 2030+ aspires to position Western Australia as a leader in cultural engagement and strategies measures for the State to become a major hub for technical innovation and the creative industries. It identifies opportunities to develop the Aboriginal arts and cultural sector, grow cultural tourism, develop integrated cultural infrastructure planning and optimise existing cultural assets.

Key opportunity: Capitalising on the significant opportunities which exist to improve liveability, amenity and tourism opportunities through arts, culture, sport, recreation and tourism infrastructure.

Source: Western Australian Cultural Infrastructure Framework 2030+

The Framework highlights the key principles and changes needed to optimise WA's cultural infrastructure investment and identifies opportunities and challenges to achieving the State Government's priorities for job growth and economic diversification. It sets out a roadmap for holistic cultural infrastructure planning to obtain the best value-for-money cultural infrastructure investment in WA.

The focus areas and outcomes developed were informed by: analysis of stakeholder consultations; global trends, best practice and sustainable development goals; local strategies and planning frameworks; and the State Government's priorities. It was also informed by Infrastructure Australia's [Australian Infrastructure Audit 2019](#)— which included arts, cultural and other social infrastructure.

The [Western Australian \(WA\) Cultural Infrastructure Investment Guidelines](#) (Investment Guidelines) has also been developed. The Investment Guidelines establish principles for investment in cultural infrastructure in WA to realise government priority outcomes and promote strategic alignment. They can be employed as a tool for robust, evidence-based prioritisation of cultural infrastructure proposals.

An interactive [WA Cultural Infrastructure Map](#) has also been developed to identify existing cultural infrastructure across the State and can be used to investigate future needs to support our growing population and industries.

These Framework documents will provide valuable information to identify the cultural infrastructure needs and priorities to support WA's growing population and economy and support the development of Infrastructure WA's first 20-year State Infrastructure Strategy.



Successful implementation of the Framework can only be achieved through collaboration and partnerships across all tiers of government, the cultural and creative sector, investors, developers, planners, architects and local communities.

It is critical to the sustainability of the cultural and creative ecosystem in WA to acknowledge that not only are cultural buildings and spaces required, but staff to operate and maintain this infrastructure are vital. Cultural infrastructure, particularly in outer-metropolitan areas and regional WA, where many cultural spaces are run by volunteers, requires investment in ensuring staff have the capacity and resources to deliver professional services and local experiences.

Effective cultural infrastructure connects physical assets, spaces and technology with people, enabling economic, creative, cultural and social opportunities to flourish. It's time for Western Australia to put creativity and culture at the heart of future planning, development, and investment, and the wellbeing of communities across the State.

Focus areas:

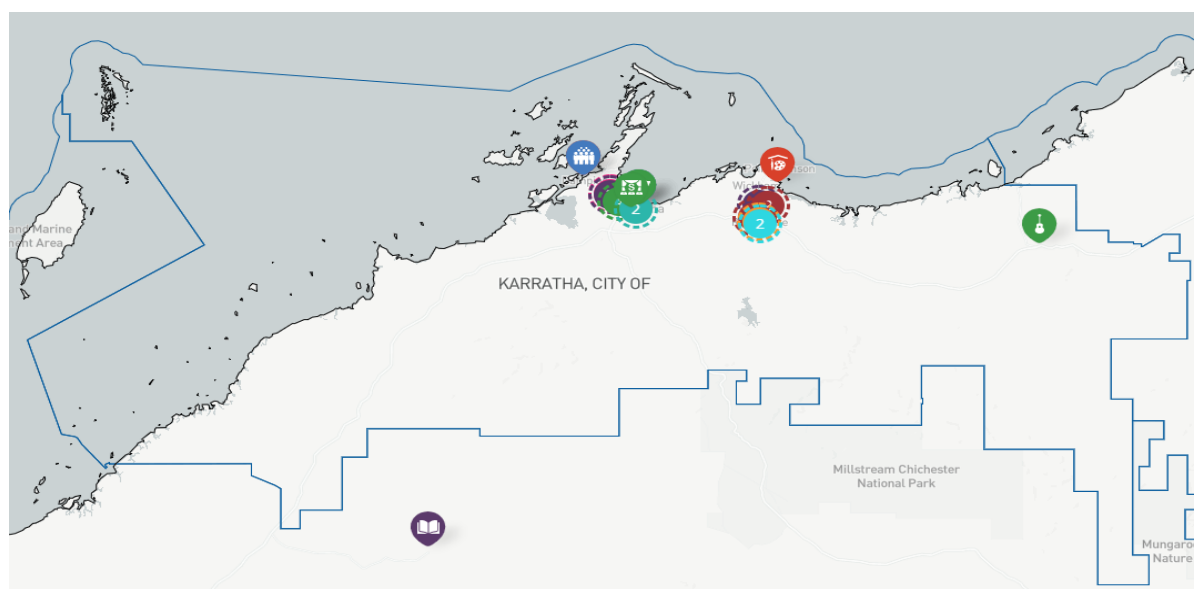
- 1: Maintain and celebrate WA's Aboriginal art, culture and heritage;
- 2: Optimise existing cultural assets;
- 3: Holistic cultural infrastructure planning;
- 4: Incentivise private investment;
- 5: Understand and measure the public value of cultural infrastructure.

From the Strategies and plans above, the importance of appropriate cultural infrastructure to vibrancy and liveability of towns and cities is evident. It affects the retention rates of local populations and ultimately may have detrimental economic consequences for those towns and cities if not addressed.

6.3 Current facilities – the wider area

Even though this analysis concentrates on Karratha, it was initially worthwhile considering other cultural infrastructure in the four townships of Dampier, Roebourne, Wickham and Point Samson, simply to show that supporting infrastructure can be found within a 55km radius.

Existing cultural and social infrastructure has been mapped by the Department of Local Government, Sport and Cultural Industries (see below). It must be noted, however, that a more detailed list has been provided by the City, which included the Aboriginal art groups and corporations and community leisure facilities. These facilities, the services they provide and the operators have been tabled on the next page.



DAMPIER

Name	Service	Operator
Murujuga Aboriginal Corporation	Cultural Awareness Murujuga National park Rock Art and cultural tour	Murujuga Aboriginal Corporation
Dampier Community Hub	Public library Early learning centre Multipurpose rooms Community hall & Stage	City of Karratha – Library Montessori, Dampier Community Association, Dampier Arts Studio Inc.
North West Shelf natural Gas Project	Visitor Centre overlooks the Project with panoramic views.	Woodside Energy Ltd
Dampier Information Bay	Red Dog trail start & info	TBA

ROEBOURNE

Name	Service	Operator
Old Roebourne Gaol	Under renovation Usually tours.	City of Karratha
Roebourne Art Group	Art Studio and community art centre serving artists in Roebourne, Karratha and Wickham and communities of Cheeditha, Weymul and Ngurawaana.	Registered not-for-profit, Aboriginal community controlled and governed organisation
Cheeditha Art Group	Small art cooperative showcasing the culture and creativity of the Ngarluma and Yindjibarndi people.	Cheeditha Community
Pilbara Creative and Cultural Forum	Delivered through a partnership between the Pilbara Development Commission and Form	Pilbara Development Commission
Roebourne Library	Books, magazines, local history and visual resources. Hosts events - from author chats to children's and science workshops.	City of Karratha
Roebourne-Pool Aquatic Centre	Community pool with 25m lap pool, under cover babies pool with beach entry, general play pool under cover, water slide, children's playground and free BBQ facilities.	City of Karratha



Victoria Hotel	Redevelopment by the Yindjibarndi Aboriginal Corporation (YAC) and funding partners.	Yindjibarndi Capital Pty Ltd
Big hART	Workshops, performance pieces, video and music programs.	Big hART/NYFL
Ngurin Cultural Centre	Cultural Complex: Amphitheatre, Museum, store cultural artefacts, cafe/restaurant, retail outlet, Men's and Women's spaces, Elders Teaching and Workshop space, recreation and walk trail. public display and cultural entrance. Conference facilities for up to 150 people.	NYFL
Juluwarlu Artists' Centre	Cultural and artistic activities	Juluwarlu Group Aboriginal Corporation
Juluwarlu Group Aboriginal Corporation	Archiving Yindjibarndi Knowledge and History; Language Preservation; Publishing; Mapping Country; Media Production and Broadcasting; Next Generation Programs; Arts & Cultural Programs; Research; Community Development & Support; Cultural Services.	Juluwarlu Group Aboriginal Corporation
Ngaarda Media Aboriginal Corporation	Aboriginal media outlet (radio, photography and videography).	Ngaarda Media Aboriginal Corporation
Ngarliyarndu Bindirri Aboriginal Corporation	Cultural and community services. Owns Red Dirt Driving School, Brida contracting company and 1 Padbury St, DECCA.	NBAC
Ngarluma Yindjibarndi Foundation	NYFL's aim is to establish a sustainable future for its members.	NYFL, Ngarluma Yindjibarndi Foundation Ltd
Yindjibarndi Aboriginal Corporation (YAC)	YAC: legally appointed representative of the Yindjibarndi people.	YAC
Yinjaa-Barni Arts Studio	Art studio and community art centre.	City of Karratha
Visitor's Centre building on NWCH	Vacant for now	Yindjibarndi Capital Pty Ltd

WICKHAM

NAME	SERVICE	OPERATOR
Wickham Rec Precinct	Sports court, Ovals, Gymnasium Aquatic Centre The Base (youth services), Early learning Centre, Public Library Multipurpose rooms for hire	City of Karratha

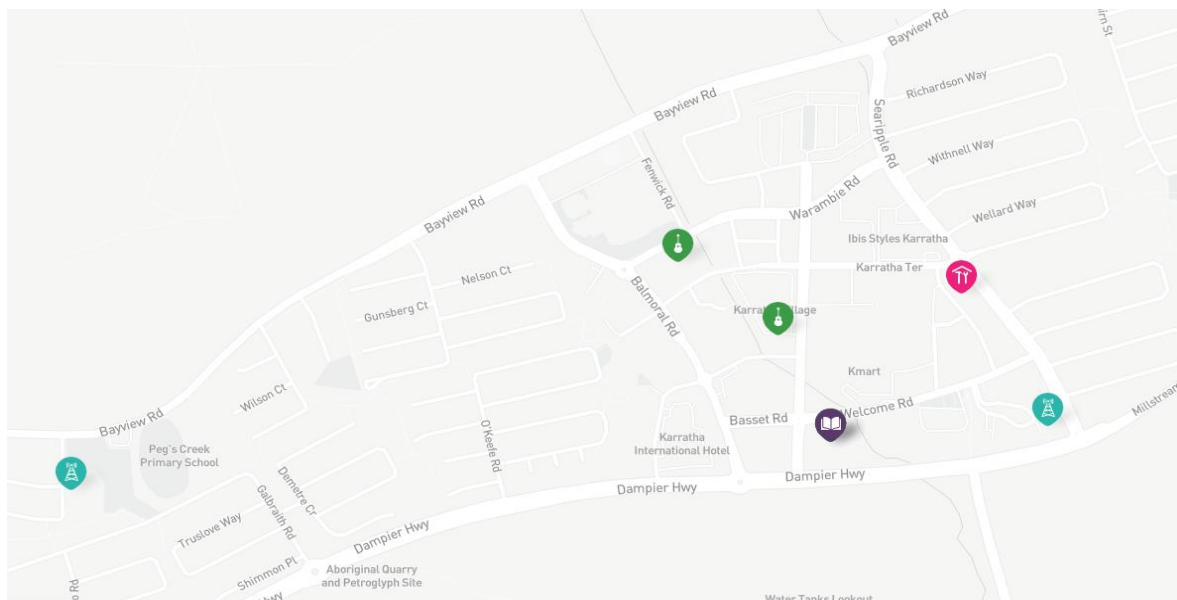
COSSACK

NAME	SERVICE	OPERATOR
Cossack Museum	Museum Cossack Art awards (yearly event)	NYFL



6.4 Current facilities – Karratha

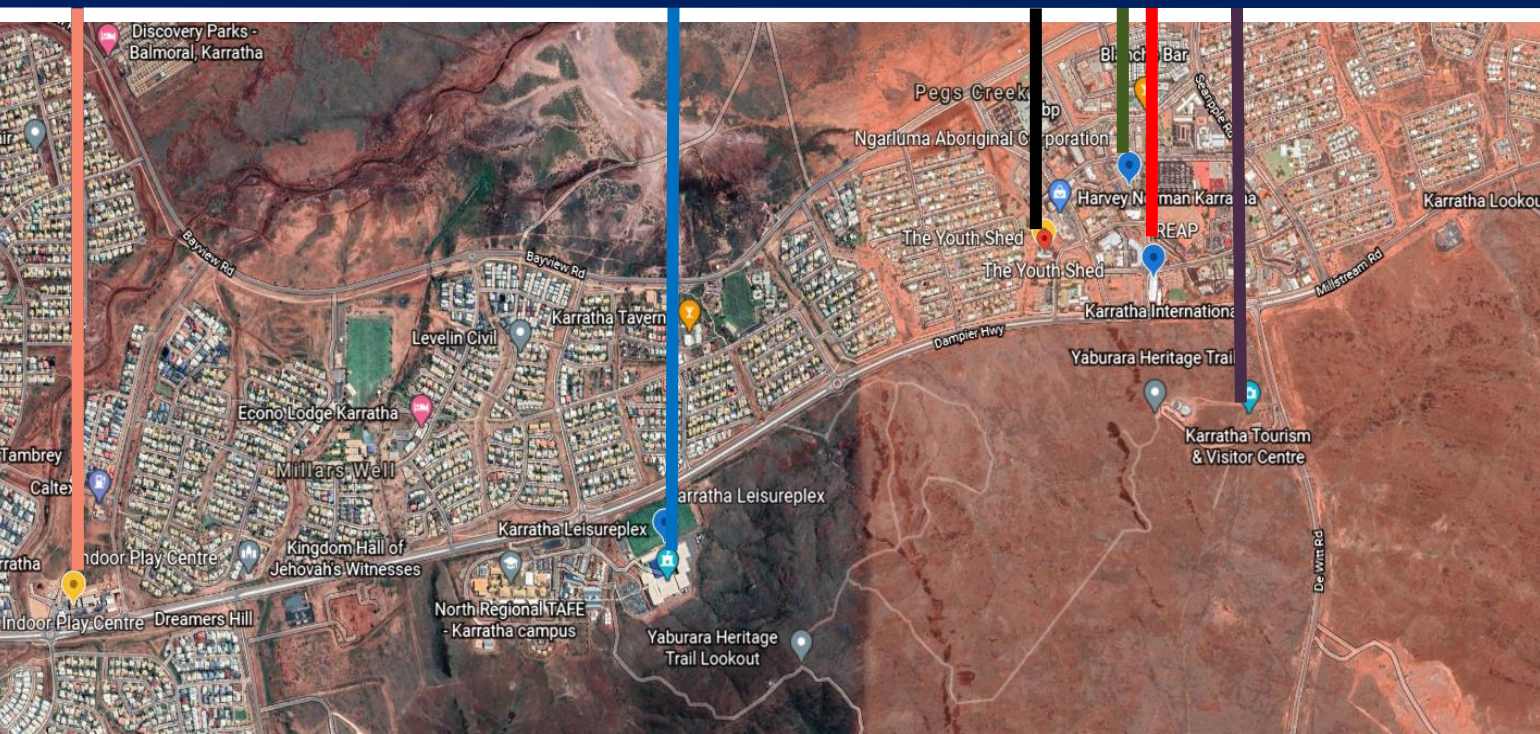
The existing cultural and social infrastructure as mapped by the Department of Local Government, Sport and Cultural Industries (DLGSCI) does not provide the full picture of what is currently available in the City. For example the Red Earth Centre is simply shown as a library, when its purpose is much more complex. Other facilities, such as the Tourism and Visitor Centre and the Leisureplex are not mapped at all. (see map and key below)



	Aboriginal Art Centre		Music venue
	Aboriginal Culture and Language		Live/Work space/s
	Aboriginal media services		Maker space/s
	Art gallery		Multi-purpose community centre
	Artist-in-residence space		Museum
	Artist/s studio		Music studio
	Arts Centre		Performing Arts Centre
	Arts School		Performing Arts Centre (School)
	CaLD community centre		Photography studio
	Ceramic studio		Post production/VFX studio
	Cinema		Public library
	Circus training centre		Radio broadcasting studio/s
	Comedy venue		Television broadcasting studio/s
	Commercial gallery		Theatre
	Creative co-working space/s		Writers' centre
	Creative retail space/s		
	Dance studio		
	Film studio		

A list of all facilities was provided by the City, which has subsequently been included in the mapping exercise.

Name
Indoor Play Centre
Karratha Leisureplex
The Youth Shed
Ngarluma Aboriginal Corporation
Red Earth Arts Precinct (REAP)
Karratha Tourism & Visitor Centre



Indoor Play Centre



Relocated to the Tambrey Village Shopping Centre in 2020, this facility is a family-friendly playground and café, operated by the City of Karratha.



Karratha Leisureplex

Located on Dampier Highway opposite Broadhurst Rd, Karratha the state-of-the-art Karratha Leisureplex opened its doors in June 2013 and is now the sporting hub of Karratha. The Leisureplex features an aquatic precinct, multi-purpose indoor sports centre, outdoor courts, sports ovals, fitness centre, creche, cafe, function rooms and tenancy office spaces (currently home to the Karratha and Districts Chambers of Commerce who use the offices to support a variety of local businesses and groups).

The Leisureplex is also the administration centre for bookings of other community spaces such as the Frank Butler Community Centre, Pegs Creek Pavilion, Millars Well Pavilion and Tambrey Pavilion.



Floor Space

Main Function Room: 27.2m x 14.1m
Small Function Room: 21.2m x 14.1m
Meeting Room: 14.1m x 6.1m

Capacity

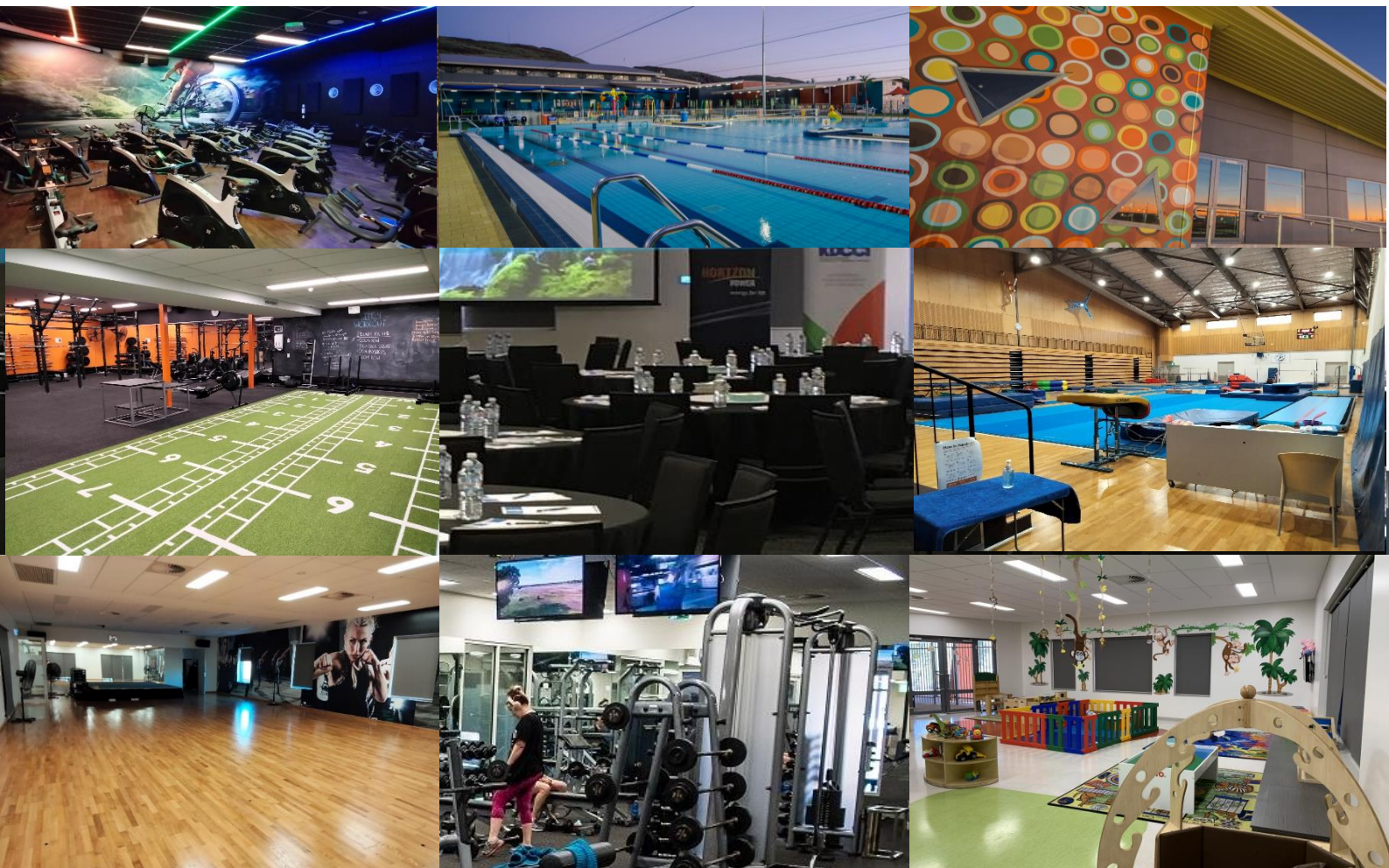
Comfortable Occupancy
Main Function Room: 250
Small Function Room: 180
Meeting Room: 70

Main Function Room

Large space perfect for conferences, formal presentations, awards evenings and graduations with the ability to adopt 2 room configurations.
Entry via Front Foyer/Reception.

Kitchen

Fully Functional kitchen incorporating Double Door Fridge, Commercial Glass Washer, 900mm Freestanding Oven/Ceramic Hob, Urn and Microwave.
Kitchen has server area to Small Function Room.



The Youth Shed

The Youth Shed is a dedicated youth space for 11-17 year olds located at 23 Hillview Road, Pegs Creek, Karratha. This facility offers youth access to table tennis, computers, gaming stations and a pool table free of charge.



SCHOOL HOLIDAYS
THE YOUTH SHED HOURS:
MON - THURS: 1PM-6PM
FRIDAY: 1PM-5PM
SAT: 1PM-6PM SUN: 1PM-5PM
FOR MORE INFORMATION CONTACT: GENNA RYAN @KARRATHA.WA.GOV.AU OR 0437 067 167.

5 KING OF THE TABLE	6 FREESTYLE TEN PIN BOWLING	7 FOUR SQUARE KNOCKOUT	8 FRIDAY NIGHT MOVIE NIGHT	9 ART FACTORY	10 MOMENTUM	11 BASKETBALL CUSTOMISATION
12 FEAST YOUR EYES COOKING SAVOURY	13 TRIPPY TIE DYE	14 T-SHIRT PRINTING	15 FRIDAY NIGHT LIVE TRIVIA NIGHT	16 ART FACTORY	17 MOMENTUM	18 SCIENCE WORKS
19 MOSIAC MADNESS	20 AQUA RUN 12.30PM - 2PM POOL @KLP GAMES 2PM & CHILL 4PM	21 SPIKE BALL	22 FRIDAY NIGHT LIVE DODGE BALL COMP	23 ART FACTORY	24 MOMENTUM	25 DIY FREAK SHAKES
26 CLOSED	27 COURT GAMES	28 CROWN THE KING TOURNAMENT YOUTH VS	29 FRIDAY NIGHT LIVE SILENT	30 ART FACTORY	31 HOLIDAY WRAP UP & SCHOOL	AGES 11-17

Ngarluma Aboriginal Corporation

Located at Unit 61, 5 Sharpe Ave Karratha, the Ngarluma Aboriginal Corporation (NAC) was set up in June 2005 and is the Prescribed Body Corporate (PBC) for Ngarluma and governing body for Native Title over land the Ngarluma people are the traditional owners of.



Red Earth Arts Precinct (REAP)

Located on the corner of Welcome Road and Sharpe Avenue, the Red Earth Arts Precinct is the region's premier facility providing a home for the arts, culture, functions, events and conferencing. The \$52m facility opened its doors in April 2018 after 20 months of construction, winning the prestigious award of 2018 Master Builders Bankwest Excellence in Construction, WA's Best Regional Project.

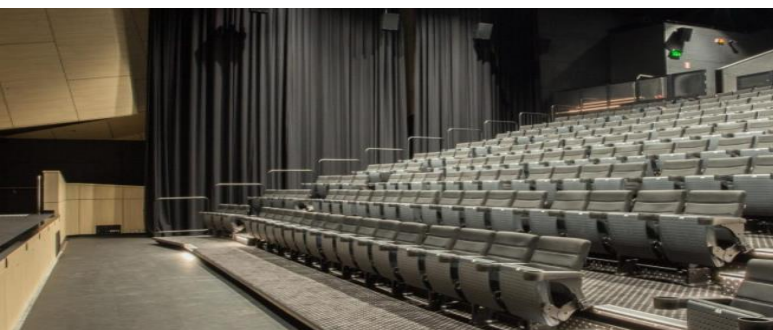
The precinct features:

- a multi-purpose auditorium featuring motorised retractable seating for up to 478 guests or 220 with flat floor;
- "the shelf" – rooftop terrace with panoramic city views, serviced by a catering kitchen and catering for up to 400 people;
- two foyer spaces, one at ground level and the other adjoining the rooftop terrace;
- an expansive grassed amphitheatre 2700m², suitable for events of up to 2000 guests;
- two versatile studio spaces, which combined allow for up to 100 guests;
- additional spaces including a kiosk, green room and multiple dressing rooms;
- public library

Past conferences included the Performing Arts Connections Australia national exchange and conference, the World Heritage Summit, Southern Deserts Conference, Developing Northern Australia conference and the WA Regional Tourism Conference.

Fast facts for the first year of operation:

- 187 movies screened in the cinema;
- 49 live shows in the auditorium;
- 466 tickets sold to the sell-out Vast concert;
- 10 minutes – time it took to sell out The Waifs concert;
- 1047 tickets sold to locally-produced play Pilbara Pan;
- Two rehearsal rooms used by three dance and theatre groups on average each week;
- 85,000-plus visits to the library;
- 56,000-plus items have been borrowed from the library;
- Nearly 30,000 hours logged on the public use computers.



Karratha Tourism & Visitor Centre KTVC

Lot 4548 De Witt Rd, Karratha



Located about 1 km from the City centre, the KTVc was transitioned back to a City of Karratha responsibility in 2019. Since that time up until February 2021 the following stats have been reported:

- 28,701 visitors have been served;
- 1,666 bookings have been made across 38 tourism businesses totalling \$289,253;
- 33 businesses supply merchandise available for purchase;
- Membership fees are no longer being charged to local tourism businesses in order to provide information and booking services for that operator to visitors;
- The Ganalili Centre has been established to provide tourist information and visitor services in Roebourne;
- 10 actions from the City's Destination Management Plan have been implemented or progressed;
- The Pilbara Tourism Association has been established and there is a reciprocal working relationship with the KTVc;
- KTVc has taken on responsibility for bookings for Nature Based Camping at 40 Mile and Cleaverville;
- KTVc has established good working relationships with other Visitor Centres and obtained accreditation with the WA Tourism Council;
- Facilitated the City's COVID-19 Tranche 2 response initiatives to waive commissions for local tour operators and enabled a 20% discount for residents on local tours;
- The service has been integrated with other functions and services that the City provides makes use of existing corporate systems, particularly place branding (Karratha is Calling), events (Conferences – Developing Northern Australia and WA Tourism Council) and business support (Take Your Business Online);
- There has been improved financial sustainability through efficiency savings through prudent roster management and revised opening hours and increased revenue through commissions from bookings and merchandise sales;
- There has been greater governance oversight with a demonstrated record of compliance with legislative requirements;
- The service has had on-going industry input through the Pilbara Tourism Association to ensure on-going engagement; and
- The risks to transition and delivery of the service have been appropriately managed.

6.5 Gaps

In determining cultural/civic infrastructure gaps in Karratha, the extent of infrastructure which will be needed, irrespective of the population density should be considered. Regional centres have traditionally been the focus of sport, leisure, recreation and social community infrastructure, serving a broad regional catchment. As such it is anticipated that the extent of community facility infrastructure in Regional Centres is similar to requirements of Metropolitan Perth but will be determined by their strategic position, rather than through the use of population guidelines.

Using the DLGSCI mapping of cultural infrastructure, grouped into "like" categories, as a base, the following information was obtained:



Cultural Infrastructure	Availability in Karratha	Notes
Aboriginal Art Centre	N	<p>In this research, these areas are interpreted as spaces developed and designed by Aboriginal people to meet their aspirations for sharing and maintaining culture and language. There are significant Aboriginal cultural centres existing and being developed at Roebourne (Ganalili Cultural Centre) and the Burrup Peninsula (Murujuga Living Knowledge Centre). It would not be prudent for the City to consider any interpretive centre to be created in Karratha that distracts from place activation in these other areas.</p> <p>There are four Aboriginal art centres located in Roebourne that deliver arts development and support services for different cultural groups. Based on connection to country, it is unlikely that they would desire to relocate to Karratha, and a need was not established in the Karratha community consultation process (although an interview with NAC has not yet occurred). The Roebourne-based art groups are very productive and do see Karratha as a market for some works. In the past few years they have worked together to hire space at the REAP for an annual Christmas sale and, if it were available, might utilise a Karratha-based gallery space for regular exhibitions.</p> <p>Although there is no dedicated infrastructure for Aboriginal culture and language, existing community spaces are utilised by private enterprise (Clinton Walker) for cultural awareness sessions. The library holds local documents and recordings relating to Aboriginal history, culture and stories. Aboriginal media services are in Roebourne.</p> <p>For these reasons, infrastructure for Aboriginal art display and exhibitions is considered a gap.</p>
Aboriginal Culture and Language	N	
Aboriginal Media Services	N	
Museum	N	<p>There is a museum in Roebourne, although rudimentary. Cossack also has a museum but the City has relinquished management to NYFL Aboriginal Corporation and ownership of collection pieces is currently under negotiation.</p>
Art Gallery	N	
Commercial Gallery	Y/N	
Creative retail space/s	N	<p>Whilst there is "Art space" available at REAP, there is no dedicated gallery, commercial or otherwise. The Bush Lolly Café provides some commercial art space.</p> <p>The Leisureplex fulfills the requirements of a multi-purpose community centre.</p>
Public Library	Y	
Cinema	Y	
Comedy Venue	Y	
Theatre	Y	<p>Identified gap infrastructure for this category: museum, art gallery and commercial gallery/creative retail spaces.</p>
Multi-purpose Community Centre	Y	



Cultural Infrastructure	Availability in Karratha	Notes
Artist-in-residence space	Y	An artist-in-residence at REAP is sponsored for three weeks each year over the Arts Festival period. Karratha Arts and Learning Centre, in Bulgarra offers an art and creative space and is home to the Karratha Potters Group
Arts Centre	Y	
Arts School	N	
Ceramic Studio	Y	Karratha Hobby Ceramics offers workshops
Creative co-working space/s	Y	
Performing Arts Centre	Y	
Performing Arts Centre School	Y	Empowering People in Communities (EPIC) offers practical assistance and encouragement through career enrichment and capacity building programs, providing support, events, programs and workshops for all abilities, ages and cultures. (addresses the CaLD community)
Music Venue	Y	
Circus Training Centre	N	
Dance Studio	Y	Although there is no circus training centre, gymnastics is run at the Leisureplex and stakeholder engagement did not flag this as a gap
Live/Work Space/s	N	
CaLD Community Centre	N	
		Performing Arts and dance classes are run from the REAP and other locations in town. Space during times when events are being held at the REAP for performing arts/dance has been identified as a gap.
Film Studio	N	This category has been identified as a gap
Digital Makers Space/s	N	
Music Studio	N	
Photography Studio	N	
Post Production/VFX Studio	N	
Broadcasting Studio/s	N	
Writers' Centre	N	

Gaps previously identified by the community regarding unmet desired outcomes within the facilities and spaces within the REAP **before** it was built included: ⁴

- Coffee shop or small restaurant on site;
- **Dedicated gallery/exhibition space, rather than a walk-through/part of the foyer;**
- Larger kitchen with ability to prepare meals in house (this expectation raised once the function space within the theatre is revealed);
- Larger seating capacity in the theatre



Comments from this document were:

- *“Most of these unmet expectations are resolved through the rationale underpinning their absence:*
- *No inhouse coffee shop/small restaurant – not the City of Karratha’s core business, supporting local existing providers and not taking business away from them, however there is a Kiosk that will serve pre-show and interval snacks and beverages (licensed) and cinema style snacks;*
- *Dedicated gallery – room not available on site, needs for strict climate control, possibility of standalone gallery space/building in future; and*
- *Larger kitchen – ability to prepare off-site and heat and serve with the facilities available inhouse.*

The only real disappointment is the seating capacity in the theatre. While community members understand the rationale of not making the theatre capacity so large it is rarely filled, there is a sense that as a growing ‘city’, the capacity may become too small too quickly and not allow for the anticipated population growth that all other indicators suggest.”

Consultation with the Cities officers have also revealed requests for a **larger function space to accommodate 250-400 seated.**

⁴ Community Perceptions & Expectations of Red Earth Arts Precinct Qualitative Research Report Completed by Kurrajong Collective Pty Ltd November 2017 – January 2018

7. STAKEHOLDER ENGAGEMENT AND CONSULTATION

A summary of the stakeholder engagement and consultation, outlining the major learnings and themes is provided in this section; the full stakeholder engagement report can be found in Appendix A.

NAJA's community and key stakeholder engagement was conducted through a general public survey administered by the City of Karratha, semi-structured interviews with key stakeholders and an online mini workshop designed to capitalise on specific group interactions.

7.1 Public survey

Key statistics and analysis:

Most responses were received via the Facebook link rather than via the City's website.

Demographic summary of data:

- 455 responses received
- 89% of respondents live in the City of Karratha
- 45% of respondents have lived in the area for more than 10 years
- 73% of respondents identified as female
- 54% of respondents were in the 30-45 years old age group while approximately 20% were in the 18-29 years age group and another 20% in the 46-59 years age range

When asked about current cultural and civic infrastructure that is managed by the City; the aquatic centre; the indoor theatre and the sports ground and ovals rated the highest in importance. This was mirrored in the frequency of use rating.

Respondents were asked to consider the current location and functionality of facilities and whether they thought these would be better located at Lot 7020 Sharpe Avenue. In each case there was strong preference (58-89%) for these facilities to remain where they are. Only in the case of the visitors centre did respondents feel there could be some possibility for an improved location.

When asked to consider other cultural and civic facilities that could be located in the Sharpe Avenue Precinct and how important they would be to the community, a local history and cultural centre, creative making spaces and gaming and technology space rated the highest (combined scores of very important and important). The preferred location for these was anywhere in the Sharpe Avenue precinct.

The final survey question provided a space for open-text responses to ask what other cultural or civic facilities respondents thought should be located at Lot 7020. 239 of the 455 respondents provided open-text responses. These were analysed and the following themes emerged:

Theme	Number	Open-text (239 total)	Overall (455 total)
Arts	18	8%	4%
Multi-purpose/town hall	11	5%	2%
Family and teen needs	132	55%	29%
Older or special needs	10	4%	2%
Education/museum	26	11%	6%
Café/food	12	5%	3%
Bunnings	14	6%	3%

Of those that considered the arts and multi-purpose hall; affordable/smaller venues for rehearsals and shows, areas for local art groups and space for exhibitions were mentioned. Regarding education/museum, respondents seemed interested local history and culture, perhaps incorporated with the visitor centre.

The open-ended responses reveal some of the strengths and limitations of public survey responses. One clear message from these responses was the need for youth facilities. 55% of open-ended responses cited the need for activities for teens and young adults, and specifically activities that families with older children can enjoy together such as ten-pin bowling. Representatives of the City have acknowledged an awareness of these needs. Some will be addressed through future developments, while other suggestions are commercial developments that may not be appropriate for local government investment.

7.2 Key stakeholder interviews

Section 7.2 captures comments from key stakeholders as they relate to current and possible cultural and civic infrastructure in the City.

General:

- The site is important both as an entry statement and its relationship to the REAP. Community expectations are important, but if the building is to have residential units on the upper floors, the ground floor may need to have an appropriate mix of public/commercial/retail spaces.
- Outdoor social areas, with a public art installation, shaded space for live music, food concessions and local products would enhance the appeal of the apartments for residents of the building, other residents of the City and visitors.
- Space for community and CaLD groups to meet.

Library:

- The current location is appropriate not so much due to the location *per se*, but the co-location with other activities and facilities within the REAP. Many of the visitors use the library as a place to wait before or during other activities at the REAP and this makes its current location ideal.
- The 1300m² Lot 7020 space could accommodate a “knowledge hub” that includes information about the locale, an art exhibition space which features local knowledge and visions, technology spaces that could include the resources available in modern libraries, and even technical production studios to support photography, film, animation, etc.

Art:

- Community need for spaces to nurture and grow arts and artistic practices. REAP’s spaces are not available or are not suitable for the types of activities the community wants to pursue (quilting, photography, pottery, recording studios, local theatre). *“Art production needed to “make mess” and the facilities of the REAP do not lend themselves to this kind of activity”*. While new spaces for arts development are needed, there is no particular reason why these would have to be at the REAP to be effective.
- Art and culture are significant contributors to attraction and retention in the resource industry. Some people view art exhibition as spaces for tourists, but experience with the Courthouse Gallery in Port Hedland indicates that local residents want locally produced art to decorate their homes and to keep as a reminder when (if) they leave.
- A gallery based program of art development activities for Karratha-based artists (Indigenous and non-Indigenous) who could also develop work for exhibitions.
- An art exhibition space would only require 200-300m² plus admin and storage. Any proposed gallery /exhibition space could be designed and built based on expert advice on the appropriate conditions for exhibiting works from the State gallery collection as well as space for bump in/out, storage, and admin. GalleriesWest have a reference document for such design considerations.
- Concern that an art gallery in REAP would need other activities around it to attract visitation
- Some stakeholders are of the view that REAP, with its high roof space, is an ideal location for Art Gallery and Museum exhibitions, such as those toured by Art on the Move. However, limitations relating to climate control, lighting and floor weight ratings must be considered.

Performance and rehearsal space:

- Demand from the community for performance and rehearsal spaces outstrips supply, especially during after school and evening hours
- Challenge - balancing the community's facilities hire needs with planned cultural programming. For example, if the rehearsal spaces are booked for community groups but the City contracts WASO to come to town for a performance, the City must find alternate spaces for community groups to use while WASO accesses rehearsal spaces for their needs.
- Challenge - balancing provision of multi-purpose spaces and spaces that deliver technical specifications for particular art forms. For example, the outdoor amphitheatre has failed to attract some desired artists due to the additional costs and logistics of staging, lighting and sound technologies.
- Festival funding has been secured through the establishment of the REAP, and additional opportunities will come if more spaces are activated.

Visitor Information Centre:

- Location is good for visitors arriving from the north, but not for others
- Parking is good for larger vehicles
- Many bookings are made online however "grey nomads" like face-to-face contact
- The Centre's main enquiries are:
 - booking of 4 wheel drive tours, diving and boating activities, Aboriginal cultural tours, and helicopter rides.
 - information on free attractions around the area including how to get to Millstream Chichester National Park, road conditions, and obtaining permits to travel on the Rio Tinto managed portion of the road.



Presentation of options:

When presented with the five options, the Arts Development and Events Advisory Group the group agreed the need to draw the majority of activity towards the Red Earth Arts Precinct and that Option 1 best satisfies the community's needs by allowing for a new Library with additional resources/technology, with Tourism integrated into the plans along with Commercial space for lease for Lot 7020.

In addition to this, a Civic Centre/Function/Exhibition space with wow factor can be provided at the Red Earth Arts Precinct. The group emphasized the need to ensure that Lot 7020 was not branded by having a commercial space at its entry and that any signage for this site needs to complement that at REAP.

Aligning stakeholder priorities with gap analysis

The qualitative data obtained from the public survey resulted in a hierarchy of priorities based on the given terminology. However, the terminology used at every stage of the investigation is subject to interpretation. For example, some would interpret “Gaming and Technology Spaces” as places where people go to play games, such as an arcade. Others with different experiences might interpret this similar to “creative making spaces” – places where tools, materials and support are available to develop creative outputs. Similarly, Museums Australia uses the terms museum and gallery interchangeably, and it is difficult to determine the difference between an art gallery and an exhibition space.

The gap analysis, presented in Section 6, relied on terminology used by the Department of Local Government, Sport and Culture Industries (DLGSC) Cultural Infrastructure Toolkit. To align the infrastructure gaps with stakeholder priorities, the following table shows groupings of each activity infrastructure area and its alignment with stakeholder priorities.

Summary of stakeholder ratings against identified gaps:

Cultural Infrastructure	Identified as gap	Stakeholder ratings
Aboriginal Art Centre	Infrastructure for Aboriginal art display and exhibitions is considered a gap.	High
Aboriginal Culture and Language		
Aboriginal Media Services		
Museum	Museum, art gallery, commercial gallery and creative retail space/s are identified as gaps.	Medium
Art Gallery		
Commercial Gallery		
Creative retail space/s		
Public Library		
Cinema		
Comedy Venue		
Theatre		
Multi-purpose Community Centre		



Cultural Infrastructure	Identified as gap	Stakeholder ratings
Artist-in-residence space	Space during times when events are being held at the REAP for performing arts/dance has been identified as a gap.	High
Arts Centre		
Arts School		
Ceramic Studio		
Creative co-working space/s		
Performing Arts Centre		
Performing Arts Centre School		
Music Venue		
Circus Training Centre		
Dance Studio		
Live/Work Space/s		
CaLD Community Centre		
Film Studio	This entire category has been identified as a gap	High
Digital Makers Space/s		
Music Studio		
Photography Studio		
Post Production/VFX Studio		
Broadcasting Studio/s		
Writers' Centre		

8. DISCUSSION AND CASE STUDIES

A full provision of “gap” infrastructure is unlikely to be financially viable for local government or private industry, so it is essential to establish the needs of the community on a case by case basis, informed by analysis of current use, trends, future demographics and an analysis of projected use. It is also important to ensure that where infrastructure is provided it meets minimum design, technical and spatial standards, provides suitable opportunities to adapt to changing populations and demographics and has the potential to provide outreach services.

In order to gain an understanding of current trends, issues and specifications of certain cultural and civic infrastructure identified as being potentially impacted or seen as a gap, the following high-level analysis has been compiled from relevant literature, stakeholder engagement and case studies.

8.1 Libraries

Introduction: Public libraries are a valued civic asset, offering a safe, free space for a broad range of community members with access to programs, information and services not readily available elsewhere. They offer quiet spaces, group working areas and social interaction opportunities. Libraries also stimulate national and local and local economic growth.

Approximately \$3.18 billion of economic stimulus is provided to the Australian economy by public libraries each year, and nearly 40,000 jobs are supported by public library services. Public libraries are the most used local government service with consistently high satisfaction ratings.⁵

Research commissioned by the Australian Library and Information Association (ALIA) concluded that,

“The level of investment in public library services does not display a pattern of diminishing returns... rather the larger the investment made into public libraries, the larger the benefits derived by the respective communities.”

Put simply, public libraries are a good investment for the wellbeing of Australian communities. To ensure best value is derived we needed to take a closer look at the business of libraries now and into the future.

Background Information:

The current location of the library has backing of the community, as cited in a research report titled Community Perceptions & Expectations of Red Earth Arts Precinct Qualitative Research Report.⁶

⁵ https://slwa.wa.gov.au/sites/default/files/Public_Libraries_Our_Future_Background_Paper.pdf

⁶ [Community Perceptions & Expectations of Red Earth Arts Precinct Qualitative Research Report Completed by Kurrajong Collective Pty Ltd November 2017 – January 2018](#)

“It makes perfect sense to community members that the Library is housed within the Arts Precinct and they are actually excited about it being in a more central location, which they believe will prompt higher levels of visitation. There is a feeling the increased capacity of the Library services that will be available, coupled with soaring ceilings, more natural light, and a more organic layout, promises to delight and surprise. It is anticipated the Library will be the heartbeat of the Precinct. Always open during the day and bringing and sustaining consistent life within the space. Community members also expect the Library will be integrated with other activities in the space and not necessarily closed outside ‘normal’ library hours, that is, not a thing tacked on the side that closes its doors when it makes sense for it to be synergized with other activities/events happening within the Precinct Key Implication: The role of the library in activating the space cannot be underestimated.”

Current Trends:

Libraries continue to provide what could be labelled “traditional services” (the borrowing and use of library material), however it is clear that libraries are now reflecting a need and expectation from local communities to provide additional services. Changing social and demographic trends within the community can have an impact on requirements, so it is important to have a fluid model that can adapt as required.

Key Public Library Statistics WA	Electronic Resources	Program Delivery
231 Public Libraries 1,090,259 Active Library Members 16,247,469 Physical loans 369,641 New items delivered to public libraries \$11,100,000 Spent on public library resources	606,075 E-books/e-audio books borrowed 50,493 Active E-books/e-audio books available 230,984 E-magazines borrowed 602,752 Downloads from databases 47% ↑ Use of digital materials	9814 Programs for adults 16,847 Children’ activities 500,000 People attended library programs

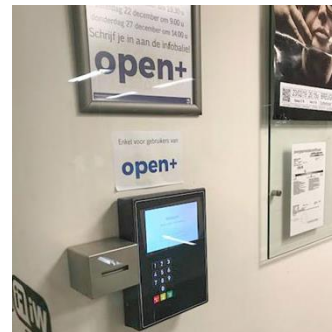
In order to better understand current trends in real life examples, a number of case studies were undertaken including Belmont Hub, City of Perth Library, Darius Wells Library and Resource Centre, Fab Lab Devon (UK) and Taunton Library "Glass Box" (Somerset UK) – all of which have had redevelopments or been a new build within the last 6 years. Full details can be found in Appendix E; however, highlights, learnings and themes as they relate to Karratha are as included below.

- **Places of social capital** - Public libraries bring people together from a range of backgrounds to meet, network and potentially develop relationships with other members of the community. For more vulnerable groups such as youth, older people, people with a disability, itinerant workers and people from multicultural backgrounds, social capital is particularly important as it helps to build bridges of support with other members of the community and promotes inclusiveness. For all users, public libraries can provide a safe haven, where people can feel a part of the broader community.⁷

⁷ https://www.sl.nsw.gov.au/sites/default/files/safe_place.pdf

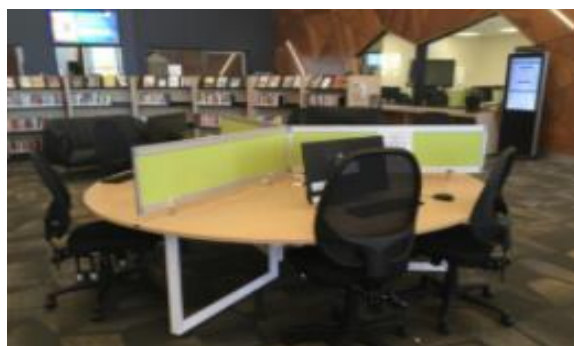
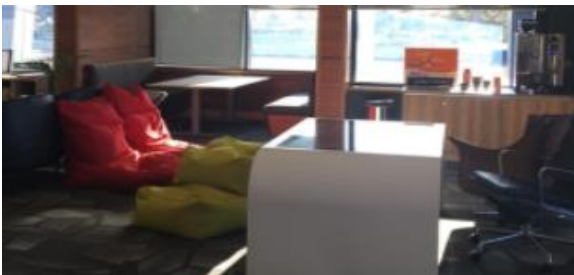
As evidenced in all the libraries researched, community consultation was paramount in fulfilling the need to provide inclusive spaces for different demographics and user groups. This is particularly important for Karratha in terms of new families arriving to the City, or fly-in-fly-out workers having an alternative space to go besides their work accommodation or the local hotel.

- **Community living room** - Libraries have embraced the role of the ‘third place’, understanding that people seek refuge in libraries or choose to spend many hours in them for a range of reasons, and now provide settings for this to occur. Today, the relevance of libraries is even greater to a demographic which is increasingly transient and multicultural, assisting in social cohesion and cross cultural understanding through enhancing positive social interaction. Floor space, once dominated by the collection, is gradually being converted to living spaces and social hubs – comfortable areas to relax and socialise. Having extended opening hours available to the community benefits many who work during normal business hours; this can be accomplished by open+ systems whereby all or parts of the library are accessible before and after staff are on site.



Examples of this can be found in the Ruth Faulkner Library, Belmont and the Perth Library, where light, open space and a range of seating options give users a comfortable place to be. Child-friendly areas are particularly important as the libraries are used by many parents as a low cost, climate-controlled activity, whether or not they are attending programs.

Karratha’s library provides an indoor, air-conditioned space with free wi-fi and a range of seating arrangements.



Although there are *tea/coffee making facilities*, the public's expectations of "good coffee" are not realised as they are in other libraries which have a leased coffee shop in or nearby (eg Dome at the Darius Wells Centre and Saint Larry Café at Perth Library).

Having a library which could also be accessed outside of normal business hours would be an asset – with certain areas and meeting rooms being configured in terms of security, lighting, automated checkouts and other physical library needs. The City of Albany is currently developing an after-hour study space.



- **Breakdown of hierarchy** - physical barriers have tended to shrink or have their configuration changed. For example, many service desks are now mobile and modular, with some libraries having removed their information and reference desks entirely. Management of library staff has moved towards roving librarians actively seeking people who want assistance away from central staff areas, assisted by terminals within collection shelving or by mobile devices. Study and reading environments have changed significantly, with mobile phones and laptop computer use no longer limiting library users to sitting at a desk.
- **Urban and socio-cultural regeneration** - libraries draw visitors who, by simply going to the library, activate surrounding spaces and streets, providing further potential benefits through visits to shops and other facilities nearby. Consequently urban planners, local government and developers identify libraries as key anchors or place makers. Trends in urban regeneration strategies include:
 - Creation/re-activation of public open spaces as a result of a new library
 - Insertion of iconic or 'aspirational' architecture, which reinvigorates and challenges the identity and self-awareness of a community
 - Transparent facades that connect internal library activity with the street thereby increasing public safety and surveillance
 - Co-location with other valued community facilities to create a public hub, reinforcing a sense of support and belonging
 - Spaces which promote partnerships and programs with other cultural and educational institutions to strengthen local learning, cultural development and identity (such as TAFE)
 - Insertion of libraries into town centres, existing or new development, which are primarily commercially (retail and office) focused
 - **Spaces which promote the development and reinforcement of community identity through the creation and collection of local knowledge and culture.**
 - **Facilities which can stimulate socioeconomic development and promote social cohesion such as technologies for creative and local content, archiving, preservation and display of local cultural items and artefacts, loan or sale of cultural items such as musical instruments and artworks, spaces for meetings, small business facilities, spaces for exhibitions and museum collections.**



The Dardanup Community Hub (currently in the planning stage) includes the library, local history museum, Shire offices and two commercial tenancies which will compliment and integrate with the existing commercial enterprises and activate a town square. The Shire have reflected the local timber industry in a “build with wood” design and have incorporated a mixture of large open spaces that can be further extended by opening up adjoining meeting rooms, maker spaces etc. The intention is to showcase past, recent and future local history and culture, with changing displays from a variety of sources including the library collection, school content, industry and Shire information.

The City of Port Lincoln is developing plans for a combined library and visitor centre with café – a combination which they believe will address modern needs of both facilities and will provide opportunities for commercial activity through the display and sale of local produce and merchandise.

The Karratha library does attract people to the REAP (offering an opportunity to showcase current activities in the Precinct) and reciprocally, provides a space for parents waiting for children who are attending classes there and sometimes as an overflow area for events held within the centre.

While the location of the library is seen to be ideal by the community, both in terms of its aesthetics and activation of the REAP, there is no scope to increase the size or function to include a visitor centre or house a local history/culture display. The library currently holds a collection of approximately 10,000 paper-based items that are part of the local history of the area, but the local history museum collection space is limited to one shelf.

- **Whole of Life value and design excellence** - current buildings must deliver on functionality, durability, ecological sustainability, social responsibility and cultural development.

This is a given in any civic building, however multi-purpose, inclusive, adaptable and interactive functionality is now considered very important – particularly if funding is being requested for developments.

- **Programs and partnerships** - Library spaces are being increasingly occupied by informal social activities as well as facilities for structured group activities. The physical implications of these programs and partnerships include an emphasis on flexible spaces which can be accessed out of hours such as meeting rooms, training rooms and multipurpose spaces.

Youth and children's areas require greater flexibility to cater for large groups and diverse activities. General areas of the library, such as foyers and lounge spaces can be re-arranged for performances and displays, allowing the library to serve as a venue for events and host exhibitions. Consideration should be given to acoustics, flexible ceilings and floors (wiring, display, lighting), as well as the flexibility of shelving.



Programming across the 4 libraries in the City of Karratha shows that most regular programs are directed at children, however other programs and events not included in the table on the next page are: Tech Help, Christmas Crafts, Crafternoons, Book Club, Guest Speakers, Ballet, Daycare/School visits (except Roebourne Outreach), New Mum's Group (Population Health), Tai Chi, etc.

ATTENDEES							
Financial Year	Rhyme Time (0-2)	Story Time (3-5)	Pages+Pages Jr (After School)	School Holidays	Outreach	Next Chapter Book Club	Total
2015-16	3524	4127	1098	1161	89	N/A	9999
2016-17	4689	4308	2413	800	2107	N/A	14317
2017-18	5154	3832	1070	1074	1022	N/A	12152
2018-19	4939	3661	1391	2068	460	141	12519
2019-20	3486	1675	846	641	449	190	7287
2020-21 *In progress	2919	1417	1141	1046	544	48	7115

Programming was affected by COVID-19 in 2019/20 and 2020/21.

Community consultation referred to a lack of affordable space in Karratha for local content rehearsals and productions, a function that the library could address if the size and configuration of the space were allowed for.

- **Demographics/Aging of the Community** - Australia's aging population may impact on the need for access to specialist collections, adult education, activities targeting seniors, increasing computer usage and browsing areas for casual users. Many seniors live alone and may seek social interaction by longer stays in libraries, emphasising the importance of comfortable lounge space.

The impact of urban consolidation, particularly in areas with concentrations of new unit developments, where the availability of space for home study or leisure is potentially limited, may also affect the trend for increased library use.

City of Karratha demographics do not follow the state average – with only 16.46% of people falling in the 50+ age bracket compared to 31.96% across WA. In this case, the issue is more likely that due to the increasing numbers of 0-9 year olds (now at 18.19% compared with 13.17% for WA; the library may have to adapt in size and space requirements for more programming.

Increase in apartment numbers may also necessitate extra space for residents - a second living room, meeting room or study area. Other demographics, such as the percentage of shift workers, has an impact on the accessibility of the library (see open+ discussion).

- **Youth culture** – youth (13-24 year olds) are significant users of public libraries and major consumers of information technology. An important aspect of contemporary youth culture is the fluid approach to activities and proficiency with multi-tasking, meaning younger generations often like to work, chat, use technology and do numerous other things at the same time. Many libraries are responding to these specific needs by providing separate areas that allow young people to undertake a range of activities in a space designed especially for multi-tasking. The physical outcomes of this trend are a demand for both group and individual spaces as well as noisy and quiet areas.
- Other spaces appealing to this age are music, film and podcast/recording production areas, however these require separate rooms from the main library, with specialised equipment and a level of soundproofing.⁸

The City of Belmont has incorporated a recording studio in its new library for uses such as musical recordings, film production, livestreaming and editing. The City can conduct workshops or hire out the space to community organisations or the public and offers a range of equipment from a one-button recording function to equipment for more experienced technicians.

Given the cry from the Karratha community regarding indoor activities for youth, the inclusion of this type of facility may help to fill a perceived gap for some. Although this could be located at the Youth Shed, the benefits of this technology should be more widely shared and the library is the obvious most accessible space.

- **New information technologies** – there are concerns from some commentators that the increasing use of technology for research and information will mean that public libraries will become less relevant, but so far this has not been supported with data. In fact, there is year on year growth in usage and need for technology in libraries. With digital technology being firmly entrenched in the Australian lifestyle, libraries have had to reflect community expectations in the provision of access to computers, areas for public access catalogues, additional storage for digital technology and hardware and more seating for Wi-Fi/laptop use.
- **Collaborative learning environments** – trends towards group-based activities have changed layouts to include group study areas, IT enabled lounge and study, a variety of attractive and flexible furniture arrangements that allow users to customise their own spaces, convenient access to Wi-Fi and power points, technologies that facilitate interactive group activity e.g. large display screens, wireless access, digital whiteboards, gaming consoles and tablets. Digital makerspaces/ innovation labs are becoming increasingly popular, some housed in separate rooms within libraries, others as pop-up areas.

⁸ <https://www.artefacto.org.uk/blog/why-you-should-consider-a-podcast-studio-for-your-library>

Case studies and research on makerspaces indicate a wide spectrum of activities from 3-D printing, robotics and development of new product through to craft and collaborative Lego making – they can be as simple or as complex as the users need and/or the library can provide and they can be run by volunteers, local businesses or industry.



Well-developed maker spaces have adequate storage for numerous groups, movable furniture and the option to expand into a wider area when required. Due to the nature of the shared space, “mess-making” activities such as art, pottery etc may not be appropriate.

- **Multiculturalism** - The impact of multiculturalism on the physical design of libraries is generally only to ensure that there are prominent areas for browsing and reading multicultural resources, as well as meeting room and lounge areas for social contact with people of similar backgrounds and interests. In supporting diverse cultures within a community, many successful libraries have offered areas for exhibitions and events, particularly with flexibility to hold performances and festivals both inside and out.
- **Indigenous Community** - In many communities, public libraries play a pivotal role in the promotion and retention of Indigenous culture, with many housing specialist collections of books, audiovisual materials, periodicals, local history and ancestry, and artefacts relating to Aboriginal and Torres Strait Islander people. Many public libraries located in communities with large Indigenous populations are working to ensure that they are attractive, welcoming and relevant to all members of their community. The incorporation of Aboriginal art and cultural activities into public libraries has played a major role in encouraging Indigenous users.

8.1.1 Library guidelines

Research of library guidelines revealed four main sources of information:

1. Guidelines for Community Infrastructure, Parks and Leisure Australia – Western Australian Region⁹
2. Living Learning Libraries 7th Edition 2020¹⁰
3. Western Australian Public Libraries: Our Future | Background Paper¹¹
4. People Places¹²

1. The Parks and Leisure guidelines indicated that the minimum building size for a library should be based on ten-year population projections for the Local Government area or its relevant catchment subdivisions. Based on this criterion, and population projections from Western Australia Tomorrow population forecasts¹³ which show the City of Karratha's population at 23,890 (Band C), the recommended size for a district library is approximately **1,000m²** for a multi-functional branch library.

2. The Living Learning Libraries offered population services minimum size recommendations. For Karratha's current population the recommended size is **1,234m²**.

3. The West Australian Public Library Working Group (PLWG), in their guidelines, refer to a document produced by the Library Council of New South Wales - People Places: A Guide for Public Library Buildings in New South Wales. This document provides a detailed guide to space requirements.

4. People Places acknowledges that

“the development of public libraries, as is the case with the allocation of resources for any public facility and/or service, **is an inherently political process**. It involves a range of issues, for which trade-offs and compromises may need to be made. It also involves many stakeholders with particular interests and ideas”.

They outline that there are two methodologies that can be used for determining the size of a library: one is a population based benchmark, and one is a serviced based benchmark and they can be used in conjunction with one another dependent on local variables that may impact on the results, such as the regional demographics or known local facts that could have a future impact (such as a new school opening or a mine closing).

⁹ https://smarnet.niua.org/sites/default/files/resources/guidelines_for_community_infrastructure.pdf

¹⁰ [Living Learning Libraries 7th edition 2020 update \(nsw.gov.au\)](https://www.slwa.wa.gov.au/sites/default/files/Public_Libraries_Our_Future_Background_Paper.pdf)

¹¹ https://www.slwa.wa.gov.au/sites/default/files/Public_Libraries_Our_Future_Background_Paper.pdf

¹² https://www.sl.nsw.gov.au/sites/default/files/people_places_0.pdf

¹³ <https://www.dplh.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>

Working on a current population of 20,000 for Karratha only, analysis of this method yielded the following results:

Population Based Calculator

Resident population of Library catchment

20,000

Is this a central library with significant workroom requirements?

No

Library floor area required

1,234 sqm



Service Based Calculator

Catchment Population

20,000

Please note, for populations of fewer than 2,750 persons we recommend a minimum gross floor

Collection Size

15,000

% Books

75%

% Periodicals

3%

% Non-Print

1%

% Virtual & Digital

21%

Base Area

	% of Collection	No. of items	% out on loan	Adjusted no. of items	Items per sqm	Floor Area
Collection size	100%	15,000				
Books & vols on shelves	75%	11,250	30%	7875	70	113
Periodicals	3%	450	30%	315	10	32
Non-print material	1%	150	30%	105	100	1
Virtual & digital	21%	3,150	30%	2205	0	0
Collection floor area						145 sqm

Area for library computers & personal devices

	No. of items	Sqm per item	Floor area
Catchment population	20,000		
Recommended public	5	5	25
Additional public computers		5	0
Personal devices (desk space)	5	5	25
Personal devices (lounge)	20	3	60
Self check units		3	0
Computers, tablets & other devices floor area			110 sqm

Total base area 255 sqm

Reading, seating & study areas

		Recommended seats	Desired seats
Seating based on population		122	122
	Percentage of total	Recommended values Sqm per item Floor Area	Desired floor area
seating as desks	40%	5 244 sqm	244 sqm
seating as lounges	35%	3 128 sqm	128 sqm
seating as group study	25%	1.8 55 sqm	55 sqm
	100%		427 sqm

Total reading, seating & study areas 427 sqm



Other functional & service areas	Recommended floor area	Desired floor area
Service desk	13 sqm	13 sqm
Returns	13 sqm	13 sqm
Quick picks, display & informatic	18 sqm	18 sqm
Newspaper & magazine area	13 sqm	13 sqm
Children/youth Areas		
Children's story telling	18 sqm	18 sqm
Toy library	0 sqm	0 sqm
Young adult area	18 sqm	18 sqm
Games area/digital media space	18 sqm	18 sqm
Specialist		
Specialist genre collection	18 sqm	18 sqm
Local & family history room	18 sqm	18 sqm
Storage for archive/conservator	13 sqm	13 sqm
IT training room	18 sqm	18 sqm
Staff		
Staff work, lunch, lockers	26 sqm	26 sqm
Work area storage	13 sqm	13 sqm
Mobile library services area	0 sqm	0 sqm
Central & regional work area	0 sqm	0 sqm
Amenities and ancillary		
Foyer, lobby, corridors etc	18 sqm	18 sqm
Vertical circulation (lifts, lift lobby	0 sqm	0 sqm
Toilets/restrooms, cleaners	13 sqm	13 sqm
Plant, equipment, maintenance	18 sqm	18 sqm
Server room	13 sqm	13 sqm
Photocopiers, digital equipment	13 sqm	13 sqm
Loading dock, garbage & store	18 sqm	18 sqm
Stack area	0 sqm	0 sqm
Additional services (optional)		
Café	0 sqm	0 sqm
Community services	0 sqm	0 sqm
Exhibition space	0 sqm	0 sqm
Community kitchen	0 sqm	0 sqm
Total other functional & service areas	306 sqm	

Meeting Spaces (optional)	No. of rooms	No. of people	Area/Person
Meeting room & storage	2	24	1.5
Small meeting rooms			2
Makerspaces & associated storage			3
Multipurpose or training room			2

	Recommended floor area	Desired floor area
Meeting room & storage	0 sqm	0 sqm
Small meeting rooms	96 sqm	96 sqm
Makerspaces & associated storage	0 sqm	0 sqm
Multipurpose or training room	0 sqm	0 sqm

Total meeting spaces **96 sqm**

Total Gross Floor Area **1,084 sqm**

Other guidelines from this document indicate how to project the collection size:

	Items per person (populations up to 100,000)	Items per person (populations over 100,000)
Baseline	2.4	1.5
Enhanced	2.6	1.8
Exemplary	3.1	2

Within the City of Karratha, there are four libraries with the following collection numbers:

Collection	Dampier	Karratha	Roebourne	Wickham	TOTAL
Books	5260	11050	780	4480	
DVDs	1070	2550	450	960	
Magazines	200	400	260	290	
Audio	180	730	40	150	
Other (Cake Tins, Robotics, Laptops, etc.)	N/A	120	N/A	N/A	
Total	6720	15000	1630	5900	29250

With a combined population size currently estimated at 22,716, the planned baseline collection size for the City of Karratha should be approximately 54,518. Another document: Beyond a Quality Service: Strengthening the Social Fabric Standards and Guidelines for Australian Public Libraries¹⁴ sets baseline target of items standard for collection items per capita at 1.8, which would mean a total of 40,888 items.

The current combined City library collection stands at approximately 29,250. The City has indicated that it has many local history items not yet catalogued (somewhere in the range of 10,000 items), which would bring it closer to base guideline standards. Local borrowers are also able to search the State Library of WA and request inter library loans from various locations through the library platform.

Considering the above information, results of this analysis indicate that the library for a population the size of Karratha should be at least 1000m² to allow adequate space for modern library requirements (including meeting/makerspace rooms x2) and recommended collection sizes.

¹⁴ <https://www.clarence.nsw.gov.au/page.asp?f=RES-WXJ-56-41-22> (second edition 2012 – still referenced by Libraries WA)

8.2 Visitor Centres

Background:

At a meeting on 29 June 2018 Council resolved to manage and deliver Visitor Information Services 'in-house' as a City of Karratha function from 2019, and to work with the Karratha Visitor Centre Inc. to transition the service. City Officers subsequently worked with the Karratha Visitor Centre Inc. to prepare and implement the transition, which saw the City open the doors to visitors on 18 February 2019.

City Officers identified that further improvements to the visitor experience and increased financial sustainability of the service could be achieved through two critical elements being the location and service delivery model.

"Consideration of location is a critical issue as to whether the KTVC should operate from its current location **or relocate to a high profile site within the Karratha City Centre**. The City Centre location could be a way to increase visitation, particularly due to synergistic patronage of businesses in the area. Increased visitation is linked to revenue growth through higher numbers of bookings and merchandise sales. The converse is that the current location provides an 'out of centre' destination as a dedicated site with existing tourist operators that people are already familiar with. Currently the City is investigating the future development of Lot 7020 Welcome Road, Karratha and is seeking to strengthen development of Lot 7020 as a contributing appropriate gateway statement to the Karratha City Centre. Other locations include the Red Earth Arts Precinct and The Quarter HQ (both owned by the City of Karratha) as well as the Karratha Shopping Centre which is owned by private company Vicinity."

The Karratha Destination Management Plan¹⁵ December 2018 advises that:

- most Visitor Information Centres (VICs) will continue to experience a decline in walk-in visitors as digital information improves and is used more widely across demographic groups;
- the cost to councils of delivering visitor information services through VICs is increasing, while VICs, at the same time, are experiencing a decrease in utilisation by visitors;
- most VICs struggle to have consolidated and up-to-date tourism product databases of all product available in their respective regions; and
- many VICs, especially in more rural/regional locations appear to service the local community rather than the visitor through offering community and council info, acting as a drop-in centre and a location for holding meetings.

National-based research recently released by Tourism and Events Queensland (Queensland's state tourism body) demonstrates that nationally, only 4.4% of visitors in Australia actually use a VIC on their trip.

¹⁵ <https://karratha.wa.gov.au/sites/default/files/uploads/DMP%20public%20notice.pdf>

Top line information demonstrates that while Karratha's VIC currently captures above the national average (9.2% of all visitors to the year ending September 2017), there is still a large proportion who do not. This may be for a variety of reasons such as online research, repeat visitation or word of mouth.

There are many new models being implemented in Australia and further afield which move away from the traditional "bricks and mortar" visitor information services to providing:

- mobile visitor information services throughout mobile kiosks (vans and trailers etc.) which can be relocated to where the visitors primarily are (such as for events or market days);
- roving ambassador programs which position well-experienced locals throughout a CBD or at major events to provide information as well as a personal and face-to-face interaction;
- automated information containers which open up during set hours and provide large multi-user touch screens;
- high-quality digital information platforms which provide cohesive and up-to-date information about a destination, including booking and packaging capabilities; and
- co-locating visitor information services with other facilities such as art galleries, museums and **libraries**.

One of the recommended actions made in the Karratha Destination report was: *"assessment of visitor information services (and relocation of the VIC to a town centre location)".*

Current trends:

Visitor Information Centres, and the value they contribute to their region's visitor economy, is a consistent challenge that many States and Regions of Australia are currently reviewing. They are seen by many local government and tourism organisations as a significant cost. With the rapid adoption of digital technology changing the way visitors plan and book travel, visitor engagement solutions are required that respond to visitors' changing needs and wants and their growing expectation of staying connected through digital technology.

An optimistic approach can be found in a report entitled "visitor servicing recommendations"¹⁶ where it is reported that:

- VICs must leverage the strengths of the destination and present a visitor centric approach where the VIC is a 'must see' place to visit, to learn, to book, to buy, to download, to recharge, and to talk with a welcoming and informative local.
- Whether through new technology or via face-to-face contact, there is an opportunity to influence visitors' decisions regarding what they experience during their visit, their length of stay and what they tell others about their stay.
- VICs have an opportunity to provide services and facilities that meet the expectations of visitors for credible and trusted sources of information. Visitors want local insights

¹⁶ [FINAL-2019-Visitor-Servicing-Report.pdf \(impartmedia.com\)](#)

into the area, unique information they can't get anywhere else to add value to their experience in the destination and to confirm information and affirm decisions.

- VICs are transforming from being information centres to experience centres that reflect the local culture, are attractive places for visitors to gather and give visitors a taste of what the destination offers through interactive displays and immersive activities.
- **Visitor services are moving beyond only a bricks and mortar VIC** approach of delivery and proactively reach out to visitors using the method of delivery by which the visitor prefers to be engaged

In a report entitled 12 things successful visitor centres do differently, the following items are of relevance:

- 'Visitor Servicing' not 'Visitor Information Centre' Focus - Successful visitor centres understand their centre is one of many touch-points that visitors are accessing to learn more about how to experience the destination.
- Location Reality is Faced - They understand **that unless their centre is in a high traffic visitor location**, or co-located with an attraction itself, numbers will continue to fall through their front door.
- Successful visitor centres know people don't come to their destination to visit a visitor centre. Their visitors come to a destination for an experience. Therefore they have ensured their visitor centre is a wow experience in its own right, especially if they don't have the opportunity to co-locate with a key visitor experience or high visitor traffic area
- Successful visitor centres play an important role in telling the many stories of their Destination. Stories that visitor centres could potentially curate and share with those who visit include:
 - **People Stories** – Indigenous, Early Settlers, Historic Figures, and Living Icons
 - **Place Stories** – Indigenous perspective, Geography, Geology, Flora, Fauna, History and Heritage
 - **Produce Stories** – Local Industries, Food, Wine, Beverages, Craft, and Art
- Successful visitor centres embrace the many online opportunities to help Visitors who prefer to find their information online.

It is clear from this and other research that visitor information centres are dwindling in their relevance in the modern day – apart from the “grey nomads” who still enjoy the one-on-one interaction and paper-based information, the current visitor conducts most of their research for accommodation, tours and local information on-line before they reach the destination.

This raises the question of whether the current location and presentation of the Karratha visitor and information centre is appropriate going forward – or whether a co-located, mainly on-line presence is more appropriate.

8.3 Museum / local history museum

Australian governments at a national and state level have supported the preservation of Australian cultural heritage through the collection, management and preservation of artworks, artefacts and documentary heritage by national, state and regional galleries, museums, archives and libraries.¹⁷

The West Australian Museum, for example has seven public locations across the State – and a Collections and Research Centre that houses more than eight million objects.¹⁸

What is a Museum?

A museum helps people understand the world by using objects and ideas to interpret the past and present and explore the future. A museum preserves and researches collections, and makes objects and information accessible in actual and virtual environments. Museums are established in the public interest as permanent, not-for-profit organisations that contribute long-term value to communities.

- Australian Museums and Galleries Association



WA Museum Boola Bardip



WA Maritime Museum



WA Shipwrecks Museum



Museum of Geraldton



Museum of the Goldfields



Museum of the Great Southern



Goonwardu Mia Gascoyne Aboriginal Heritage and Cultural Centre

¹⁷ http://www.magsq.com.au/_dbase_upl/NSFAMG_v1.5_2016.pdf National standards for Australian museums and galleries – v. 1.5

¹⁸ <http://museum.wa.gov.au/>

While three of the museums are in the metropolitan area, the four regional museums are in strategic and significant locations:

- Albany situated at the site of the first European settlement in Western Australia with links to the town's convict era dating back to 1852 and then as one of the focal points of the town's social life as it was converted to a Magistrates residence¹⁹
- Geraldton with its historical links to the wreck of the Batavia on the Abrolhos Islands, explores the region's biodiversity, mining and agricultural history and the stories of the indigenous Yamaji people
- Kalgoorlie explores the history of the Eastern Goldfields, the city's mining heritage and the hardships faced by the early mining and pioneer families²⁰

All locations benefit from a long and rich history, and are tourist destinations in their own right, with the average annual spend by overnight visitors for Albany, Geraldton and Kalgoorlie-Boulder being:

LOCATION	Ave annual spend (\$M)	% Domestic overnight visitors on holidays	% international overnight visitors on holidays
Albany	309	54	90
Geraldton	175	42	88
Kalgoorlie-Boulder	207	24	60
Karratha	223	20	48

Noting the current population and holiday visitor numbers (as opposed to visitations for business), it is unlikely that a museum of the magnitude of the above regional museums would be warranted in the City of Karratha.

Having said that, the City does have a substantial collection of local history which could be displayed on a rotational basis within the Local History section at the Library. This may be augmented with other items from Cossack in the future. Case studies of the City of Albany and City of Busselton show the importance they place on their local collections; with Albany's library colocated with the Visitor Centre adding extra interest in the collection. Some of the exhibits are in glass cabinets, some are digitised, while others are available for the general public to loan or read in the library.

¹⁹ [*"Museum of the Great Southern"*](#) Western Australian Museum.

²⁰ [*"Museum of the Goldfields"*](#) Western Australian Museum.

Another option, if space became available at REAP, is that travelling/portable exhibitions could be displayed. Information provided by Jess Machin, Director Regions, Museum WA showed that Albany and Geraldton both have spaces for temporary exhibitions, requiring 163m² and 130m² respectively. Recent tours have included Play School, Spy and Antarctica. She also advised that Federal Funding under the Visions of Australia scheme supports exhibition tours to regional areas.

Trends

With most of the emphasis over the past few decades being on the identification, listing, management and protection of the built and natural heritage, the attention has now generalised to the preservation of local history resources as more people recognise the intrinsic value it has in supporting local communities and upholding cultural identity.

While there were many well-established, but not publicly available, collections across Australia, the development of local history services involving the display of collections in public libraries, historical societies, archives and museums is now recognised as important for historical, cultural, economic and community development.²¹

With documentary historical collections scattered as they are amongst different organisations, it has been difficult to establish standards; there has been an expectation that national and state libraries and archives would be responsible for ensuring the collection and preservation of all Australia's documentary heritage but in times of economic restraint this goal is being weakened. Increased pressure is being placed on other libraries, particularly at a local and regional level with local governments developing and maintaining local history collections in public libraries.

What constitutes local history has also been widened to encompass corporate and institutional history, histories of individuals, families, houses, built environment, streetscapes, ethnic and indigenous people in the community, and more recently all aspects of the natural environment.

Collections now cover the full breadth of the culture, experience and background of all Australians irrespective of background. Today Aboriginal people and people from different ethnic backgrounds are properly represented in local history, local museums and heritage organisations, and are actively engaged in presenting their stories to the community.

Local history librarians acquire material relating to the past, but now increasingly they are gathering material concerning the present. This creates a living collection which can create whole new user groups. It also means that a very active collecting policy needs to be established and that the local history librarians need to network throughout the community.

²¹ <https://archive.ifa.org/VII/d2/inspel/00-1paja.pdf> Local history in Australia: supporting cultural heritage

Materials collected now can comprise any format from archival manuscripts to electronic records and newer formats requires different expertise, technological support and greater financial assistance. This is impacting on budgeting, space, staff training, and collection development.

8.4 Dedicated art gallery

Art galleries are created to present work to a public audience. While a great deal of art is exhibited and sold online, it is commonly known that there is a difference between looking at a person's photograph on a website and meeting them in person; the same is true for looking at art. Artists and art dealers know that art must be experienced in person to truly get a sense of its magnitude. Moreover, art galleries are places to build community and an art ecosystem.

An art gallery is a place where artists' works can be removed from their studios, viewed in a neutral environment, and discussed among peers and the public. At the top end of the arts sector, which is usually dominated by public collecting institutions, there is little distinction between museums and galleries. Museums Australia²² uses the terms museum and gallery (as well as the term



“keeping place”) somewhat interchangeably in reference to places that help “people understand the world by using objects and ideas to interpret the past and present and explore the future.” In more common vernacular, the term gallery has a connotative association with presentations of visual art.

Numerous WA-based institutions, such as Bunbury Regional Art Gallery, Geraldton Regional Art Gallery, and Goldfields Arts Centre, tout themselves as A-class galleries as does the Collie Art Gallery (the subject of a case study found in Appendix E). This designation relates to an outdated classification system, with no public material found to define what constitutes an A-class gallery. Art on the Move uses an assessment process for working with gallery spaces to determine which of its shows can be toured to particular locations, based on lending conditions and controls present at the borrowing venue. These constitute some helpful guidelines for gallery design.

Additionally, Museums Australia has a national standards framework that establishes benchmarks for institutional management, involvement of community and development of a collection for public institutions.

²² http://www.magsq.com.au/dbase_upl/NSFAMG_v1.5_2016.pdf

Apart from public and private collecting institutions, art galleries are rarely located in purpose-built structures and are more commonly located in retrofit spaces. In either instance, gallery location is key. The venue should be easy to access, ideally with a good amount of foot traffic. Windows into the exhibition spaces that can be seen by passers-by entice people to look at artworks that they may not have intentionally sought out.

There are few guidelines in terms of space needed to establish an art gallery. Depending on the amount of space available, type of work shown, and scale of work, the space will differ from one gallery to another. The way an art gallery is designed affects how visitors and customers perceive it visually and navigate it spatially and is usually based on creating an open, blank space that emphasises the work. The role of the gallery is not to compete with the artwork, rather, it is to create a blank space that allows the artist's work to dominate the experience. An accommodating layout is key. If the gallery shows a lot of work that hangs on walls, such as paintings or drawings, it is ideal to have plenty of wall space. Galleries that primarily show sculpture might need additional rooms for the sculpture to be displayed. Some galleries create moveable walls, which allow a space to transition from one show to another.

Galleries that show flat artwork, typically do not need large storage spaces where galleries that feature large sculpture or display work on pedestals, need much more storage space. If possible, it is best to have enough space to hold several collections of art for show as well as in storage. Storage space, along with any insurance requirements for storing work, should be completely separate from the gallery space, but located in a space that is easy to move work from storage into the gallery.

Art galleries also need to be able to host receptions, with a space large enough to allow people to socialise and move around. Interior décor should be minimal to avoid distracting potential buyers away from the art on display. However, some commercial galleries integrate domestic furnishing arrangements to emulate how artworks will look in a household setting.



The way an art gallery is designed not only affects how visitors and customers perceive it visually and navigate it spatially, if the gallery has a commercial role it may affect the gallery's (and the artists') level of economic success.

Artwork rarely sells itself, so positioning the office or reception space towards the front of the gallery allows the reception or sales staff to welcome guests and answer questions as they enter. The needs of this space should be determined based on the number of staff and other needs of the specific gallery. This space should ideally be separate from, or at least not compete with, the gallery space or artwork being displayed.

Lighting is one of the most important features in gallery spaces. A well-lit show helps to highlight and present the work. Lighting should be integrated into the gallery design, keeping in mind any walls that might block the path of the light. If one area of the gallery is poorly lit or situated at the end of a forbidding-looking corridor, the art placed there will likely not be looked at as often and, thus, will be less likely to sell.

There are a few aspects to consider when lighting an art gallery:

- The type of artwork and how it is mounted and framed, for instance, paintings and oils on canvas, photographs behind glass or illustrations
- The artwork colourings
- The ceiling height
- The size of the artwork on display – is it hanging at variable heights?
- The type of dimming required



In general terms, guidelines for setting up art gallery lighting are fairly straight forward. Flexible lighting, such as track lighting is ideal for gallery spaces. There is a tried and tested rule that for each metre of wall space that needs to be lit up, you will need one metre of rail / track, one light fitting or track light, and one suspension kit (depending on the type and height of the ceiling). While this rule is very effective, the best art lighting systems will have a more customised outcome and will vary depending on the type of artwork that is being displayed.

Gallery design also needs to consider necessary utilities like sound and media systems (and their electrical access), a security system, and climate control to maintain optimum art-preservation temperature and humidity levels. Additionally, safety regulations, such as those determining how many points of egress the gallery must have and how accessible they must be, must be followed closely to ensure visitor safety and avoid regulatory issues.

Finally, the business of running an art gallery is also a significant matter for consideration that is beyond the scope of this investigation. Business models that incorporate how the space is hired and what commission rates are charged, as well as marketing and publicity strategies must be determined. Galleries that make income on renting exhibition spaces have less incentive to sell work for commissions. Further, if the gallery can create potential customers through mixed business, such as a café or retail area, they can potentially cover costs through other income and charge a lower commission rate on artwork sales.

9. OPTIONS PRESENTATION

9.1 Context

The project scope for this investigation was to present **three** cultural/civic development opportunity models for Council consideration detailing their strengths and weaknesses. The consultants felt, however that in presenting three options, they would not address two important pieces of information:

- Council policy DP-09, which encourages town centre development described as:
 - Mixed-use developments of a high standard;
 - Landscaping that complements the streetscape and does not compromise the safety of pedestrians or motorists;
 - Visibility and personal security in streets and around buildings; and
 - **The focus of development fronting any street at ground level to be for commercial or retail purposes.**
- Section 2.4.5 of the scope of this investigation, the consultants were asked to be cognisant that “While not the primary objective of the site, consideration must be given to how the space could offer a balance between addressing identified gaps all while creating a sustainable service and therefore having capability to offer a level of return on investment for the Principal”.

The consultants therefore felt it was necessary to provide two additional options that relate to this guidance.

The development of options for the ground floor space at Lot 7020, the recommended area sizes and the justifications for strengths and weaknesses of each option drew on a wide range of **objective research**, information provided by the City, stakeholder input, case studies, industry best practice, and NAJA associates’ professional knowledge.

The complexity of this task also required a level of subjectivity to strategically align the data, needs, desires, and opinions within a limited range of options. There are many ways to incorporate and combine services within the spaces available. Therefore, there is significant scope for Council to apply its own level of subjectivity when analysing the options. Undoubtedly, they will conduct a value management to weight variables of each option for the cultural space in the development of Lot 7020. Nevertheless, the five following options present sound recommendations for fulfilling the identified civic and cultural infrastructure gaps.

Notes:

- Emphasis was also given to consideration of the City’s desire for Lot 7020 to be “a gateway statement” reflecting the identity of the City of Karratha. Survey respondents identifying a need for commercial leisure activities and large-scale retail outlets **have not** been considered in these options. This is not to say that the City should not consider how to meet these as needs identified by the City residents. The City could play a significant role in making land available for family activities, which are primarily supported through commercial investment. However, the City must balance the

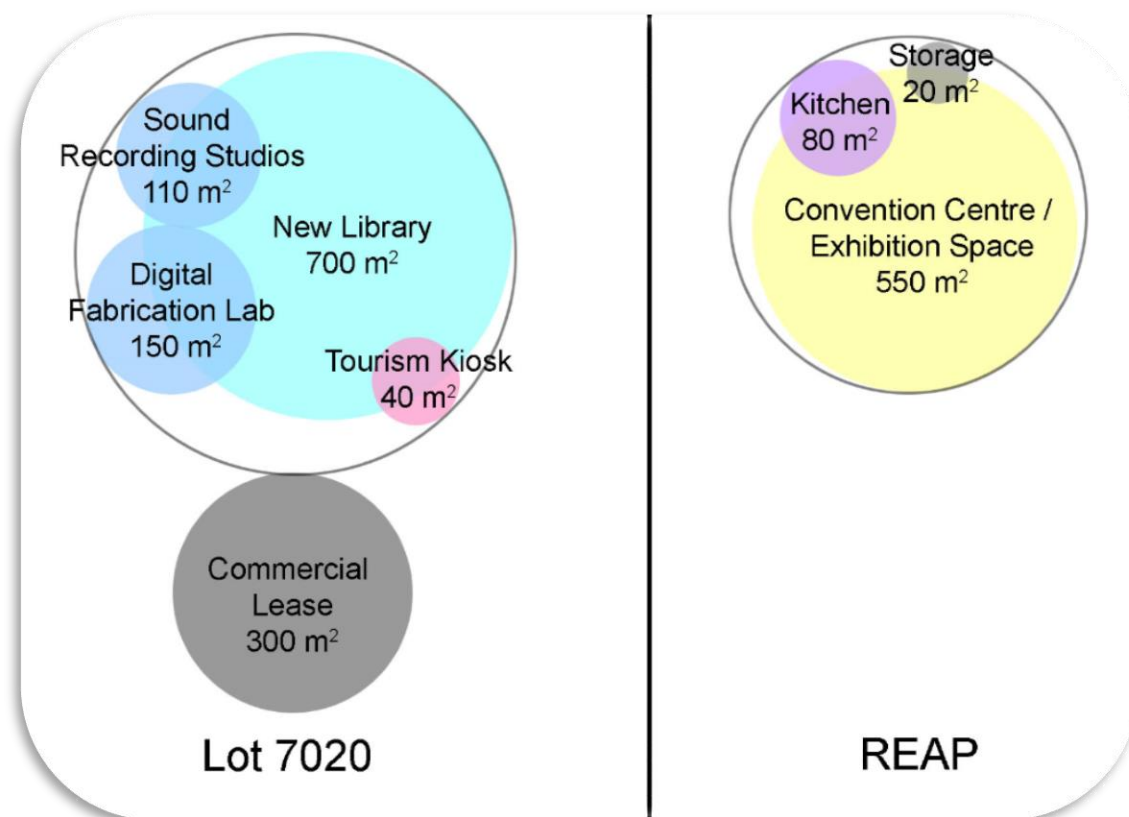
identification of what's missing from the town with the question of what is *best placed* at the unique Lot 7020 location.

- None of the options presented in this investigation are defined as Aboriginal Art Centres, Aboriginal Culture and Language centres or Aboriginal Media Services. These services should be developed and designed by cultural custodians and located in culturally relevant or other places deemed appropriate by them to meet their aspirations for sharing and maintaining culture and language. Such developments would also need to compliment significant Aboriginal cultural centres existing and being developed at Roebourne (Ganalili Cultural Centre) and the Burrup Peninsula (Murujuga Living Knowledge Centre) so as to not distract from place activation in these other areas. These considerations were beyond the scope of this investigation. Space for art exhibitions/sale of works has been identified as a gap, however this is not specific to Aboriginal art.
- Some options for Lot 7020 have implications for other facilities in the City; in particular the Visitor Information Centre which has previously been identified as being better located in the City, and activities at the REAP. These have been addressed.

9.2 Proposed cultural/civic development opportunity models

9.2.1 Option 1 – The Knowledge Hub

Option one envisages a minimum 1000m² of space available on the ground floor of the Lot 7020 development to be used to establish a **Knowledge Hub**.



The Knowledge Hub is comprised of:

Lot 7020

- 700 m² library including small meeting and gathering spaces
- 40 m² tourism kiosk area including local historical/museum displays (coordinated with library), tourism marketing information and materials, and a retail space for locally produced products
- 150 m² small scale digital fabrication centre (FabLab or similar) including areas for computer access and printing services²³
- 110 m² Sound recording studios for music or podcast production (2 spaces at 9m x 6m)²⁴
- Remaining 300 m² leased for commercial purposes. This would provide space to provide some financial incentive for the Principal as per the objectives outlined in the EOI

REAP

- Refitted for 550 m² large convention centre able to accommodate 500 seated guests/1000 standing²⁵
- Function space used as visual art exhibition space with movable walls and comfortable seating when functions are not scheduled²⁶
- 80 m² commercial kitchen (may not be necessary if existing kitchen is deemed suitable for the required level of catering)
- 20 m² storage

Visitor's Centre

- Refitted for other purposes.

The Knowledge Hub is the place for residents and visitors alike to explore local and world knowledge through the meeting of traditional and technological media. It is a place where people can gather in small groups to share ideas, study, conduct business, socialise, and create new visual, physical and audio expressions through digital tools. It provides the City with an opportunity to redefine the library and local historical collections alongside digital maker's spaces, creating an environment that embodies the City's identity – past, present and future. As such, it presents an attractive opportunity for commercial sponsorship, especially in tandem with a commercial lease of the remaining 300m² of ground floor space at Lot 7020.

²³ <https://fabfoundation.org/getting-started/#fab-lab-questions>

²⁴ Based on technical specifications for live room for hire spaces <https://homeformusic.org/facility-specs>

²⁵ <https://www.banquettablespro.com/space-and-capacity-calculator>

²⁶ <https://www.roomdividersaustralia.com.au/pages/moveable-art-gallery-walls>

The Knowledge Hub addresses some of the stakeholders' highest priorities in terms of providing activities and facilities for teens and young adults. Other stakeholder and City priorities can further be addressed through the use of spaces made available by relocating the library and visitors centre. For example, the area of the current library, with its high ceiling and sweeping views, could be used as a grand function venue accommodating around 500 people for a seated dinner. While demand for such functions may only occur a few times a year, the space could be partitioned through the use of movable walls to create an art exhibition space for local artists or for touring exhibitions through Art On The Move, the WA Museum, or other lending institutions. Such visual art displays would extend the REAP's reputation as an arts precinct.

Co-location of the Visitor Information Centre within the Knowledge Hub would provide an opportunity for local history collections to be displayed in a shared area and City events (including those at the REAP) to be displayed for both residents and visitors. The combination of an interactive digital making space and historical knowledge presentation would be a great starting point for partnering with programs from Scitech, CSIRO, universities and schools. This could also create significant potential for tapping into specialised tourism niches relevant to the area such as geological tourism.

Some key stakeholders saw the development of Lot 7020, or redevelopment of areas within the REAP, as an ideal opportunity for arts creation spaces. They expressed the idea that being able to see or being in the place that is the centre for artistic expression, the REAP, is inspiring and aspirational. However, this was countered by their perceptions that the REAP is not a facility that is amenable to making "mess." It is noted, however, that a facility of this kind is currently provided by a community organisation, the Karratha Arts and Learning Centre. This one-hundred strong membership group currently has their own building for potters, artists, quilters and crocheters, but there are indications that it will probably move to Millers Well within the next three years as part of a revamp of those facilities.

While the Knowledge Hub option addresses many of the City and the stakeholders' priorities, there are some drawbacks to consider. The 960 m² allocated for library purposes, recording studio and digital fabrication lab in the Knowledge Hub option is slightly less than the recommended size based on the population demographics of the City, however the addition of the tourism kiosk (40m²) which could house some of the local history display allays some of this concern. Further, survey respondents expressed their love for the current library facilities at the REAP. One of the functions that this space serves is as a cool and comfortable area to wait while family members attend practice and classes at the REAP. If the former library space is redeveloped as an art display space / large function area, care should be taken to ensure that comfortable seating and small, informal gathering spaces are maintained.

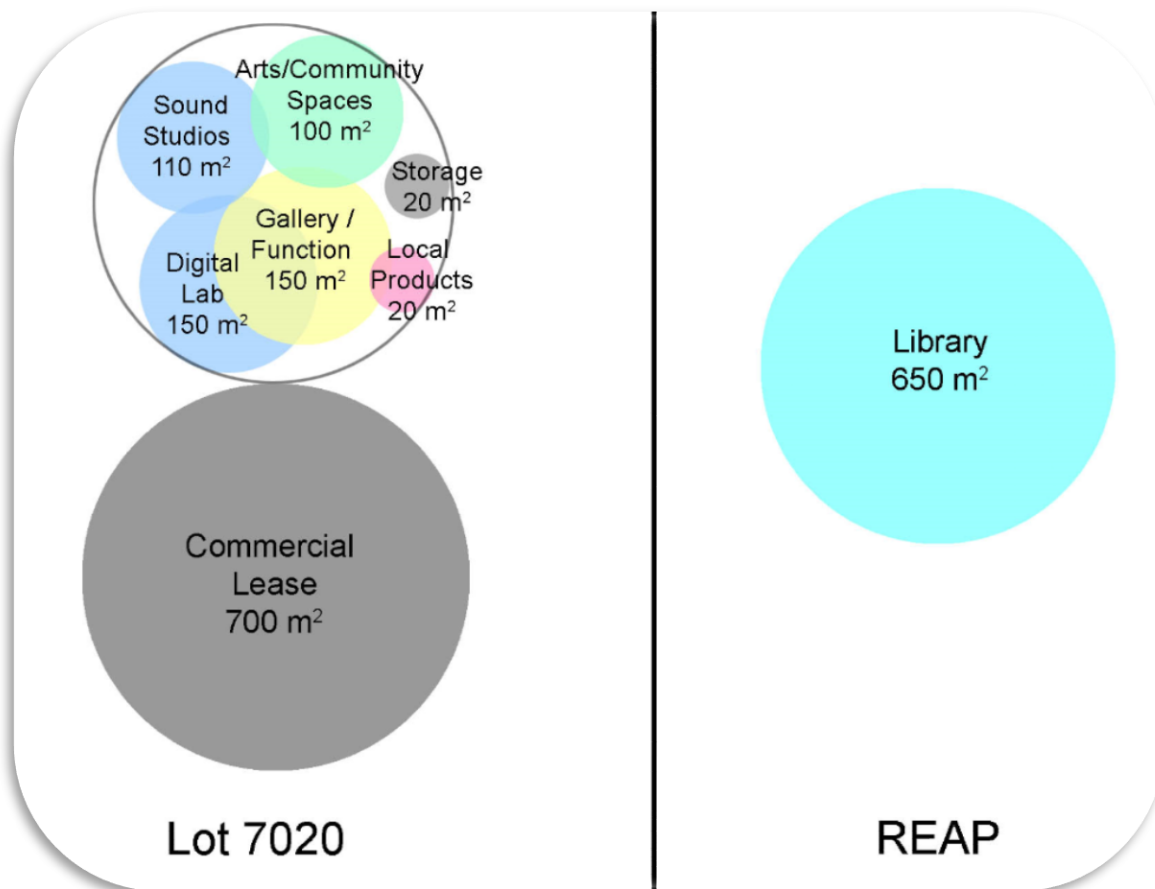
The REAP box office and marketing currently benefits from foot traffic from the library. An art exhibition space is not likely to attract the same visitor numbers as the library currently provides. In a similar vein, art galleries also rely on foot traffic for sales and patronage. With the removal of the library, there is a risk that the REAP patronage will be primarily reduced to visitors for functions or entertainment events.

STRENGTHS	WEAKNESSES
Opportunity to redefine the library, local historical collections, visitors' centre and creative/technological makers' spaces as a "knowledge hub" that reflects the past, present and future identity of the City	As per the EOI is at odds with current Council Policy DP-09 "The focus of development fronting any street at ground level to be for commercial or retail purposes".
This would provide adequate space for a wide range of Community and Cultural uses identified as a priority by stakeholders	Large capital cost and ongoing operational costs (est. \$800k pa)
Will provide Exhibition, Gallery, Event, Function and Wedding spaces at the REAP	Residents love the current library space at the REAP
On the surface, there appears to be support from State Government agencies for this option – this still needs to be tested further	REAP will require retrofitting for large Exhibition/Function spaces including structural costs related to floor reinforcements and lighting solutions hung from the high ceilings in the current library space
Provides the City with a large function area for up to 500 people seated / 1000 people standing	
The visitors centre relocation aligns with the Destination Management Plan	
Residents of Lot 7020 will have access to "a second living room" and social area	
Has the support of ADEAG	

The professional opinion of the consultant is that Option 1 is the most suitable of all presented options in terms of offering a balance between addressing identified gaps all the while creating a sustainable service and therefore having capability to offer a level of return on investment for the Principal.

9.2.2 Option 2 – The Arts Expansion

Option two envisages 600m² of space available on the ground floor of the Lot 7020 development to be used to extend the REAP as an arts precinct.



The Arts Expansion is comprised of the following:

Lot 7020

- 150 m² Art gallery/exhibition space with movable walls, wall hanging tracks, track lighting and climate control
- 20 m² storage
- 150 m² small scale digital fabrication centre (FabLab or similar) including areas for computer access and printing services;
- 100 m² Community arts workshop spaces / community meeting spaces (partitionable spaces = 2 x 50 m², 4 x 25 m²)
- 20 m² retail space for locally produced creative products;
- 110 m² Sound recording studios for music or podcast production (2 spaces at 9m x 6m)
- 50 m² digital video lab facility including postproduction/VFX studio
- Remaining 700 m² leased for commercial purposes

REAP

- No change

Visitors Centre

- No change

The Arts Expansion extends the arts support and services of the REAP through a range of arts spaces that focus on making, exhibiting and selling creative outputs. It is a place where people of all ages can enjoy creativity through classes, workshops, or supported solo activity. At 150 m², the art gallery space is equal in size to the Collie Art Gallery (featured in the case study at 10.5.8). It can be used to host a varying range of local exhibitions from school projects, year 12 arts showcases, local artist collective or solo shows, community arts or Aboriginal art from around the region. With appropriate climate control and monitoring, the space could also be used to show exhibitions of works on loan through Art On The Move, the WA Museum or other lending institutions.

The co-location of the arts workshop spaces, digital fabrication centre, sound recording studios and digital video lab makes the Arts Expansion a true centre for developing the arts ecology of the City. It is a place where people with creative practices, or those who just want to learn, can meet through planned and serendipitous interactions. Such interactions help creatives to expand their practices and draw on skills and resources within their community to achieve creative outcomes.

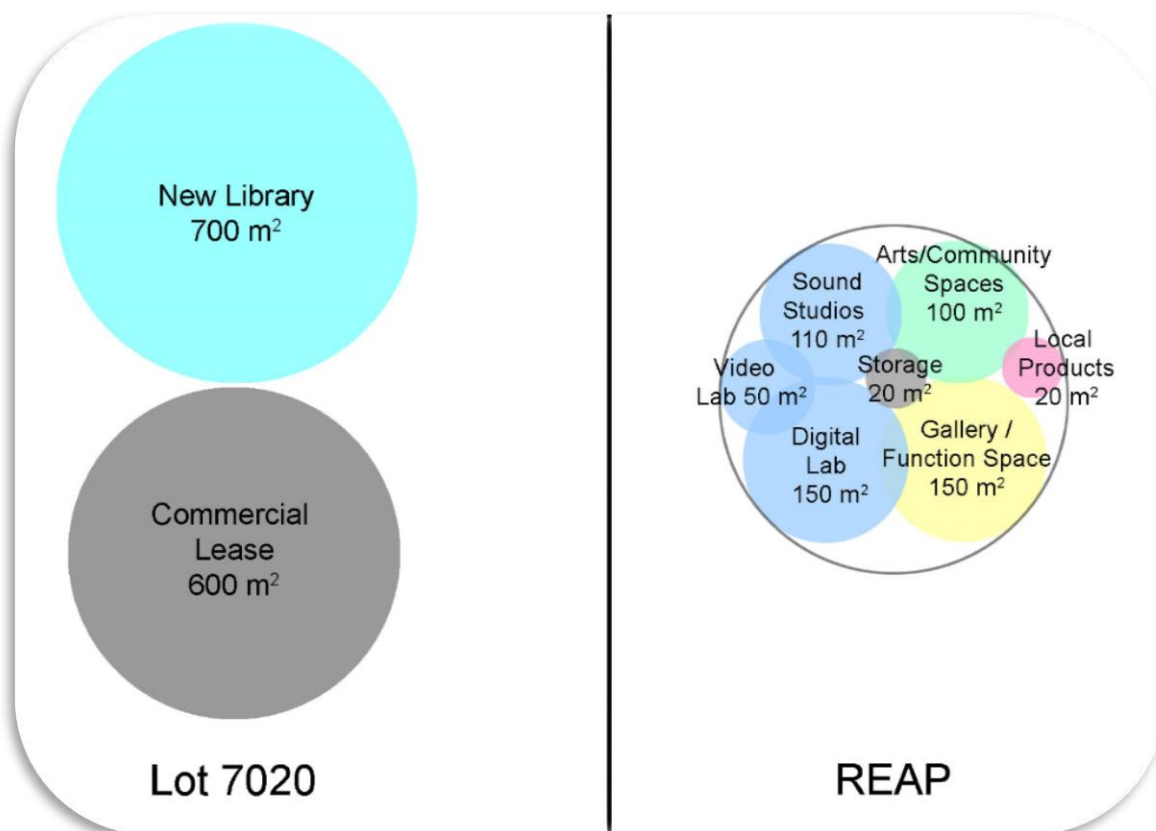
The arts expansion addresses some of the stakeholders' highest priorities in terms of providing activities and facilities for teens, young adults and seniors, as well as meeting places for creative activity and CaLD communities. However, the hard infrastructure developed at Lot 7020 as part of the Arts Expansion option will undoubtedly have to be accompanied by investment in soft infrastructure to deliver programming and maintain the cultural and social wellbeing of visitors to the facility.

The Arts Expansion option only considers the spaces available at Lot 7020 and does not include any redevelopment of spaces within the REAP or the visitors centre.

STRENGTHS	WEAKNESSES
As per EOI creates a sustainable service and therefore has the capability to offer a level of return on investment for the Principal	As per the EOI is at odds with current Council Policy DP-09
Community support for leaving the library in REAP.	Does not provide significant exhibition, convention/function space
Art gallery and local product retail likely to benefit from foot traffic associated with other community and commercial enterprise.	Inconsistent with Destination Tourism Plan for the VIC to move to a CBD location
Multi use space provides operational efficiencies	No increase in library space
Provides a commercial return for other ground spaces as well as opportunity for services for residents of Lot 7020	
Alternative space for local performances	

9.2.3 Option 3 – The REAP Reimagined

Option three envisages a new 700 m² library in Lot 7020, accompanied by 600 m² of commercially leased space. The space available at the REAP is then used to realise the community aspirations for a one-stop-shop for arts and culture in the REAP.



The REAP Reimagined is comprised of the following:

Lot 7020

- 700 m² library including small meeting and gathering spaces
- Remaining 600 m² leased for commercial purposes

REAP

- 150 m² Art gallery/exhibition space which could also be used for functions to accommodate 130 seated guests/250 standing²⁷
- 20 m² storage
- 150 m² small scale digital fabrication centre (FabLab or similar) including areas for computer access and printing services;
- 100 m² Community arts workshop spaces / community meeting spaces (partitionable spaces = 2 x 50 m², 4 x 25 m²)
- 20 m² retail space for locally produced creative products;

²⁷ <https://www.banquetttablespro.com/space-and-capacity-calculator>

- 110 m² Sound recording studios for music or podcast production (2 spaces at 9m x 6m)
- 50 m² digital video lab facility including postproduction/VFX studio

Visitors Centre

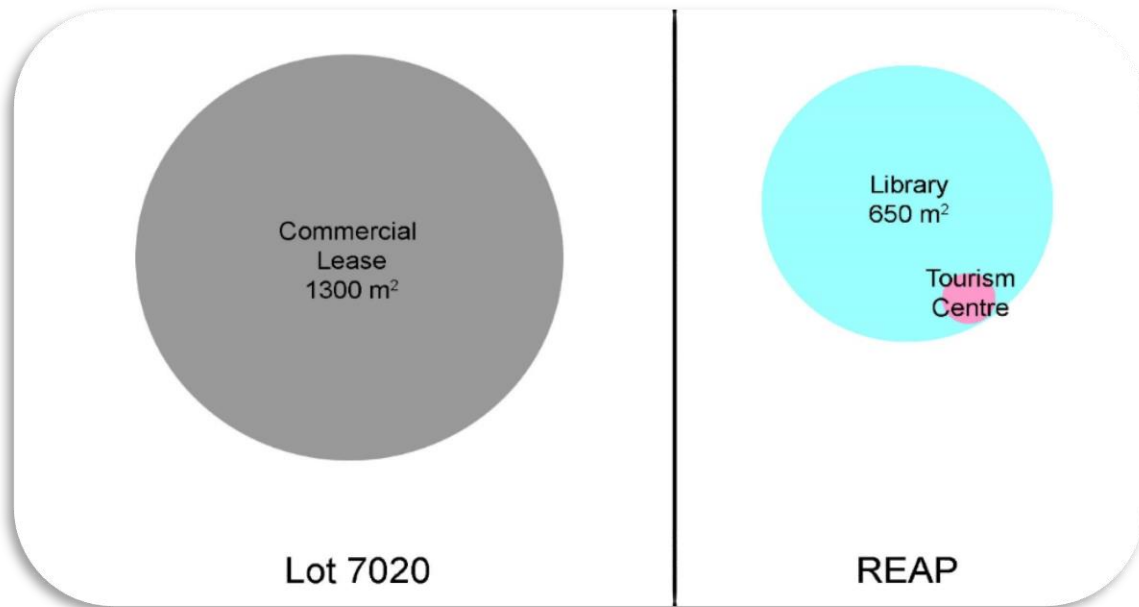
- No change

The REAP Reimagined option envisages the REAP as a vibrant centre for arts and culture in the City of Karratha. It provides infrastructure to support the growth and nurturing of an arts ecology across different community groups and different art forms. Through this support, the REAP Reimagined offers the potential to deliver on expectations expressed by stakeholders during the planning and development of the REAP that it would become a 'one stop shop' for all arts and cultural activity notifications. Further, it addresses aspirations for the REAP to become "a place for everyone, not just those who are into arts and culture, or more specifically, high arts and culture." It supports buy in and involvement from the creative community to ameliorate risks that the REAP would become an empty shell if the library were not co-located within the precinct.

STRENGTHS	WEAKNESSES
As per EOI Lot 7020 creates a sustainable service and therefore has the capability to offer a level of return on investment for the Principal	A key feature of the current library in REAP is a meeting area for parents waiting for their children to finish dance classes and other activities. This may well be jeopardised if similar facilities are not provided in the reconfigured REAP building.
Has potential to stimulate community buy in and support for the REAP through expanded arts programs and usage	Residents love the current library space at the REAP
On the surface appears to be support from State Government agencies for this option – this still needs to be tested further	No large function space provided
Multi use space provides operational efficiencies	Library only slightly increased in size
Better compliments other uses of the REAP	Inconsistent with Destination Tourism Plan for the VIC to move to a CBD location
Provides opportunity for services to residents of 7020	REAP may require retrofitting including structural costs related to floor reinforcements and lighting solutions hung from the high ceilings in the current library space.

9.2.4 Option 4 – The Lot 7020 Commercial Hub

Option four envisages the full 1300 m² of Lot 7020 as commercially leased space, the REAP providing increased services to visitors, and the visitor's centre becoming available for other purposes.



Lot 7020

- 1300 m² leased for commercial purposes which could potentially include a commercial gallery and/or retail space for local products. Either of these might be commercially driven, subsidised by the City, or operate on a commission model.

REAP

- Minor redesign of library to integrate visitor's centre kiosk, local history and tourism displays

Visitor's Centre

- Refitted or leased for other purposes.

The Lot 7020 Commercial Hub Option is designed for maximum return for investors. It provides the opportunity to provide commercially driven services to residents of Lot 7020 and others in the community, depending upon the mix of tenancy achieved. The Lot 7020 Commercial Hub Option, as presented here, would leave the current visitors centre available for new uses.

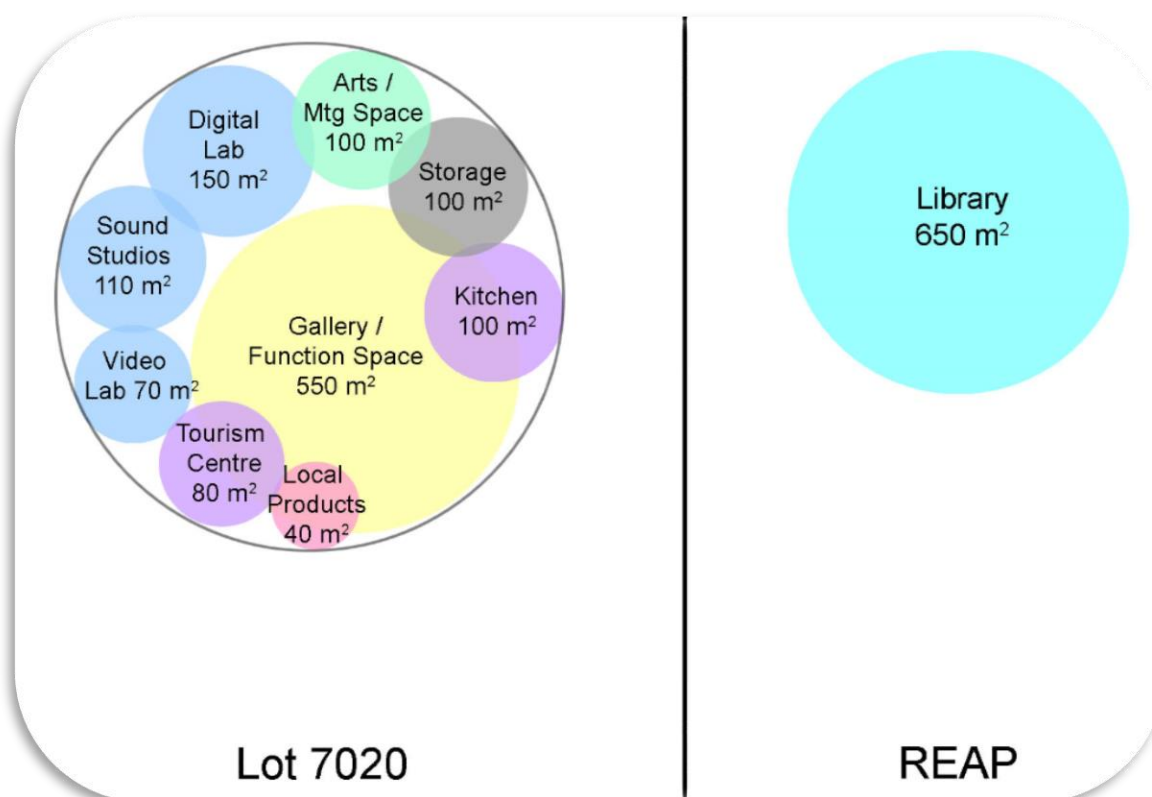
Some stakeholders were cognisant of the fact that high commercial rents in the City, around \$400 m², present a challenge to small enterprises that are still testing their market. In any model where there is a commercial lease component, the City may want to consider seeing some of the commercial space leased out on a basis that is beneficial to these emerging small enterprises.

There were some views that the current enterprise hub is good but is not well located or inviting from the outside. Better placed, more visible, subsidised commercial spaces could help foster the growth of small creative makers who currently lack spaces to produce goods and test the market for their products.

STRENGTHS	WEAKNESSES
As per EOI is in line with current Council Policy DP-09	Does not address identified cultural infrastructure gaps
As per EOI creates a sustainable service and therefore has the capability to offer a level of return on investment for the Principal	No additional function space provided
There is strong community support for leaving the library in REAP	Library is reduced in size
The REAP benefits from being co-located with the library in terms of residents being aware of upcoming REAP events.	Limited control of commercial content
Potential to support small creative enterprises through subsidised leasing	Does not have support from ADEAG
Limited cost outlay	

9.2.5 Option 5 – The Civic Centre

Option five envisages the full 1300 m² of Lot 7020 as civic/community space and the visitor's centre becoming available for other purposes.



Lot 7020

- 550 m² Art gallery/exhibition space which could also be used to accommodate 500 seated guests/1000 standing
- 100 m² commercial kitchen
- 100 m² storage
- 150 m² small scale digital fabrication centre (FabLab or similar) including areas for computer access and printing services;
- 100 m² Community arts workshop spaces / community meeting spaces (partitionable spaces = 2 x 50 m², 4 x 25 m²)
- 40 m² retail space for locally produced creative products;
- 110 m² Sound recording studios for music or podcast production (2 spaces at 9m x 6m)
- 70 m² digital video lab facility including postproduction/VFX studio
- 80 m² tourism kiosk, information and facilities reception

REAP

- No change

Visitors Centre

- Available for other purposes.

The Civic Centre option focusses on providing digital, artists, and community makers spaces in a new facility alongside a large multi-purpose function/exhibition area. Through the use of moveable wall, this space can be configured in multiple ways to meet the needs of the City and its residents.

STRENGTHS	WEAKNESSES
This would provide adequate space for a wide range of Community and Cultural uses identified as a priority by stakeholders	Reduces the opportunity for services that support the residents of 7020
Residents love the current library space at the REAP	Limited commercial return on ground floor properties (function room only)
On the surface, there appears to be support from State Government agencies for this option – this still needs to be tested further	As per the EOI is at odds with current Council Policy DP-09
Provides a function space for up to 500 people seated / 1,000 people standing	Need to provide commercial kitchen fit-out for function area as well as storage for moveable walls and art display supports.
Visitor Centre in CBD and has dual use	Cost
	Does not have support from ADEAG

While strengths and weaknesses for each option have been identified, it is understood that Council will apply its own level of subjectivity in its analysis, weighing some variables as more significant. Detailed costings of the options may also affect decision-making; however this was outside the scope of this investigation.

10. LIST OF APPENDICES & ATTACHMENTS

Appendix A – Stakeholder Engagement and Consultation Report

Appendix B - Community input questionnaire

Appendix C – Survey Monkey Results 31 January 2021

Appendix D – Interview prompt questions for key stakeholders

Appendix E - References

10.1 Appendix A: Stakeholder Engagement and Consultation Report

10.1.1 Introduction

This appendix provides the detailed methodology and analysis NAJA Business Consulting Services used to engage with stakeholders in relation to the City of Karratha's Lot 7020 civic and cultural infrastructure investigation. The aim of the stakeholder engagement was to work with the community and key stakeholders to understand their expectations and goals and ensure the vision for the development at Lot 7020 broadly reflects community interests. NAJA's methodology sought the input of the community and key stakeholders through surveys, discussions and online engagement to assist the City to make decisions based on community-based needs and desires.

The information gained from community engagement will be fed into the Lot 7020 development opportunity models presented by NAJA in the full investigation report. Feedback will be used for generating and evaluating models for use of the space available at Lot 7020, as well as considering how this integrates with existing cultural and civic infrastructure within the City.

10.1.2 City of Karratha community engagement policy

The City of Karratha has a community engagement policy (Policy CS-24) that is designed to provide a framework to determine the appropriate level of community engagement required for effective Council decision making; provide Council with high quality information from the community to support evidence based decision making; and ensure that where community engagement is undertaken, it is genuine, meaningful and follows current best practice.

The overarching principle of Policy CS-24 is the acknowledgement that some level of community engagement, whether it be the simple provision of information right through to participatory decision making is required for decisions made by the City of Karratha. The policy, therefore, seeks to assist officers in selecting the appropriate depth and breadth of engagement required for each Council endeavour.

Upon the start of the project, the City's project liaison, Vanessa Pavilla, provided the policy to NAJA Business Consulting Services as a framework for community engagement. NAJA associates noted that the Request for Quote stated at section 2.4.2:

It is expected the Consultant will individually engage with, at a minimum, the below list of key stakeholders:

1. City of Karratha Arts Development and Events Advisory Group (ADEAG)
2. Department of Local Government, Sport and Cultural Industries
3. Rio Tinto
4. Ngarluma Aboriginal Corporation (NAC)
5. Pilbara Development Commission (PDC)

The wider and general public should be consulted in relation to testing cultural/civic development opportunities.

Based on this prescribed list of key stakeholders and the community input questionnaire approved by Ms Pavilla, NAJA confirmed that these consultation methods met the depth and breadth engagement requirements outlined in Policy CS-24. Further, NAJA has endeavoured to remain impartial, open and transparent with regard to the design of stakeholder engagement tools, their application and resulting analysis.

NAJA's Community and key stakeholder engagement was conducted through a general public survey administered by the City of Karratha, semi-structured interviews with key stakeholders and an online mini workshop designed to capitalise on specific group interactions.

10.1.3 Public survey

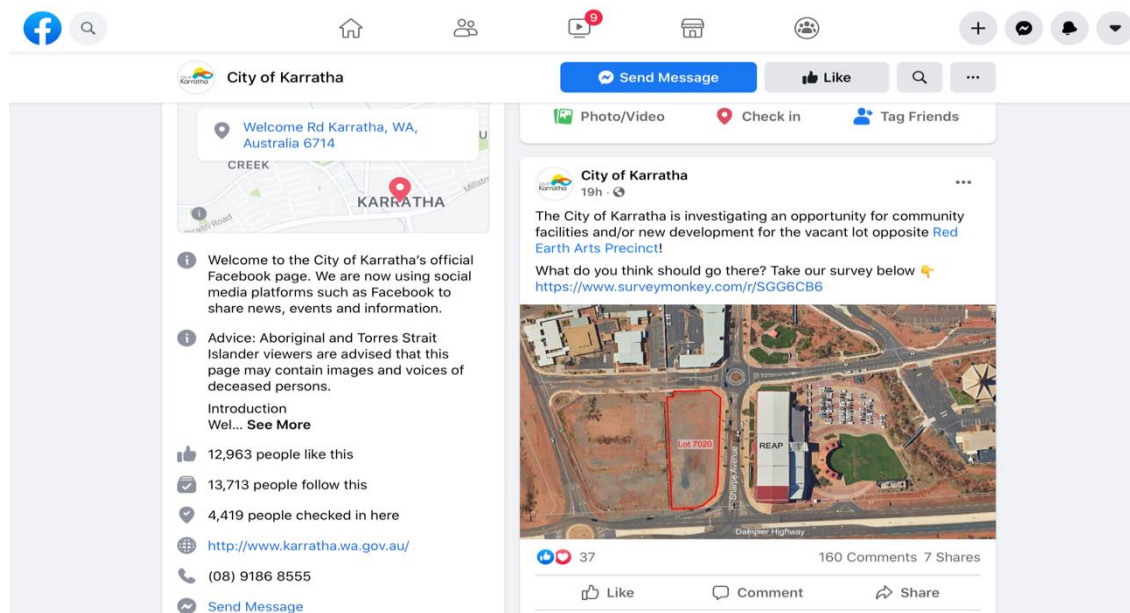
To assist understanding of public views on existing and proposed cultural and civic infrastructure, NAJA prepared a short survey, which was modified and approved by the City's staff (Appendix B), that provided a list of questions designed to solicit community views on the Lot 7020 development. The survey sought community input into what facilities/services would be needed and best located at this site.

In seeking to understand community views on gaps in community and civic infrastructure, the survey asked for input on a range of options. These were:

- Museum,
- Local History and Cultural Centre,
- Aboriginal Interpretive Centre,
- Art Gallery,
- Mining and Petroleum Interpretive Centre,
- Gaming and Technology Space,
- Creative Making Spaces,
- Business Hub,
- Internet Café,
- Exhibition Space,
- Film Laboratory and Recording Studio, and
- Seniors Activity Centre

Space was also provided to write in any other cultural or civic facilities that should be located at Lot 7020 and/or any other comments regarding this site.

The City's preferred method of survey distribution was via the City of Karratha's Facebook page. The survey was released via this platform on 13 January 2021 and was publicly available until 31 January 2021.



Screenshot of survey link via City of Karratha Facebook page

10.1.3.1 Data summary and analysis

The full statistical breakdown of responses is available at Appendix C. However, the key summaries and analyses are provided here.

Demographic summary of data:

- a total of 455 responses were received
- 89% of respondents live in the City of Karratha
- 45% of respondents have lived in the area for more than 10 years
- 73% of respondents identified as female
- 54% of respondents were in the 30-45 years old age group while approximately 20% were in the 18-29 years age group and another 20% in the 46-59 years age range

The use of Facebook as a tool for publicising the survey is worth some consideration in terms of access and reach. The response rate to the survey was higher than expected, with 455 responses received overall. Facebook is the most widely used social media platform in Australia with around 64% of the total Australian population identified as active users.

January 2021 statistics²⁸ indicate that 1 in 2 Australians use the platform on a daily basis, making Facebook still an effective tool for reaching a large number of Australians via social media. Due to the rise in popularity of platforms such as Instagram, YouTube, Tok-tok and Snapchat, there is a popular belief that Facebook is not a relevant social media platform for reaching people who are middle-aged or younger.

²⁸ <https://www.socialmedianews.com.au/social-media-statistics-australia-january-2021/>

The use of Facebook in Australia is dominated by 25 to 34-year-old millennials, with around 3.7 million Australians in this age bracket using the social networking site in 2019.²⁹ According to recent statistics³⁰ 35% of Australian Facebook users are aged 25-39 (6.1 million) while 24% of users (4.1 million) are aged 40-55. The third largest age group is 18-25s, making up 20% of users (3.5 million). In the largest age bracket, 25-39 years old, female users outnumber male users by less than 10%. However, as age increases, the percentage of female users also increases. While the age brackets provided in the survey were not exactly aligned with the statistics presented here, the percentages of respondents in each age bracket were similarly reported with 54% of respondents were in the 30-45 years old age group while approximately 20% were in the 18-29 years age group and another 20% in the 46-59 years age range.

At Question 6, the survey gave a number of examples of existing cultural and civic facilities within close proximity to Sharpe Avenue. At the City's request, the survey specifically focused on the location and suitability of current cultural and civic infrastructure that is managed by the City and did not seek comment on privately managed services and facilities. The facilities listed were:

- Karratha Tourism and Visitor Centre: De Witt Road
- Karratha Leisureplex: Aquatic Centre
- Karratha Leisureplex: Sports ground and ovals
- Karratha Leisureplex: Creche
- Karratha Leisureplex: Meeting and function rooms
- The Youth Shed: Hillview Road
- Indoor Play Centre: Tambrey Shopping Centre
- Red Earth Arts Precinct: Outdoor Amphitheatre
- Red Earth Arts Precinct: Indoor theatre
- Red Earth Arts Precinct: Library
- Red Earth Arts Precinct: The Shelf (rooftop terrace)
- Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc

The survey then sought the respondent's views on the importance of each to the City, by asking the respondent to select from the following five options:

- Very important
- Important
- Somewhat important
- Unimportant
- Unsure

Facilities of the Karratha Leisureplex, especially the aquatic centre and sports ground and ovals, were considered "important" or "very important" by more than 90% of respondents.

²⁹ <https://www.statista.com/statistics/680581/australia-facebook-users-by-age/>

³⁰ <https://www.socialmedianews.com.au/social-media-statistics-australia-january-2021/>

Question 7 sought respondent data concerning their frequency of use of each of the listed facilities. Despite the strong family demographics of the City of Karratha, the most statistically significant results from this question concerned the frequency of use of facilities for children and youth. The Karratha Leisureplex creche which was never used by 73% of respondents, and the indoor play centre which was never used by 59% of respondents. Similarly, the youth shed was never used by 66% of respondents. These statistics may be seen as indicating a lack of use of some child and youth facilities. However, these statistics do not necessarily mean that these facilities are not valued as there is no indication as to why the respondents do not use these facilities.

Question 8 asked respondents to consider the current location and functionality of the listed facilities and whether respondents thought these would be better located at Lot 7020 Sharpe Avenue. In each case there was strong preference (58-89%) for these facilities to remain where they are. Only in the case of the visitors centre did respondents feel there could be some possibility for an improved location. Around 22% of respondents felt the visitors centre would be better located at Lot 7020, while 13% thought it would be better located somewhere else.

Question 9 asked respondents to consider other cultural and civic facilities that could be located in the Sharpe Avenue Precinct. The question provided the following list of options:

- Museum
- Local History and Cultural Centre
- Aboriginal Interpretive Centre
- Art Gallery
- Mining and Petroleum Interpretive Centre
- Gaming and Technology Space
- Creative Making Spaces
- Business Hub
- Internet Cafe
- Exhibition Space
- Film Laboratory and Recording Studio
- Seniors Activity Centre

The survey then sought the respondent's views on the importance of each to the City, by asking the respondent to select from the following five options:

- Very important
- Important
- Somewhat important
- Unimportant
- Unsure

The record of responses to this question are as shown below:

	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	UNIMPORTANT	UNSURE	TOTAL
Museum	14.48% 64	25.11% 111	33.03% 146	23.53% 104	3.85% 17	442
Local History and Cultural Centre	21.41% 97	31.35% 142	27.59% 125	17.22% 78	2.43% 11	453
Aboriginal Interpretive Centre	17.88% 81	24.06% 109	32.45% 147	20.53% 93	5.08% 23	453
Art Gallery	13.59% 61	21.83% 98	33.63% 151	27.84% 125	3.12% 14	449
Mining and Petroleum Interpretive Centre	4.19% 19	15.86% 72	30.40% 138	44.49% 202	5.07% 23	454
Gaming and Technology Space	16.96% 77	27.09% 123	27.75% 126	24.89% 113	3.30% 15	454
Creative Making Spaces	15.89% 72	32.01% 145	29.36% 133	18.76% 85	3.97% 18	453
Business Hub	3.52% 16	14.76% 67	29.52% 134	47.80% 217	4.41% 20	454
Internet Cafe	3.97% 18	17.66% 80	24.72% 112	51.21% 232	2.43% 11	453
Exhibition Space	9.56% 43	22.22% 100	28.67% 129	36.22% 163	3.33% 15	450
Film Laboratory and Recording Studio	5.74% 26	15.45% 70	29.36% 133	43.27% 196	6.18% 28	453
Seniors Activity Centre	12.80% 58	26.93% 122	35.32% 160	21.63% 98	3.31% 15	453

In aggregating the responses labelled “very important” and “important”, the identified infrastructure areas can be ranked in the following order of priority:

1. Local history and cultural centre – 239 (53%)
2. Creative Making Spaces – 217 (48%)
3. Gaming and Technology Spaces – 200 (44%)
4. Aboriginal Interpretive Centre – 198 (42%)
5. Seniors Activity Centre – 180 (40%)
6. Museum – 175 (40%)
7. Art Gallery – 159 (35%)
8. Exhibition Space – 143 (32%)
9. Internet Café – 98 (22%)
10. Film Laboratory and Recording Studio – 96 (21%)
11. Mining and Petroleum Interpretative Centre – 91 (20%)
12. Business Hub – 83 (18%)

These responses are subject to the respondent's interpretation of what is meant by each infrastructure type. For example, museum, art gallery and exhibition space could be interpreted in various ways to highlight their similarities or differences. The same could be said for the terms museum, local history and cultural centre, and Aboriginal interpretive centre.

The final survey question provided a space for open-text responses to ask what other cultural or civic facilities respondents thought should be located at Lot 7020. 239 of the 455 respondents provided open-text responses. These were analysed and the following themes emerged:

- Arts
- Multi-purpose/town hall
- Family and teen needs
- Older or special needs
- Education/museum
- Café/food
- Bunnings

The open-text responses were then grouped according to these themes, with some respondents mentioning more than one category in their responses. The following lists the number of responses which were grouped under each theme, as well as the percentage of open-text and overall responses that these represent.

Theme	Number	Open-text (239 total)	Overall (455 total)
Arts	18	8%	4%
Multi-purpose/town hall	11	5%	2%
Family and teen needs	132	55%	29%
Older or special needs	10	4%	2%
Education/museum	26	11%	6%
Café/food	12	5%	3%
Bunnings	14	6%	3%

These open-ended responses reveal some of the strengths and limitations of public survey responses. One clear message from these responses was the need for youth facilities. 55% of open-ended responses cited the need for activities for teens and young adults, and specifically activities that families with older children can enjoy together.

Some of the statements by respondents were as follows:

"I think Karratha needs something for all residents to enjoy like ten pin bowling. The residents of Karratha would all love it and I know it would get used daily. You have to think about everyone! This is coming from a teenage girl who's friend group finds it hard to find things to do."

“Please make it fun for pre-teens and their parents to hang out together long into the evenings.”

“Bowling ally [sic] or roller skating or ice skating centre. Something adults and kids can do together regardless of age.”

“Use this space to entertain teenagers, we never had anywhere to go to hang out or be entertained growing up. I believe installing a bowling alley, bounce, time zone, roller skate rink, etc, would be of interest to more than just the youth of our community.”

“Something fun for families or children to do! Ten pin bowling for example. We’ve only lived here 6 months, but there is such a limited amount of things to do as a family during the summer months; it’s such a boring place for kids to live!”

“Indoor community or children activities- bowling, skating rink, climbing centre, mini golf. These types of indoor activities are so important to keep families happy and active in the community during the heat. Keep locals happy and want to keep living here.”

Representatives of the City have acknowledged an awareness of these needs. Some will be addressed through future developments, while other suggestions are commercial developments that may not be appropriate for local government investment.

One of the limitations of public survey responses is that the respondent may simply answer based on simple, personal opinion, without regard for multiple complex factors. For example, 6% of open-ended responses stated that the respondent wanted the City to provide a retail brand, Bunnings Warehouse, at Lot 7020. Bunnings is a commercial retail outlet. Such services are generally established by private companies/investors who analyse demands, costs and projected profits for making such an investment. While the public desire for a Bunnings Warehouse might present a reasonable investment, it is not the type of service generally provided by local government, such as the City of Karratha. Such responses do not take into consideration the aims of the planning around Lot 7020 nor the intended residential use of spaces above the ground floor.

Overall, the public survey gives some insight into public opinion around the use of ground floor space at Lot 7020. However, better informed, more nuanced information was received through interviews with key stakeholders.

10.1.4 Key stakeholder interviews

The City of Karratha (CoK) initially provided a list of 12 stakeholders to be interviewed. These were:

- Danielle Heaton - City of Karratha Arts Development and Events Advisory Group (ADEAG)
- Carolyn Biar – ADEAG, Pilbara Development Commission (PDC)
- Kym Shepherdson - ADEAG
- Leigh Thompson - ADEAG
- Samara Clark - ADEAG
- Tamara BinAmat - ADEAG
- Sharon Vertigan - ADEAG

- Megan Wood-Hill - ADEAG
- Rose Connors Dance - ADEAG, City of Karratha Programming officer
- Vanessa Subramoney - ADEAG, Library Services Coordinator, Acting Arts & Culture Coordinator
- Katherine Bach - Rio Tinto
- Terry Hill – Pilbara Development Commission
- Simone Fountain – Department of Local Government, Sport and Cultural Industries, Pilbara Office
- Emil Moul – Ngarluma Aboriginal Corporation (NAC)

The City later also added Kate Gauntlett from Woodside to this list.

An additional 5 stakeholders were also considered for interviews. They were:

- Duncan Ord – Department of Local Government, Sports & Culture
- Jessica Machin – WA Museum
- Derryn Belford – Tourism WA
- Chad Creighton – Aboriginal Art Centre Hub of Western Australia
- Lynda Dorrington – FORM

These stakeholders were selected based on NAJA Associates' knowledge of the cultural and tourism sector, and their selection as stakeholders was approved the City's project staff. In mid-January, NAJA began contacting these listed stakeholders to arrange interviews by phone or zoom. Some interviews with key stakeholders commenced as early as 19 January. The interviews were semi-structured with question prompts arising from both the online survey and a list of questions especially directed to key stakeholders. These questions can be found at Appendix D.

On 20 January the City asked NAJA if they could travel to Karratha to conduct some interviews in person as well as to attend a meeting with the ADEAG on 4 February. Given the significant number of identified stakeholders who are members of the ADEAG, NAJA contacted the Chairperson, Beverly Growden, to see if it would be possible to conduct a mini-workshop at that meeting. However, due to COVID-19 lockdown of the Perth and Peel regions, travel plans were curtailed and the scheduled meetings were conducted via Zoom and Microsoft Teams.

Red Earth Arts Precinct – Toyah McCarthy, Tony Weir, Nancy Milligan

The Red Earth Arts Precinct (REAP) is the region's premier facility providing a home for the arts, culture, functions, events and conferencing. The \$52m facility opened its doors in April 2018 after 20 months of construction, winning the prestigious award of 2018 Master Builders Bankwest Excellence in Construction, WA's Best Regional Project. The precinct features:

- A multi-purpose auditorium featuring motorised retractable seating for up to 478 guests
- A rooftop terrace serviced by a catering kitchen
- Two foyer spaces, one at ground level and the other adjoining the rooftop terrace

- An expansive grassed amphitheatre, suitable for large-scale events of up to 2000 guests
- Two multi-purpose studio spaces, which combined allow for up to 100 guests
- Additional spaces including a kiosk, green room and multiple dressing rooms
- State of the art public library

Public art centres such as the REAP, can be intimidating, however, the inclusion of the library within the with the REAP lends foot traffic, helping people to then access information and services from the box office.

There is no “art gallery” space in the REAP *per se*. Foyer spaces have been used to display artworks for sale from local exhibitions such as the Cossack Art Award and for school exhibitions, but there is as yet no program for these displays. The City has, however, recently posted a Request For Quote for production of recurrent visual art displays in the foyers.

Despite the REAP having opened its doors less than three years ago, demand from the community for performance and rehearsal spaces outstrips supply, especially during after school and evening hours. Further, one of the challenges the City faces is balancing the community’s facilities hire needs with planned cultural programming. For example, if the rehearsal spaces are booked for community groups but the City contracts WASO to come to town for a performance, the City must find alternate spaces for community groups to use while WASO accesses rehearsal spaces for their needs.

Another challenge is finding a balance between the provision of multi-purpose spaces and spaces that deliver technical specifications for particular art forms. For example, the outdoor amphitheatre has failed to attract some desired artists due to the additional costs and logistics of staging, lighting and sound technologies. As a result, the City has plans to invest in this infrastructure to attract more artists to this venue.

Karratha Library – Vanessa Subramoney, Nancy Milligan

The Karratha Library is currently located in an area of the Red Earth Arts Precinct (REAP) in a space that was created during the design of the facility. The library was designed for the physical collection of around 15,500 works. About one-third of these works are borrowed on a monthly basis.

The largest user group for library resources is 0-12 years old with particular emphasis on early years. The busiest time is from 9:30 – 11:00 with the second busiest time during after school hours.

The library holds a collection of paper-based items that are part of the local history of the area in a 25m² room. These are regularly rotated through curated displays in an exhibition display cabinet in the library. However, the staff are working on plans for more displays of these items.

The library also serves the role of an internet café with public computers, wi-fi, and printing services with coffee and tea available. Last year the library had 20,000 logons from the public computers.

The library hosts around 5000-6000 visitors per month. This is an increase of around 1500-2000 people per month from visitor figures prior to locating in the REAP. The location is ideal not so much due to the location *per se*, but the co-location with other activities and facilities within the REAP. Many of the visitors use the library as a place to wait before or during other activities at the REAP and this makes its current location ideal.

Karratha Tourism and Visitor Centre – Stephanie Smith

The Karratha Tourism and Visitor Centre is located on De Witt Road, approximately halfway between the North West Coastal Highway and the Dampier Highway. This location is along the original entrance to the town, predating access roads from the south.

The facility is conveniently located for visitors driving into Karratha from the north, as these visitors would logically pass the facility as they head west on De Witt Road from the North West Coastal Highway, toward Karratha. However, visitors driving from the south or arriving via air might be confused by the fact that they must drive past the Sharpe Avenue entrance to the Karratha town centre, and then head away from town toward the Karratha Industrial Estate to locate the visitor centre.

According to Stephanie, the Karratha Tourism and Visitor Centre building is perhaps 70's era construction, with a newer internal fit out. Stephanie said the current tourism industry in and around Karratha is small with primary areas of interest being 4 wheel drive tours, diving and boating activities, Aboriginal cultural tours, and helicopter rides. Stephanie added that, in addition to booking these kinds of tours, the visitor centre also provides information on free attractions around the area including information on how to get to Millstream Chichester National Park, road conditions, and obtaining permits to travel on the Rio Tinto managed portion of the road.

The primary demographic of visitors to the centre are typically referred to as "grey nomads." They are characterised as people who are on extended holiday, often driving a recreational vehicle or towing a caravan. These visitors prefer the face-to-face contact of a traditional visitors centre and require parking space for their larger vehicles. However, after visiting the visitor centre, they must move their vehicles again to go to town for provisions or a meal if desired.

City of Karratha Arts Development and Events Advisory Group (ADEAG) Workshop 1

NAJA attended the last hour of a meeting of the ADEAG on the evening of 4 Feb via an online meeting platform. The limitations of this engagement prevented NAJA from conducting a mini-workshop, as was proposed, but the meeting did provide an opportunity to hear the views of the group's members in attendance.

One of the themes from this discussion centred on the needs of the community to have spaces to nurture and grow arts and artistic practices. There was an expectation among some ADEAG members that the REAP would provide this, but the reality is that spaces are not available or are not suitable for the types of activities the community wants to pursue. Some of these activities mentioned included quilting, photography, pottery, recording studios, local theatre.

One person said that art production needed to “make mess” and the facilities of the REAP do not lend themselves to this kind of activity.

Another significant theme centred on the needs of young people, and the limitations of the online survey for attracting their responses. Some people felt that the City needs to address liveability and resident retention by supporting young people (under 18s and 18 – 25s) to drive planning processes such as this. However, this also raised discussion about whether the Lot 7020 site and the REAP are the best places for youth activation or whether this is best addressed elsewhere in the City.

City of Karratha Arts Development and Events Advisory Group (ADEAG) Meeting

The following minutes of the ADEAG meeting held on the 1st April 2021 were supplied by the City of Karratha:

5.2 Lot 7020 Cultural/Civic Infrastructure Investigation

In preparation for this meeting, Naja Consulting had provided a presentation outlining options for Lot 7020 for the Group to consider and that information provided would form the basis of the recommendation to be made to Council. Five options have been proposed by Naja Consulting. The Group was reminded about the objectives for the project and methodology undertaken and that any recommendations should be high-level as master planning would follow.

The Group asked about the timeline for the project and were reminded that the aim is for Council to make a decision about Lot 7020 so that it doesn't lose the option to develop it that has been provided by the WA Government. The cost of maintaining the site in addition to developing it as a community space needs to be planned for. There is the potential for 100 residential facilities at the top of the building, with some also available as accommodation for rent, potentially on the basis of long-term leases. 12 have already been committed to for 10 years for 'Grow' through WA Government. The group was reminded to consider the area as a precinct, looking at how it may all work together. It was noted that the City of Karratha has limited facilities available for functions of 300+ people.

The Group were introduced to each of the options provided by Naja Consulting in their presentation (refer to Attachment A) and as follows:

- Option 1: The Knowledge Hub
- Option 2: The Arts Expansion
- Option 3: The REAP Re-imagined
- Option 4: The Knowledge Hub
- Option 5: The Civic Centre

The Group considered each of the options and a number of questions were raised and discussed including:

- Why would City of Karratha need an expanded library space
- Whether the new facility provide storage not currently provided at REAP?

- The need for a lock and leave space for community use, where front-of-house people is not required
- The need for people and organisations to have a home/ a space to be in and that can belong to
- The Millars Well development for Karratha Artists Supporting Artists group, who currently occupy a building at Richardson St.
- Re-imagining the functionality of the Red Earth Arts Precinct
- The balance of community and commercial needs
- Planned parking arrangements
- The potential positioning of digital hub facilities within the future Millars Well redevelopment
- What future Karratha would love Lot 7020 Recommendations

The Group agreed that Option 4 should not be considered as it does not adequately take into account the needs of the community. Option 5 should also not be considered as there is some need for commercial gain from this project.

The group agreed the need to draw the majority of activity towards the Red Earth Arts Precinct and that Option 1 best satisfies the community's needs by allowing for a new Library with additional resources/technology, with Tourism integrated into the plans along with Commercial space for lease for Lot 7020. In addition to this, a Civic Centre/Function/Exhibition space with wow factor can be provided at the Red Earth Arts Precinct. The group emphasized the need to ensure that Lot 7020 was not branded by having a commercial space at its entry and that any signage for this site needs to complement that at REAP.

Rio Tinto – Kate Bach

Kate was listed by the City as a representative of key stakeholder Rio Tinto. However, Rio Tinto is currently engaged in negotiations with the City regarding their interests in the facilities planned at Lot 7020. Kate did not feel it was appropriate for her to represent Rio Tinto in relation to this research.

Woodside – Kate Gauntlett

Kate was listed by the City as a representative of key stakeholder Woodside. However, Kate did not feel it was appropriate for her to represent Woodside in relation to this research. It was suggested that the online survey could be re-opened to be publicised among Woodside employees in Karratha. However, this idea was rejected by the City based on the possibility that this would skew responses toward a specific demographic.

Pilbara Development Commission – Terry Hill

Terry emphasised the importance of the site as both an entry statement and its relationship to the REAP. Community expectations are important but if the building is to have residential units on the upper floors, the ground floor must have an appropriate mix of public/commercial/retail spaces.

The development needs to generate jobs.

Terry did not have strong opinions about the current location of the library but said that if it was to be relocated, it would be best to replicate what people love about it – the space, lots of light.

Terry referred to the large Aboriginal population in Roebourne and the fact that they use the space at the REAP every year for a large art selling event.

A men's shed would be desirable but not necessarily at this location.

Department of Local Government, Sport and Cultural Industries (DLGSC) - Simone Fountain, Jodie Swaffer

The DLGSC plays a funding role in relation to arts and cultural activities in the City of Karratha. Working from the Pilbara office for this state government department, Simone and Jodie characterised their roles as being a conduit between the local community and the DLGSC office in Perth.

Simone stated that festival funding has been grasped and strengthened through the establishment of the REAP, and additional opportunities will come if more spaces are activated.

They acknowledged that the grandeur of the REAP brings inspiration but there are limited local spaces for community arts development within the REAP and elsewhere in the City. While new spaces for arts development are needed, there is no particular reason why these would have to be at the REAP to be effective.

Simone stated that she would like to see an inclusive mindset around the development of cultural infrastructure. The resource industries bring people from CALD communities to the region and they are an important part of the broader community. However, they, like other community groups, lack suitable spaces to come together. Without meeting spaces, they face challenges to become incorporated: a step that would potentially assist them to seek funding for their cultural activities.

FORM – Lynda Dorrington

Lot 7020 presents an ideal location for a visual arts space as well as a public art installation to really achieve the “entry statement” effect the City has articulated. Given that the proposed building will have apartments, outdoor social areas, with shaded space for live music, food concessions and local products would enhance the appeal of the apartments for residents of the building, other residents of the City and visitors. All of this could contribute to an ecosystem of vibrant cultural support that defines the City of Karratha as a “city”.

Art and culture are significant contributors to attraction and retention in the resource industry. Some people view art exhibition as spaces for tourists but FORM's experience with the Courthouse Gallery in Port Hedland indicates that local residents want locally produced art to decorate their homes and to keep as a reminder when (if) they leave the Pilbara.

As a result of art development activities, the artists at Roebourne are increasing production and would easily be able to engage in a program of exhibitions in a Karratha-based exhibition space. This could be enhanced by a gallery-based program of arts development activities for

Karratha-based artists (Indigenous and non-Indigenous) who could also develop work for exhibitions.

An art exhibition space would only require 200-300m² plus admin and storage, leaving plenty of room to develop the rest of the space.

The 1300m² of space could accommodate a “knowledge hub” that includes information about the locale, an art exhibition space which features local knowledge and visions, technology spaces that could include the resources available in modern libraries, and even technical production studios to support photography, film, animation, etc.

All of these ideas require the initial allocation of scope and funding for establishment but they also require ongoing support for entrepreneurial programming to keep the spaces active and vibrant.

Aboriginal Art Centre Hub of Western Australia – Chad Creighton

AACHWA’s role is one of advocacy and advice in the Australian Aboriginal visual arts sector. Of the 4 Aboriginal art centres in Roebourne, 3 are AACHWA members. AACHWA has not consulted the Aboriginal art groups in Roebourne concerning this project so does not speak on their behalf.

Given the significant art and cultural production that comes from Roebourne and the lack of any such organised group in Karratha, it would be prudent for consultation to occur with these groups.

While it is great that the City has a theatre, the Pilbara region is well-known for Aboriginal artists’ works on canvas. There is currently no place in Karratha with proper conditions for exhibiting and selling these works.

Any proposed gallery /exhibition space should be designed and built based on expert advice on the appropriate conditions for exhibiting works from the State gallery collection as well as space for bump in/out, storage, and admin. GalleriesWest have a reference document for such design considerations.

Unlike a public library, which people will visit when they want to use its services, a gallery space needs foot traffic in order to attract people. Therefore, any proposed gallery space should be located near other businesses. While the inclusion of a gallery space in the REAP would help this building to form more of an “arts precinct” it would not be the best location for a gallery as it would primarily only attract visitors to special events being held there.

Department of Local Government, Sports & Culture – Duncan Ord

Duncan was well aware of the City’s desire to create an Iconic Cultural facility in Sharpe Avenue and recalled meeting with the City’s Mayor and CEO at a recent Cossack Arts Award function about the City’s vision for such a facility. He is very supportive of this initiative and would offer Departmental resources to assist in the detailed design of the facility and felt that the REAP building was an ideal location for Art Gallery and Museum exhibitions, including “Art on the Move”.

He noted the need for higher roof space as being more important for Gallery spaces than for Libraries. Obviously, proper air conditioning was an essential element if the Art Gallery and Museum were going to display their collections in the City. Bunbury, Geraldton, Albany and Kalgoorlie are localities where these features have been met.

WA Museum – Jessica Machin

Jessica was well aware of the City's desire to create an Iconic Cultural facility in Sharpe Avenue and was enthusiastic about working with City to explore models for both a Local Museum facility and a mechanism to display the new Museum in Perth's collections.

Jessica is meeting with NAJA (hopefully with Alec Cole, CEO of Western Australian Museum) Wednesday 25th of March to further understand the City's vision and how she could support this initiative. She is very supportive of this initiative and also felt that the REAP building was an ideal location for Museum exhibitions.

Jessica noted the proper air conditioning was an essential element if the Museum was going to display their collections in the City. Bunbury, Geraldton, Albany and Kalgoorlie are localities where these features have been met. Jessica also offered the services of her Collections and Building experts to assist the City with its design and ongoing management models.

Ngarluma Aboriginal Corporation – Emil Moul

Emil was aware of the proposed development at Lot 7020 as he had been in discussion with some City staff regarding the project. The discussion with the consultants focussed primarily on the view that any new museum/tourism information should be designed to entice visitors to go to the new cultural centres in Roebourne and Murujuga rather than compete with or detract from these experiences.

Emil noted that Ngarluma is keen to be involved in any public art or internal art opportunities similar to those that he is putting in place with Rio Tinto. He emphasised the importance of Ngarluma people's work in any form of entry statement or acknowledgement of country.

City of Karratha Councillor – Evette Smeathers

Evette said she understands the appeal of a mix of commercial and cultural spaces but favours cultural and civic uses for the ground floor space at 7020. She recognised the complexity of the Council arriving at an informed decision and some subjectivity will be required by Council as representatives of the community.

Evette was of the view that library space activation is more important than floor space. She was also cognisant of the need to ensure and new arts spaces at the REAP must be activated if the library was removed. She stated her desire to see a visitor's centre similar to the one found in Exmouth and thought this would provide a good opportunity to showcase the history/past of Karratha, primarily through interactive, digital technologies. She felt this was a good match with other digital maker's spaces that could portray future learnings

Evette mentioned that co-location of the men's shed with a local arts group is worthy of consideration.

City of Karratha Sustainability Officer – Laurinda Timmins

Laurinda said that she completed the online public survey and was happy to get the chance to speak about her views with the consultants. She was highly in favour of an option that focussed on STEM programs and activities for young people in fun and engaging ways. She felt an interactive digital making space would be a great starting point for partnering with programs from Scitech, CSIRO, universities and schools. She emphasised the opportunities for tapping into geological tourism through changing displays that educate, inform and showcase the uniqueness of Karratha and surrounds within the geological richness of the Pilbara.

City of Karratha Mayor – Peter Long

The consultants discussed the 5 options developed with the Mayor and briefed him at a high level.

Karratha & Districts Chamber of Commerce & Industry (KDCCI) – Tanya Dodd and KDCCI & Grow Local – Kate Foster

Tanya felt that the emphasis on a knowledge hub with digital technology and digital making spaces brings a community focus related to but with a point of difference from the REAP.

Kate felt the current library does not provide a space for quiet study. In a remote city like Karratha where people might be engaging in online university study, a re-developed library could include quiet study areas away from social and early literacy play areas.

They emphasised a desire to see tourism information kiosks like the interactive displays found at Ganalili.

Kate and Tanya's role in developing the Enterprise Hub led them to an interest in seeing some of the commercial space leased out on a basis that is beneficial to emerging small enterprises. They said that the current enterprise hub is good but is not well located or inviting from the outside. They said Karratha is filled with small creative makers who have nowhere to test the market for their products. A Christmas market held with these small businesses was very successful with some makers closing their stalls early due to selling out of product. A similar market is being planned for Mother's Day this year in the foyer of the REAP, and there is more interest among vendors than space available.

Kate also saw the value in a large function space which could cater for weddings as well as events like the Pilbara Summit and the International Mining Conference. Without such a venue, most people plan weddings out of Karratha.

10.1.4 SUMMARY

The development of a new building at Lot 7020 presents the City with a unique opportunity to create a gateway statement, reflecting the past, present and future identity of the City of Karratha. The location, opposite the Red Earth Arts Precinct (REAP), provides some guidance for the architecture and the use of the spaces, as the new building should aesthetically complement, rather than compete with the REAP. Similarly, use of the ground floor space should enhance the experience of visitors to the REAP as well as drawing its own users to this part of the City through further space activation.

The large number of responses to the public survey indicates that the use of ground floor space available in the new Lot 7020 facility is an issue that is important to residents of Karratha. Their strongly articulated desire for spaces and activities for young people should not be overlooked by the City. Many public respondents identified community needs and desires that are beyond the scope of this investigation and outside the City's remit as a local government authority. Many of these responses focused on activities that might be developed in the future by commercial operators. The City could play a significant role in making land available for such commercial activities. However, the City must balance the identification of what's missing from the town with the question of what's best placed at the unique Lot 7020 location.

The City purposefully focused this investigation on City services and cultural infrastructure. As such, many stakeholders grasped this as an opportunity to comment on the needs of local community arts groups. They identified a shortage of spaces available for performing, visual, and community arts development. This shortage relates to both availability of spaces as well as suitability. The current facilities of the REAP are oversubscribed, and they do not lend themselves to parts of the community who feel they need to "make mess" to extend their creative practice. A mix of flexible, multi-purpose spaces and spaces with specialised technical capabilities are needed to address this.

Some stakeholders questioned why Lot 7020 is being seen as an extension of culture and art when the REAP was designed for these purposes. To this end, the question should be how is the REAP not fulfilling its original purposes, and what needs to be done to better activate this space, rather than seeing Lot 7020 as the solution. Some stakeholders flagged the need for ensuring new cultural infrastructure meets the needs and expectations of Aboriginal and CALD community groups, as well as those of the broader community. Direct stakeholder engagement with these groups was beyond the scope of this investigation but should be considered in the City's future cultural planning.

According to stakeholder feedback, the library is an appealing place for community use. The co-location of the library with the REAP drives visitor use in both directions. REAP visitors use the library services before REAP activities and while waiting for others during REAP activities, and library visitors use the box offices services of the REAP to purchase tickets and find out about upcoming arts and cultural events. There is also a view that the library is overcapitalised, with more space allocated than is required for library services. However, it appears that the space and natural light afforded by this design is part of what is very appealing to visitors.

The location of the REAP, at the entrance to Sharpe Avenue leading toward the primary business area of the City, has contributed to people visiting the REAP to find information about the local area. There is a growing argument that visitor centres are not necessary in the information age, where tours and attractions can be found online.³¹ It is unknown whether these visitors lacked the time or access to do internet research, internet sources of information were unavailable, or they simply prefer a face-to-face conversation with a knowledgeable local person. Nevertheless, this stakeholder input indicates that there is still a demand for this kind of information and an expectation that the building(s) at the entrance to Sharpe Avenue might be where this is found. Should the City consider relocating or updating the current visitor centre, further investigation into the purpose of contemporary and future visitor centres should be undertaken.

Stakeholder input indicated that an interpretive centre based around the resource industry should not be funded by government. Further, no interpretive centre should be created in Karratha that distracts from place activation in other areas, especially the Aboriginal art centres and Ganalili cultural centre in Roebourne or the Murujuga Living Knowledge Centre planned for Conzinc Bay on the western side of the Burrup Peninsula.

³¹ <https://destinationthink.com/blog/visitor-centre-4-criteria-can-help/>

10.2 Appendix B: Community input questionnaire



Lot 7020 –Community Spaces

Community Survey

The City of Karratha is investigating the development of a multistorey residential building at Lot 7020, opposite the Red Earth Arts Precinct (REAP) on the corner of the intersection of Sharpe Avenue and Dampier Highway.

There is an opportunity for cultural and/or civic facilities to be part of this development within the 1300m² of ground floor space. Through this survey we are seeking your input into what facilities/services would be needed and best located at this site.

1. Where do you live?

- ☐ Karratha
- ☐ Dampier
- ☐ Wickham
- ☐ Cossack
- ☐ Point Samson
- ☐ Roebourne
- ☐ Pastoral station in the City
- ☐ Remote community in the City
- ☐ Intrastate
- ☐ Interstate
- ☐ International

2. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Prefer not to say

3. What is your age?

- ☐ Under 18
- ☐ 18-29
- ☐ 30-45
- ☐ 46-59
- ☐ 60+

4. How long have you currently lived in or visited the City of Karratha?

- ☐ Short stay only
- ☐ Fly In Fly Out (FIFO)
- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years

5. What is your employment status?

- ☐ Full-time
- ☐ Part-time
- ☐ Casual
- ☐ Other (please specify)
- ☐ Unemployed
- ☐ Volunteer
- ☐ Self Employed

6. The following are the existing cultural and civic facilities within close proximity to Sharpe Avenue. From your viewpoint, what is the importance of each to the City?

	Very Important	Important	Somewhat Important	Unimportant	Unsure
Karratha Tourism and Visitor Centre: De Witt Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Sports ground and ovals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Creche	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Meeting and function rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Youth Shed: Hillview Road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor Play Centre: Tambrey Shopping Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Outdoor Amphitheatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Indoor theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: The Shelf (rooftop terrace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How regularly do you frequent/use these facilities?

	Very Often (at least fortnightly)	Fairly Often (at least once a month)	Occasionally (at least once a year)	Seldom (less than once a year)	Never
Karratha Tourism and Visitor Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Sports ground and ovals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Creche	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Meeting and function rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Youth Shed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor Play Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Outdoor Amphitheatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Indoor theatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: The Shelf (rooftop terrace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Considering the current location and functionality of these facilities, how well-located do you think they fit their purpose, and do you think they would be better located at Lot 7020 Sharpe Avenue?

	Well Located, should stay where it is	Not Well Located, would be better located at Lot 7020	Not Well Located, would be better located somewhere else	No Opinion
Karratha Tourism and Visitor Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Karratha Leisureplex: Meeting and function rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Outdoor Amphitheatre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: The Shelf (rooftop terrace)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



9. In considering other cultural and civic facilities that could be located in the Sharpe Avenue Precinct, what do you think would be of importance to the community? The following are suggested items only - you can write any other suggestions in response to Question 11

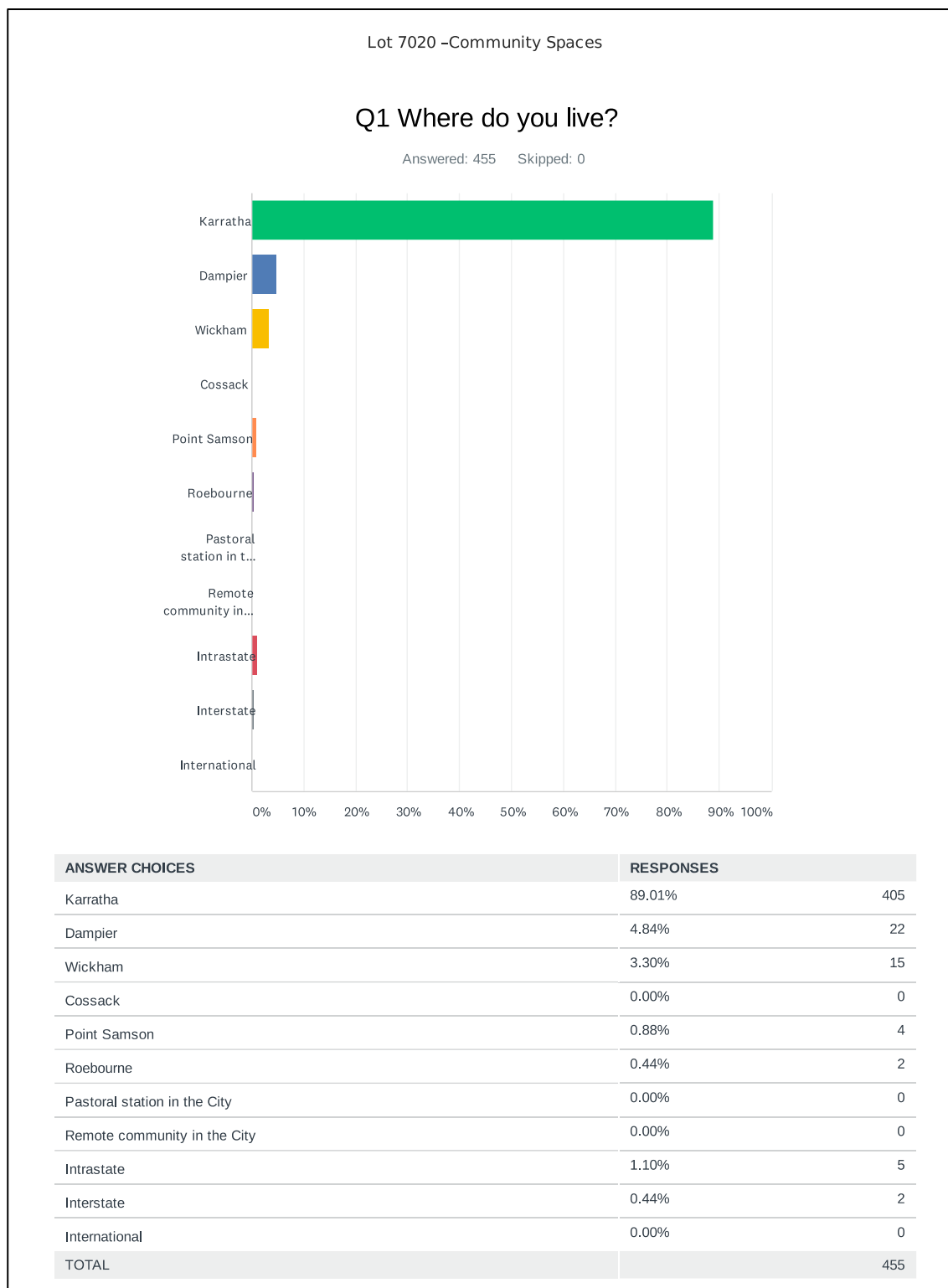
	Very Important	Important	Somewhat Important	Unimportant	Unsure
Museum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local History and Cultural Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aboriginal Interpretive Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art Gallery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mining and Petroleum Interpretive Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaming and Technology Space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative Making Spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet Cafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibition Space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Film Laboratory and Recording Studio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seniors Activity Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Where should the following new facilities be located, if at all?

	Anywhere in the Sharpe Avenue precinct	Specifically at Lot 7020 Sharpe Avenue	Nowhere, it is not important to the Community
Museum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local History and Cultural Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aboriginal Interpretive Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art Gallery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mining and Petroleum Interpretive Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaming and Technology Space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative Making Spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet Cafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibition Space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Film Laboratory and Recording Studio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seniors Activity Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. If not already listed, what other cultural or civic facilities do you think should be located at Lot 7020 and/or do you have any other comments regarding this site.

10.3 Appendix C: Survey Monkey results 31 January 2021

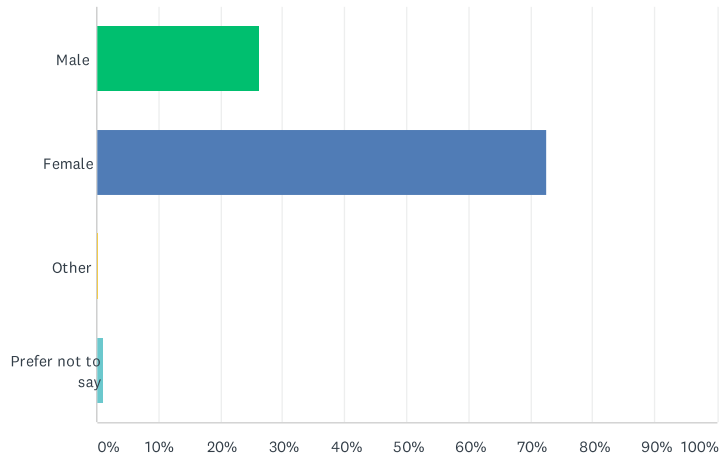




Lot 7020 –Community Spaces

Q2 What is your gender?

Answered: 455 Skipped: 0

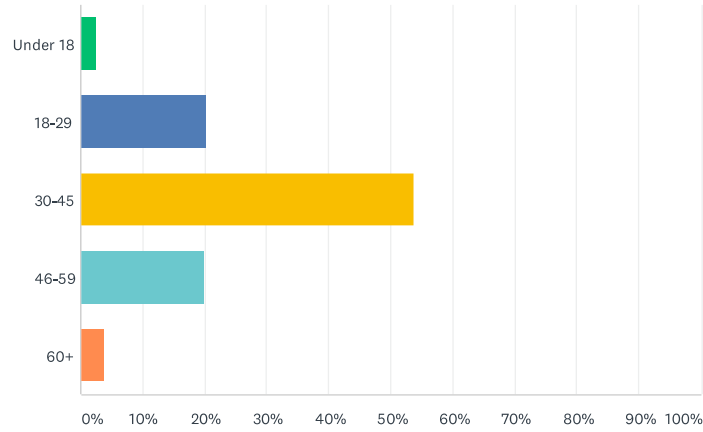


ANSWER CHOICES		RESPONSES	
Male		26.15%	119
Female		72.53%	330
Other		0.22%	1
Prefer not to say		1.10%	5
TOTAL			455

Lot 7020 -Community Spaces

Q3 What is your age?

Answered: 455 Skipped: 0

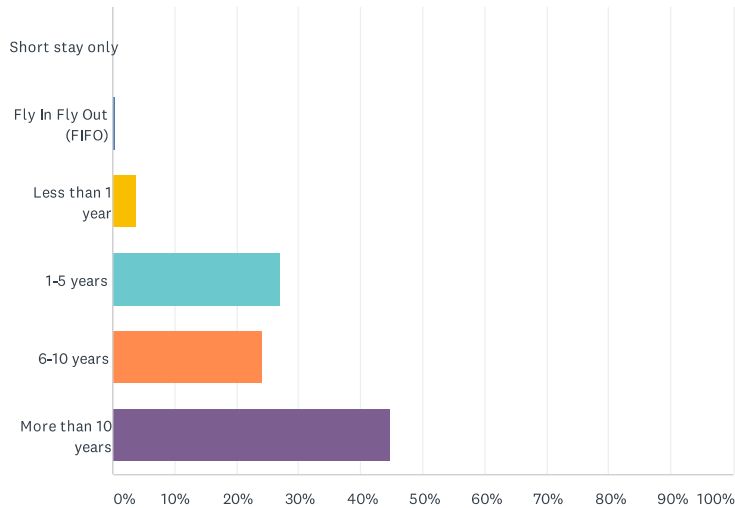


ANSWER CHOICES	RESPONSES	
Under 18	2.42%	11
18-29	20.22%	92
30-45	53.85%	245
46-59	19.78%	90
60+	3.74%	17
TOTAL		455

Lot 7020 –Community Spaces

Q4 How long have you currently lived in or visited the City of Karratha?

Answered: 455 Skipped: 0

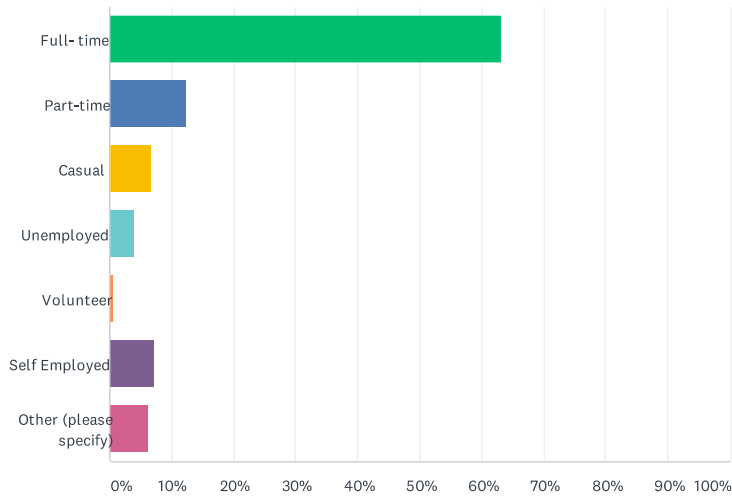


ANSWER CHOICES	RESPONSES	
Short stay only	0.00%	0
Fly In Fly Out (FIFO)	0.44%	2
Less than 1 year	3.74%	17
1-5 years	27.03%	123
6-10 years	23.96%	109
More than 10 years	44.84%	204
TOTAL		455

Lot 7020 –Community Spaces

Q5 What is your employment status?

Answered: 455 Skipped: 0



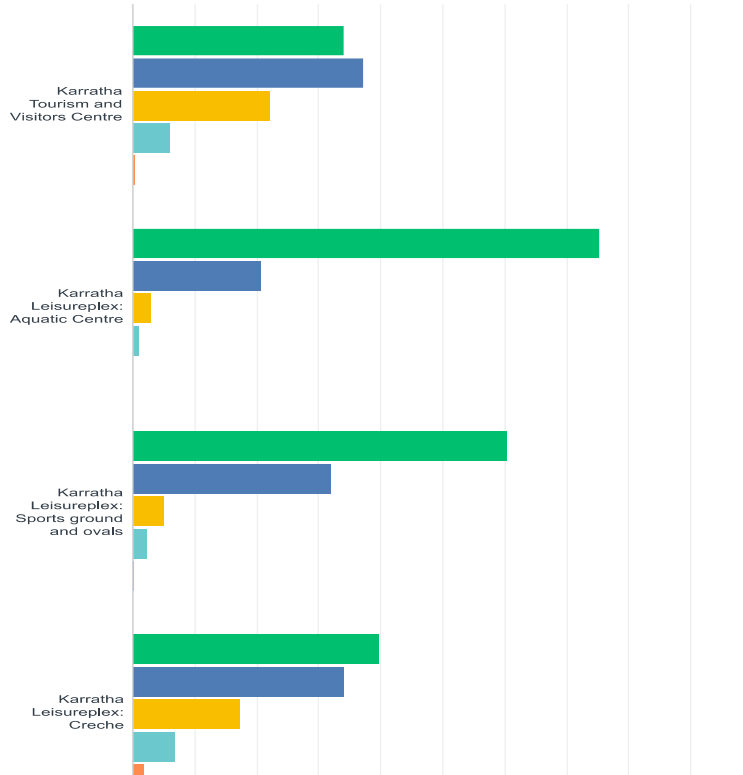
ANSWER CHOICES	RESPONSES	
Full-time	63.08%	287
Part-time	12.31%	56
Casual	6.59%	30
Unemployed	3.96%	18
Volunteer	0.66%	3
Self Employed	7.03%	32
Other (please specify)	6.37%	29
TOTAL		455



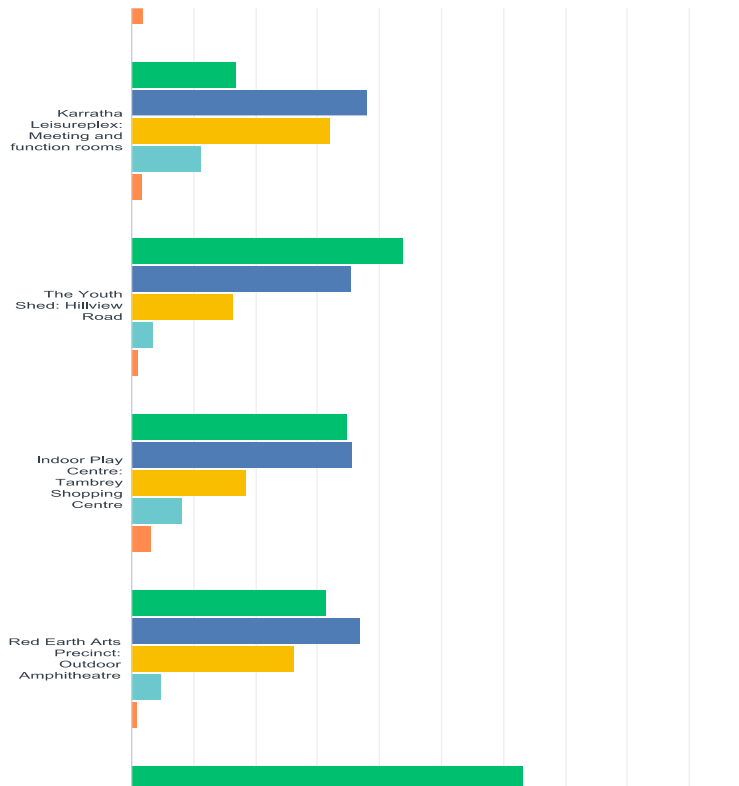
Lot 7020 –Community Spaces

Q6 The following are the existing cultural and civic facilities within close proximity to Sharpe Avenue. From your viewpoint, what is the importance of each to the City?

Answered: 455 Skipped: 0

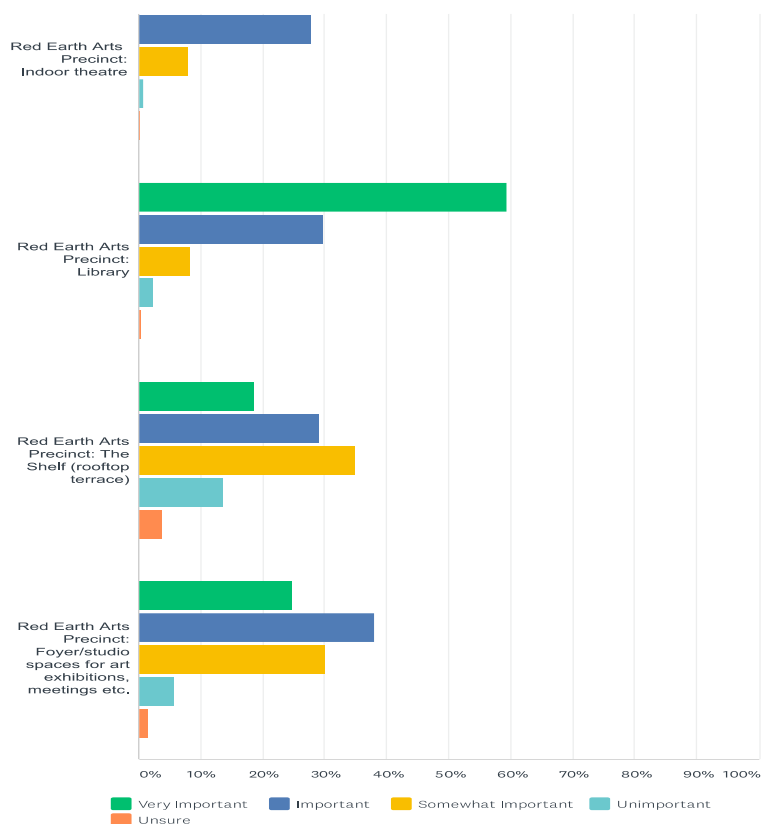


Lot 7020 –Community Spaces





Lot 7020 –Community Spaces



Lot 7020 –Community Spaces

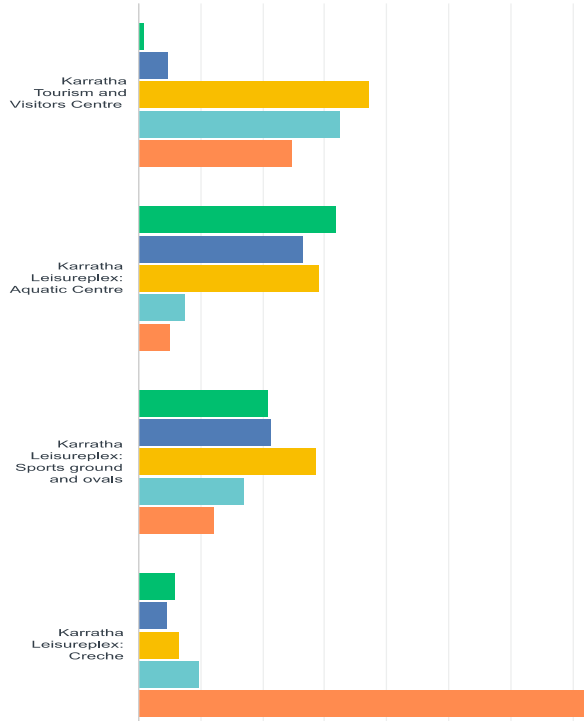
	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	UNIMPORTANT	UNSURE	TOTAL
Karratha Tourism and Visitor Centre: De Witt Road	34.07% 155	37.14% 169	22.20% 101	6.15% 28	0.44% 2	455
Karratha Leisureplex: Aquatic Centre	75.38% 343	20.66% 94	2.86% 13	1.10% 5	0.00% 0	455
Karratha Leisureplex: Sports ground and ovals	60.44% 275	32.09% 146	5.05% 23	2.20% 10	0.22% 1	455
Karratha Leisureplex: Creche	39.65% 180	34.14% 155	17.40% 79	6.83% 31	1.98% 9	454
Karratha Leisureplex: Meeting and function rooms	16.92% 77	38.02% 173	32.09% 146	11.21% 51	1.76% 8	455
The Youth Shed: Hillview Road	43.74% 199	35.38% 161	16.26% 74	3.52% 16	1.10% 5	455
Indoor Play Centre: Tambrey Shopping Centre	34.80% 158	35.46% 161	18.50% 84	8.15% 37	3.08% 14	454
Red Earth Arts Precinct: Outdoor Amphitheatre	31.28% 142	36.78% 167	26.21% 119	4.85% 22	0.88% 4	454
Red Earth Arts Precinct: Indoor theatre	63.22% 287	27.75% 126	7.93% 36	0.88% 4	0.22% 1	454
Red Earth Arts Precinct: Library	59.34% 270	29.67% 135	8.35% 38	2.20% 10	0.44% 2	455
Red Earth Arts Precinct: The Shelf (rooftop terrace)	18.68% 85	29.01% 132	34.95% 159	13.63% 62	3.74% 17	455
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	24.62% 112	38.02% 173	30.11% 137	5.71% 26	1.54% 7	455



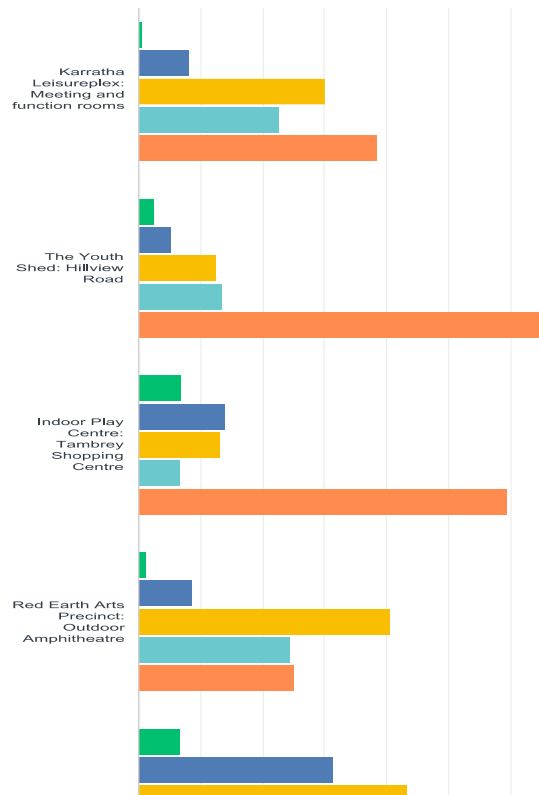
Lot 7020 –Community Spaces

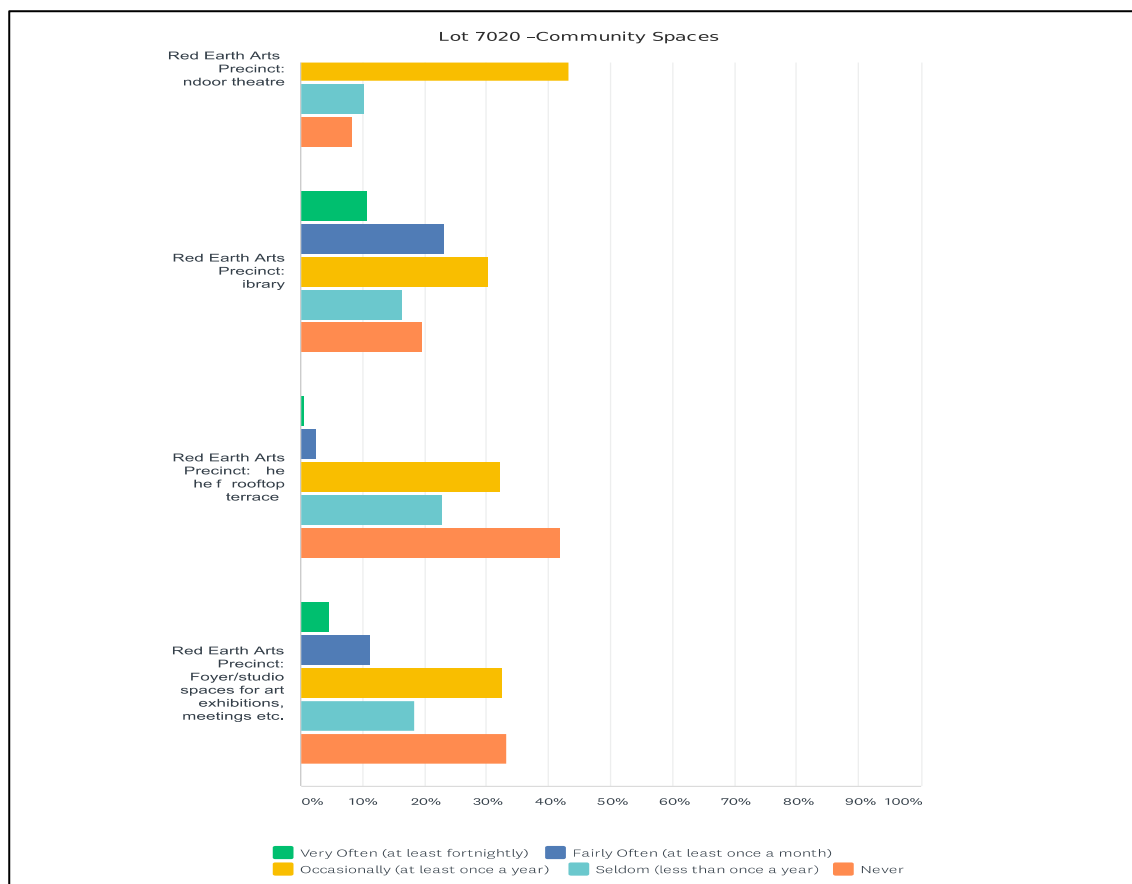
Q7 How regularly do you frequent/use these facilities?

Answered: 455 Skipped: 0



Lot 7020 –Community Spaces





Lot 7020 –Community Spaces

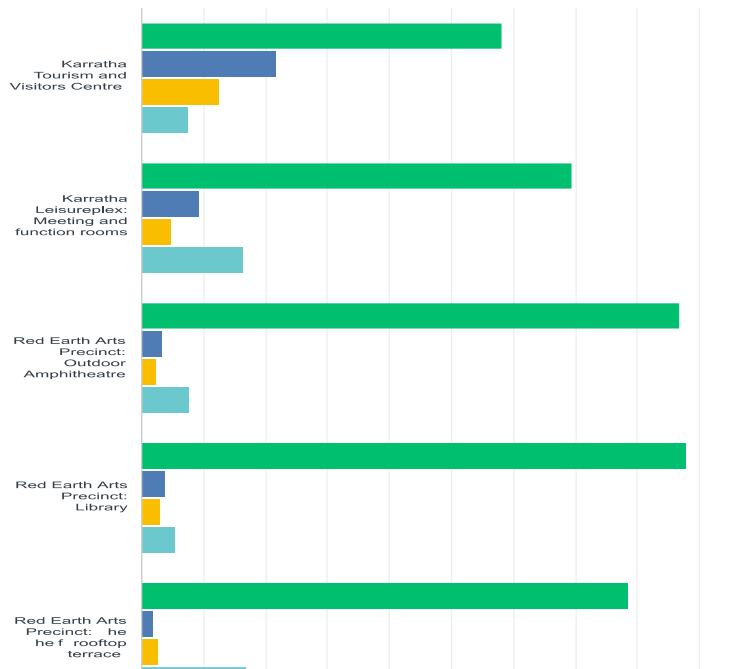
	VERY OFTEN (AT LEAST FORTNIGHTLY)	FAIRLY OFTEN (AT LEAST ONCE A MONTH)	OCCASIONALLY (AT LEAST ONCE A YEAR)	SELDOM (LESS THAN ONCE A YEAR)	NEVER	TOTAL
Karratha Tourism and Visitor Centre	0.88% 4	4.84% 22	37.14% 169	32.53% 148	24.62% 112	455
Karratha Leisureplex: Aquatic Centre	31.87% 145	26.59% 121	29.01% 132	7.47% 34	5.05% 23	455
Karratha Leisureplex: Sports ground and ovals	20.93% 95	21.37% 97	28.63% 130	16.96% 77	12.11% 55	454
Karratha Leisureplex: Creche	5.95% 27	4.63% 21	6.39% 29	9.91% 45	73.13% 332	454
Karratha Leisureplex: Meeting and function rooms	0.66% 3	8.13% 37	30.11% 137	22.64% 103	38.46% 175	455
The Youth Shed	2.43% 11	5.30% 24	12.58% 57	13.47% 61	66.23% 300	453
Indoor Play Centre	6.87% 31	13.97% 63	13.08% 59	6.65% 30	59.42% 268	451
Red Earth Arts Precinct: Outdoor Amphitheatre	1.32% 6	8.59% 39	40.53% 184	24.45% 111	25.11% 114	454
Red Earth Arts Precinct: Indoor theatre	6.59% 30	31.43% 143	43.30% 197	10.33% 47	8.35% 38	455
Red Earth Arts Precinct: Library	10.60% 48	23.18% 105	30.24% 137	16.34% 74	19.65% 89	453
Red Earth Arts Precinct: The Shelf (rooftop terrace)	0.66% 3	2.43% 11	32.23% 146	22.74% 103	41.94% 190	453
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	4.62% 21	11.21% 51	32.53% 148	18.46% 84	33.19% 151	455



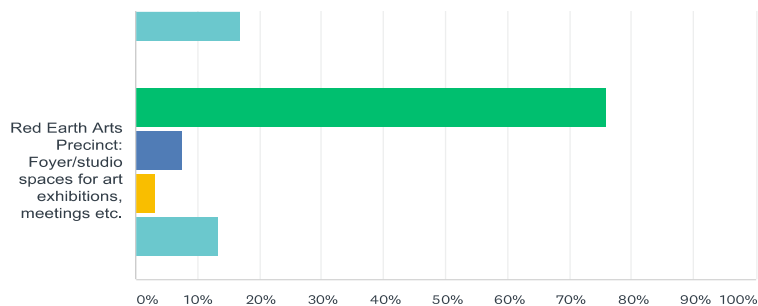
Lot 7020 –Community Spaces

Q8 Considering the current location and functionality of these facilities, how well-located do you think they fit their purpose, and do you think they would be better located at Lot 7020 Sharpe Avenue?

Answered: 454 Skipped: 1



Lot 7020 –Community Spaces



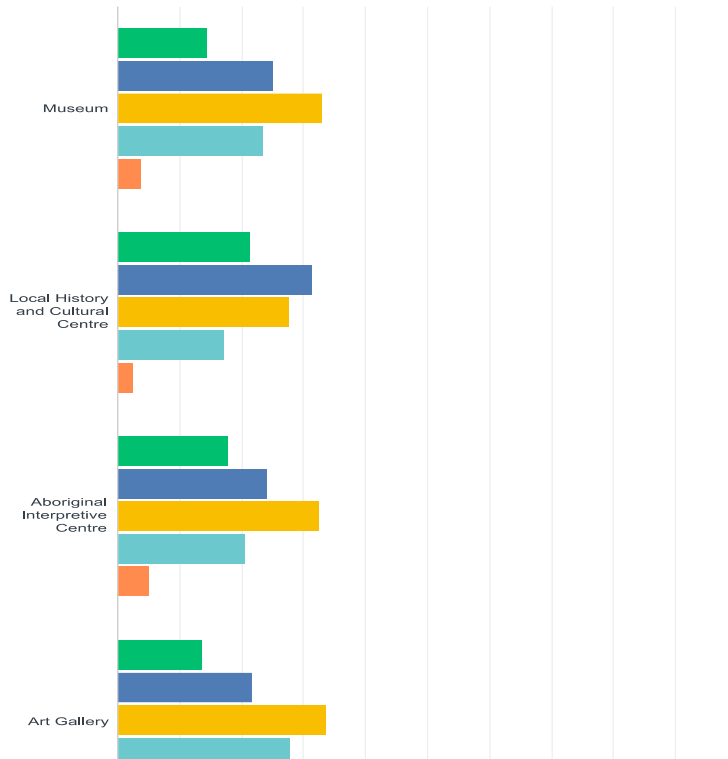
Well Located, should stay where it is
Not Well Located, would be better located at Lot 7020
Not Well Located, would be better located somewhere else
No Opinion

	WELL LOCATED, SHOULD STAY WHERE IT IS	NOT WELL LOCATED, WOULD BE BETTER LOCATED AT LOT 7020	NOT WELL LOCATED, WOULD BE BETTER LOCATED SOMEWHERE ELSE	NO OPINION	TOTAL
Karratha Tourism and Visitor Centre	58.19% 263	21.68% 98	12.61% 57	7.52% 34	452
Karratha Leisureplex: Meeting and function rooms	69.54% 315	9.27% 42	4.86% 22	16.34% 74	453
Red Earth Arts Precinct: Outdoor Amphitheatre	86.75% 393	3.31% 15	2.21% 10	7.73% 35	453
Red Earth Arts Precinct: Library	87.86% 398	3.75% 17	2.87% 13	5.52% 25	453
Red Earth Arts Precinct: The Shelf (rooftop terrace)	78.41% 356	1.98% 9	2.64% 12	16.96% 77	454
Red Earth Arts Precinct: Foyer/studio spaces for art exhibitions, meetings etc	75.99% 345	7.49% 34	3.08% 14	13.44% 61	454

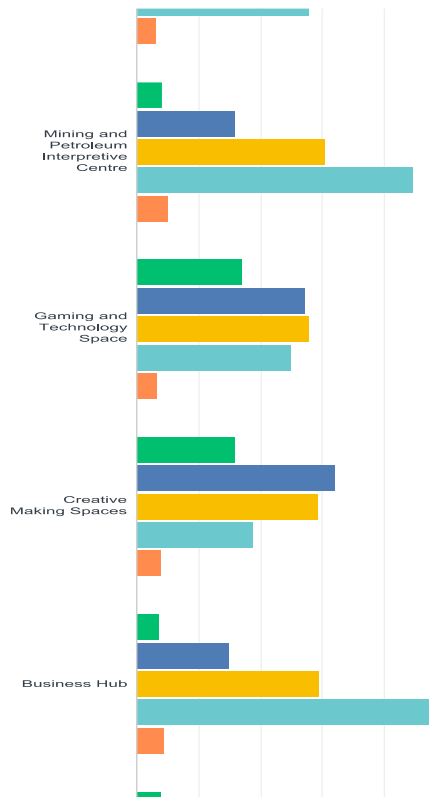
Lot 7020 –Community Spaces

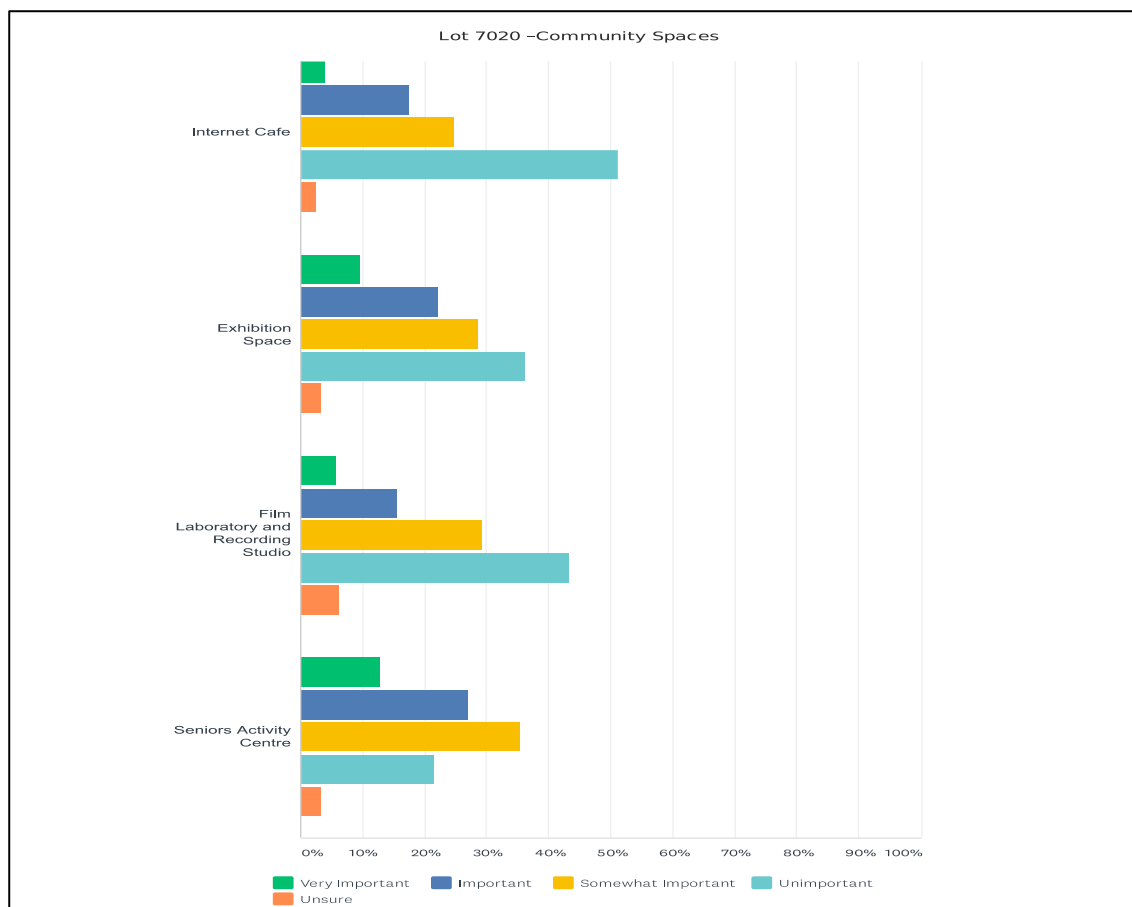
Q9 In considering other cultural and civic facilities that could be located in the Sharpe Avenue Precinct, what do you think would be of importance to the community? The following are suggested items only - you can write any other suggestions in response to Question 11

Answered: 455 Skipped: 0



Lot 7020 –Community Spaces





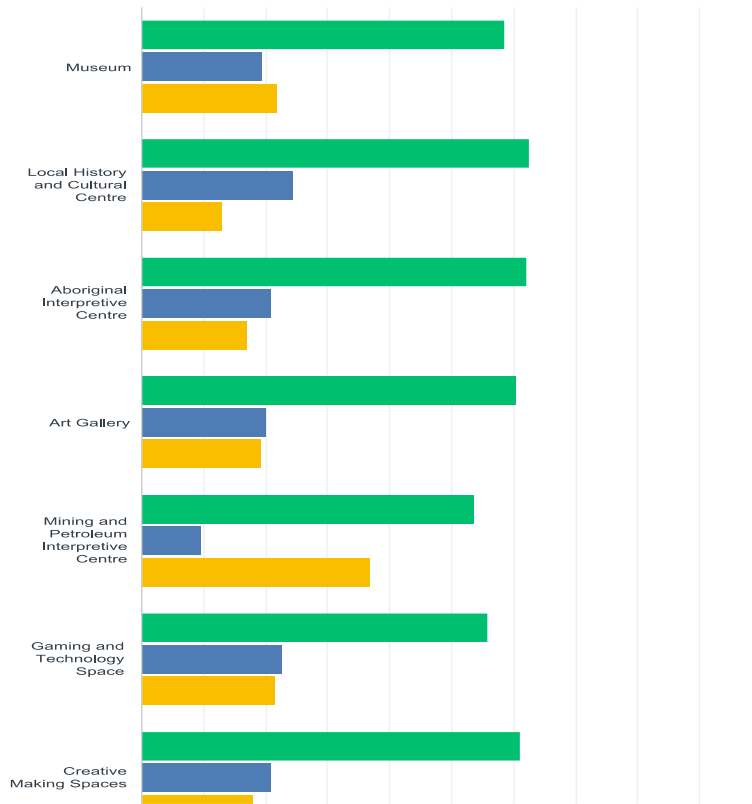
Lot 7020 –Community Spaces

	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	UNIMPORTANT	UNSURE	TOTAL
Museum	14.48% 64	25.11% 111	33.03% 146	23.53% 104	3.85% 17	442
Local History and Cultural Centre	21.41% 97	31.35% 142	27.59% 125	17.22% 78	2.43% 11	453
Aboriginal Interpretive Centre	17.88% 81	24.06% 109	32.45% 147	20.53% 93	5.08% 23	453
Art Gallery	13.59% 61	21.83% 98	33.63% 151	27.84% 125	3.12% 14	449
Mining and Petroleum Interpretive Centre	4.19% 19	15.86% 72	30.40% 138	44.49% 202	5.07% 23	454
Gaming and Technology Space	16.96% 77	27.09% 123	27.75% 126	24.89% 113	3.30% 15	454
Creative Making Spaces	15.89% 72	32.01% 145	29.36% 133	18.76% 85	3.97% 18	453
Business Hub	3.52% 16	14.76% 67	29.52% 134	47.80% 217	4.41% 20	454
Internet Cafe	3.97% 18	17.66% 80	24.72% 112	51.21% 232	2.43% 11	453
Exhibition Space	9.56% 43	22.22% 100	28.67% 129	36.22% 163	3.33% 15	450
Film Laboratory and Recording Studio	5.74% 26	15.45% 70	29.36% 133	43.27% 196	6.18% 28	453
Seniors Activity Centre	12.80% 58	26.93% 122	35.32% 160	21.63% 98	3.31% 15	453

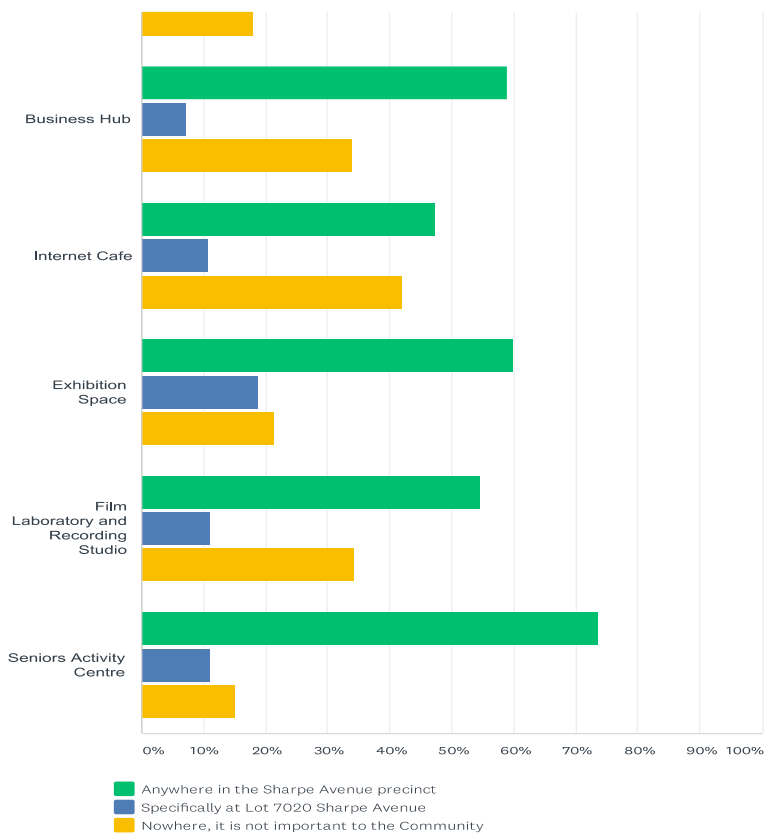
Lot 7020 –Community Spaces

Q10 Where should the following new facilities be located, if at all?

Answered: 448 Skipped: 7



Lot 7020 –Community Spaces





Lot 7020 -Community Spaces

	ANYWHERE IN THE SHARPE AVENUE PRECINCT	SPECIFICALLY AT LOT 7020 SHARPE AVENUE	NOWHERE, IT IS NOT IMPORTANT TO THE COMMUNITY	TOTAL
Museum	58.64% 258	19.55% 86	21.82% 96	440
Local History and Cultural Centre	62.50% 275	24.55% 108	12.95% 57	440
Aboriginal Interpretive Centre	62.19% 273	20.96% 92	16.86% 74	439
Art Gallery	60.54% 267	20.18% 89	19.27% 85	441
Mining and Petroleum Interpretive Centre	53.64% 236	9.55% 42	36.82% 162	440
Gaming and Technology Space	55.78% 246	22.68% 100	21.54% 95	441
Creative Making Spaces	61.12% 272	20.90% 93	17.98% 80	445
Business Hub	59.00% 259	7.06% 31	33.94% 149	439
Internet Cafe	47.29% 209	10.63% 47	42.08% 186	442
Exhibition Space	59.77% 263	18.86% 83	21.36% 94	440
Film Laboratory and Recording Studio	54.57% 239	11.19% 49	34.25% 150	438
Seniors Activity Centre	73.74% 323	11.19% 49	15.07% 66	438

Lot 7020 -Community Spaces

Q11 If not already listed, what other cultural or civic facilities do you think should be located at Lot 7020 and/or do you have any other comments regarding this site.

Answered: 239 Skipped: 216

- 1 Dedicated rehearsal and performing arts development space · Small shows venue to facilitate performances that are not viable at the REAP · Storage for props, sets, costumes and equipment for local groups · Workshop space (for both theatrical sets and other arts projects) · Meeting/office/operational space for local arts groups · Signage / billboard / noticeboard for community arts advertising and sharing · Recording studio and equipment for Film, music and voice
- 2 Town Hall - a large, open area suitable for dances, public meetings, balls and the like. When not used for this purpose it could be an exhibition space. By the way this survey is very poorly advertised. Even on your Facebook site, all it says is City of Karratha ...go there? Take our survey below. <https://www.surveymonky.com/r/SGG6CB6> .. how on earth does anybody know what this is about???



3	I think Karratha needs something for all residents to enjoy like ten pin bowling. The residents of Karratha would all love it and I know it would get used daily. You have to think about everyone! This is coming from a teenage girl who's friend group finds it hard to find things to do. TEN PIN BOWLING
4	Smaller theatre and rehearsal space for theatre groups and dance schools who cannot afford the large space at reap
5	We need a community town hall for dances, art shows, indoor markets, areas for different not for profit organisations to use at low cost.
6	<p>Lot 7020 should be used to fill significant gaps in affordable, accessible facilities for current and future community arts participation and development. Lot 7020 should be used to build a "Community Arts Development Hub" which could include the following facilities: · Dedicated rehearsal and performing arts development space · Small shows venue to facilitate performances that are not viable at the REAP · Storage for props, sets, costume and equipment · Workshop space (for both theatrical sets and other arts projects) ·</p> <p>Meeting/office/operational space for local arts groups · Signage / billboard / noticeboard for community arts advertising and sharing · Recording studio and equipment for Film, music and voice These facilities need to be available at nominal rates for local arts groups and accessible without the need for city staff to be present (a major drawback of the REAP. Additionally some of the facilities proposed in this survey are redundant and shouldn't be proposed at all. We already have a business hub, internet cafes haven't existed since the 1990's and they are not needed now., a gaming centre is a bit the same but if it had to be done should be where the youth shed is now. A mining etc centre would be fine but that should be paid for by the major resources companies, not city money.</p>
7	Strata units - for over 55
8	Water park
9	Please make it fun for pre-teens and their parents to hang out together long into the evenings.
10	The facility should compliment and strengthen the cultural activities available at REAP next door. Considering its location at the start of the CBD, it should be an inclusive space that activated the area.



11	<p>Karratha has no current place for residents and visitors to learn about the local culture. This can be used daily with introducing school based programming, linked in with a museum functionality, library and culture all in one. Then re-locate the tourism centre into REAP. A cafe is a must for Lot 7020 to bring in customers and foot traffic. Other indoor activities are needed in Karratha for families to enjoy too- bowling/mini golf/arcade games. As recent home buying planning to raise my kids here, I am concern that as the kids grow there isn't many indoor activities on offer when the weather is hot ie. indoor</p> <p>climbing/trampolines/gaming would be amazing! That would really be the icing on the cake for Karratha.</p>
12	Bowling Alley or Escape Room
13	Bowling
14	Definitely NOT more apartments, there is already lots of apartments in town. I would like to see more family entertainment like a bowling alley or mini golf. Maybe even a family cafe like Dome.
15	As this space is central to town (and therefore easy to access especially for women who do 1/19/2021 8:16 PM not have transport) and close to health services, this space would be ideal for the Karratha Women's Place as they desperately needs a permanent location to operate from. This would be space that could be a safe haven for all women, regardless of their age, cultural background, religion or sexual orientation.
16	<p>A Life style village for seniors. This is an ideal space being near to the Red Earth Arts</p> <p>Precinct and the shopping center and the library where seniors love to be</p>
17	An intimate performing arts space, could be co-shared with art gallery, exhibition space.
18	See comments in question 8. Older persons independent residential village.
19	Bowling alley, something for the kids and the whole family to enjoy.
20	There are currently several "museums" in the City - at Roebourne, Cossack (being developed), Woodside - another just dilutes the visitor experience of existing museums. Ditto for Aboriginal art galleries - there could be value in a general art gallery for national and international exhibitions of all sorts of art (see Bendigo Art Gallery in country Victoria for eg). The Leisureplex provides excellent meeting venue as does Lotteries houws - why does the Clty want to



compete with these? The library is the star in the City's infrastructure for both visitors and locals - It is well used in a variety of ways and should not be re-located.

21	Pool table hall or darts area for sporting groups to continue their competitions since the pub has refused access.
22	Ten pin bowling, topgolf driving range
23	The new dreamers hill or a proper set up for the food vans with seating and a bar!
24	Karratha Gymnastics Club needs a home where it 400-500 gymnasts and staff could work more effectively. With a permanent home they could grow instead of having huge waiting lists of disappointed children and parents. They could use the space at Lot 7020. This would also allow sports at the Leisureplex to have access to the third indoor court that is currently being used by KGC. Win-Win situation
25	Given the young demographic of our community, anything tailored towards children and youth.
26	Well-being hub (all ages), food-van location to support local businesses, night market venue, City community garden/space.
27	Would be great to have more facilities for kids. Ten pin bowling games arcade, laser tag, waterside anything for young family's to escape the heat.
28	Bowling alley and games Parler for teenagers
29	Ensure large indoor space available which is free initially if there does become a museum or interactive centre to allow another space to escape the weather conditions and enjoy the indoor space for all ages.
30	Bowling ally or roller skating or ice skating centre. Something adults and kids can do together regardless of age
31	An interactive education hub that covers the environment, geology, science climate change. It could be a partnership with Scitech, CSIRO, Universities. DPIRD, DBCA etc and be used to host school excursions and have STEM exhibitions. Ngarluma cultural interpretation hub similar to the Ganilili Centre.
32	Use this space to entertain teenagers, we never had anywhere to go to hang out or be entertained growing up. I believe installing a bowling alley, bounce,



	time zone, roller skate rink, etc, would be of interest to more than just the youth of our community.
33	Tenpin balling, go kart track,
34	It's an important site to be developed for community use. It should include accommodation too. Maybe service worker accommodation. Effort should be put into the design to make it a landmark building. Please allow for easy parking for caravan owners.
35	Gaming and technology space. But will need strong security!
36	Something for the whole family... like bowling or mini golf or rock climbing or arcade games... and definitely an interactive visitors centre
37	Something fun for families or children to do! Ten pin bowling for example. We've only lived here 6 months, but there is such a limited amount of things to do as a family during the summer months; it's such a boring place for kids to live!
38	Look into iplay, it is like Timezone but then also has indoor bowling and indoor mini golf. We need more things for the kids to do inside when it's hot. Also a free outdoor splash pad would be amazing so people don't have to pay to always use the splash pad as it's makes it unavailable to the whole community. Think something like Hyde park or Elizabeth quay in Perth.
39	They all sound boring to me but any extra facilities that cok provides makes the town better and I'm sure no matter what goes there it will look great and the people will complain regardless. Sorry my input was probably not helpful
40	It really needs to compliment the Red Earth Arts Centre complex so that people can move between the two and utilise both facilities during community events, functions and conferences.
41	Anything for youth 13-18... Ten Pin Bowling, Game Arcade, Bounce
42	Bowling alley night club
43	Bowling or something like Bounce in Perth. Bounce is amazing for a huge age range, adults included.
44	Bowling, ice skating, time zone, mini golf, lazer tag Something indoors for all ages to enjoy with lots of variety
45	Something that is a fun activity for all ages - gives people something to do. Particularly when it's hot. Ten pin bowling / arcade games would be perfect.



46	Ten pin Bowling centre, ice skating ring with a restaurant attached, water park
47	laser tag zone inflatable change between meeting room to weekend laser zone, fun zone
48	Youth entertainment facilities The whole vacant lot should be used not just 7020
49	More entertainment facilities like ten pin bowling, ice skating, indoor rock climbing, indoor trampoline play centre etc
50	something the public wants not the council thinks that will make them look good to much money is being wasted by them
51	you have pretty well covered it, as i mentionedd before some early settler history would also be good, oil, gas and mining history is extremely important too....
52	I feel the history should be at Roebourne and/or Cossack, not in a 50 year old town. I love some of the other ideas, good luck with sorting through it all.
53	Ten pin bowling, trampoline indoor play centre, Timezone, cafe, Bunnings, Big W....something for 10yr old and up Indoor play centre is for babies
54	Ubsure
55	Artist in residence space
56	Would love to see more for kids, families and tourists. Bowling alley, with a time zone, laser tag and internet cafe included. I would hope the Leisureplex water play area could be extended or revamped to include some bigger water slides. In such a hot climate the city should really be looking at water play areas and indoor fun for locals and tourists
57	mixed lot with accommodation, retail space and cafe. Activate the multi million dollar facility across the road with exhibitions and cultural works before considering building another space for exhibitions, cultural works and performances.
58	I would like to know more about plans for a film laboratory and recording space.
59	Indoor entertainment of some sort for families
60	Indoor community or children activities- bowling, skating rink, climbing centre, mini golf These type of indoor activities are so important to keep



	families happy and active in the community during the heat. Keep locals happy and want to keep living here
61	JobTraining/apprenticeship centre for the resource sector for local residents.
62	.
63	As someone who has grown up here I believe it is very important for an area of entertainment and creative expression especially for teenagers. I found that there were many activities for when you were a child, but once you hit teens options were limited and people became bored and frustrated
64	Ten Pin bowling or timezone, more activities for youth
65	Natural water park
66	The South end of Sharpe Avenue should be totally for public purposes (art, music, entertainment, cultural) while the North end is for private and commercial purposes. This was the original intent of the extended and narrowed Sharpe Avenue development and the facilities accommodated on Lot 7020 and the south end should reflect this public purpose. It concerns me that you have asked a leading question above (Q10), which prejudices the results of your survey as it offers only 3 alternatives (a) Lot 7020, (b) Sharpe Avenue or (c) It is not important to our Community. This is totally wrong as the other facilities are of use to the community but do not need to be in Sharpe Avenue.
67	Bunnings
68	<p>Cultural or civic facilities? Can you put something where family's can take their kids? Large in door Timezone with bowling alley, rock climbing! You've got nothing to do in flaming heat!</p> <p>You've got a cinema right next door that doesn't even run new movies like a new cinema! Please use this spot for families to enjoy.</p>
69	<p>Indoor rock climbing/ice roller skating rink. Subsidised/fixed rent apartments for low income earners so that hospitality/retail businesses don't find it so hard to find/retain employees.</p> <p>Art/museum etc is something that I feel would be visited once or twice and never again.</p> <p>Keeping it in the REAP building or exsisting visitor centre makes more sense.</p>



70	There is plenty of cultural displays around town. More family activities are needed for older children. The town has fast become a place that families now live and the council needs to provide more entertainment for family outings
71	Splash pad playground, bowling alley, time zone,
72	.
73	Bowling alley, ninja/parkour space, digital/electronic playground (like the one on Geraldton foreshore)
74	Arcade/Ten pin bowling/roller skating rink
75	Nil
76	Latitude (indoor adrenaline sports centre) Skating rink Bowling alley Ice skating rink
77	Bowling or arcade
78	What's the point of building something cultural when basic services are missing or just very poor?
79	<p>there is a desire within the community for more activities for teenage children. a multiuser centre could built to support the sporting clubs that have reached capacity at the</p> <p>Leisureplex and have it as a centre that can be used on the weekends and school holidays. E.g a gymnastics/Bounce centre</p>
80	Nandos
81	<p>There are hundreds of school children in this town , numerous schools and a large little athletics club. These kids have school athletics carnivals , little athletics weekly and school sport. Yet they have no athletic facilities or areas to train . They make the next level and are not competitive, yet this town is full of talent athletes. The long jump pit in bulgara has no synthetic run up in place , no jump plate or level surface , no marked circle for throws discus or shot and no cage. There is not a permanent marked track. The athletic club here is one of the largest I've seen and yet they have no facilities to train or compete at a state level. Having standard training facilities will attract larger competitions to town and in doing so large numbers of family's and officials. Regional WA have nothing to offer the kids for athletics. Broome, port hedland all have a hole in the ground filled with sand , no marked throws or track. We have exceptional talent in this area these kids give up because they have no where to train.</p>



82	More entertainment gaming, bowling,
83	Museum and art gallery with gift shop would be amazing!!!! We have so many talented artists but no where to showcase. The courthouse gallery in Hedland does an amazing job with a combination of exhibitions, events, workshops, markets and a gift shop. Lets recreate something like this.
84	We need more things to do here that don't include being in the hot sun. Like ten pin bowling 1/14/2021 10:02 AM or mini golf or a good games arcade. Its annoying not being able to do much during the day with young children because its to hot. You need to cater to more exciting activities that are indoor for the warmer months.
85	Family venue for all ages bowling Timezone
86	Water park, free to the public
87	More indoor games for older youth and young adults. Bowling, Time zone, pool tables (non drinking areas)
88	Bunnings
89	Somewhere families, especially with teenagers can go. Indoor play centre too young and pool not enough or an all year round option (too hot, windy etc). Rock climbing wall, indoor trampolines, ten pin bowling - something where older children (and their parents) can be active in to air conditioning :)
90	Timezone, bowling alley, family area
91	Mini golf Bowling alley Fun activities for people aged 18-29, there's nothing for young adults to do expect drink
92	Bowling alley like darwin
93	Bunnings and Aldi
94	I think there are a lot of un-utilised spaces in town already where these ideas could go. Make full use of the red earth arts building for a museum, anything cultural. This space needs to be something that locals can use not tourists, and something that can be visited time and time again. And not half assed like the rest of Karratha. The red earth arts precinct - hardly used! Tambrey village shops - small and over priced! New play centre - small (considering the amount of small children here) Both gyms in town - small (always packed out) Karratha needs to start building things to support the local community in 10 years not just now. Building and development is always behind the 8 ball and doesn't take into account what's going to happen in



the future. There is talks that they want 50,000 people here in 10 years and Karratha facilities won't be able to handle it! Let alone the price of everything in town is a joke.

95 A space for seniors is a great idea, only we don't have many! The space being co used as an internet Cafe and seniors hub may work worth tourists and locals. We do not need more art displays, this will take away from the current ones.

96 Maybe the war memorial and park

97 I think you should put the indoor play centre there as a mum I think the new space you have got is a waste of money and space. You have made the space for the kids to play smaller and prices have gone up. If there were more for the kids to do then I would not mind paying more.

98 I think the mining interpretive centre should be up to the mining companies to create. I would like to see something that can be utilised all year round for local people. This could be used as a shopping precinct with rent that makes it affordable to have a physical shop for local online businesses. It could incorporate a food court to assist in the food truck issue and provide locals with an affordable dining during the day.

99 Seniors centre for indoor bowls , painting classes, darts, dancing, card playing ,craft work , fitness exercise classes like boxing, yoga, strength training ,rehab exercises, social meetings, greet and meet just some of the ideas that would be wonderful for the whole community Thank you

100 Dedicated rehearsal / storage space for residential community theatre, should be a place of reconciliation and collaboration between Aboriginal first nation residents and the wider community (there is currently such a divide/inequality), a place for visitors/tourists/new residents to learn about and celebrate Karratha. Worth keeping in mind that as a new resident arriving into town and wanting to put down roots that the visitor centre was my first stop in learning what is going on/to and see.

101 Okay - 1st up ... the KDCCI is already a business hub and should continue with that - a 2nd one isn't required! Museum/Culture Centres should be and expansion of the visitors centre it would encourage visitors. The REAP already offers an art gallery of sorts and can expand on this. Whatever you put at the vacant lot it should be an exciting multi-use facility FOR EVERYONE!!!

102 .



103	Another Indoor aircon Space for Families!!!! Your town is made up of Families so cater for them! Ten pin bowling (with a space for older kids to hang out and play pool etc and get them off the streets), trampoline centre, mini golf etc
104	Bowling Alley
105	A community park (water park) with complimentary sculptures/artwork suitable open for gentle exercise or reflection (Tai Chi/yoga), grassed and trees. with a kiosk. There are not many green areas left in the town centre now.
106	Games Arcade
107	We need more for people to do in the summer months. A lot of people leave town at this time because it's too hot with little to entertain the whole family indoors. Set up something like Timezone Joondalup with the ten pin bowling, cafe, laser tag and arcade games. Not only will this increase the liveability of the town it will also make the city a lot of money
108	Ten pin bowling alley
109	Daycare centre!!!
110	A multipurpose Centre with focus on activities for 8-16 year olds. Creative, fun, interactive where a variety of activities and workshops can occur and perhaps the space could be utilized by sporting and dance groups also
111	ALSI or BUNNINGS will be useful for all.
112	Indoor family space e.g bowling, mini golf, roller dome, ice skating Somewhere out of the heat that families and friends can have fun, aimed at all age groups. Include cafe and quiet zones. This would be awesome!
113	10 pin bowling facility. Timezone. Family friendly environment. The city has enough bars and restaurants now but not enough facilities for 13-18yo entertainment. Families would also get a lot of use from this. We holiday in Perth once a year. Timezone is the first thing our 3 kids want to go to. And 10 pin bowling.
114	There desperately needs to be indoor activities for people aged 16 and over. Ten pin bowling offers teenagers and adults alike a great indoor sports opportunity. League bowling would cater for all ages with something else like laser tag or trampolines again both can be used by all age groups but



in particular those that are 14 and over. We need something fun indoors for adults that doesn't involve drinking. The town people have been screaming for this type of thing for the 16 years i have lived for. Time to start listening please.

115	Extracurricular style facilities for families to enjoy, a time zone, cinemas, similar to bounce (trampoline centre), a larger than life adventure indoor playcentre with go-karts (take an idea from Wild Kidz in Wangara with the go-karts and trampolines) A splash pad that is open to the public similar to Broome and Exmouth ones would be amazing for the kids. Dome cafe or San Churros around that area would be amazing for people to stick around town and make a day of it. A cinema like ACE, Event etc that has regular movie viewings that you don't need to pre purchase You guys want to make Karratha the largest regional city, these are just some of the things that people want.
116	Holey Moley mini golf and bowling alley
117	Unsure.
118	Bunnings
119	Bowling, mini golf, trampoline place, arcade area, arts and craft shop where you can go and paint already made ornaments for kids and adults, bigger soft play,
120	Parking?
121	Ten pin bowling
122	A bowling alley with laser tag and a gaming section for the kids. Also either a bunnings or bcf next door. The locals have had enough of the monopolised business practices in karratha. Give the locals access to better quality goods at fair prices.
123	Focus on Indigenous peoples of the area and their histories - present it through a venue dedicated to showing the art, history, medicines, experiences, of Indigenous cultures & societies etc through audio/visual & interpretive/language of local peoples (PLURAL)!
124	Needs something very inviting as it's the gateway to the main street of Karratha. Civic gardens, multi purpose community centre etc dont need hotel or apartments built.



125	Not enough parking in the area already. This site is always used as additional parking already so more infrastructure would create a bigger issue
126	It would be unwise to have a Residential area above and have a Public Area on the ground floor. Both would clash.
127	Something for the kids, the youth. An indoor trampoline centre
128	Not sure
129	More indoor activities for kids please! Trampolines, rock climbing, bowling, etc.
130	Incorporating an outdoor playground (look at Volcano Park in Belmont) would be a fantastic addition to the Sharpe Avenue precinct. Personally I believe this would have been well suited to the site sold off to build the proposed 'Hilton'. A large park/function area in the centre of town would draw families to the area and generate more interest in surrounding businesses and facilities.
131	Kids rides and waterpark
132	Karratha needs more family friendly venues that have activities/ entertainment for children ie Bounce, venue for birthday parties with extended opening hours and weekend availability.
133	Indoor Go kart centre
134	Large scale kids and teens activities centre... bowling alley, trampolines, water park. Needs to be done properly though not half of what would be in the main cities!
135	I think I like the idea of creative making spaces best. Kind of like the Freo Arts Centre
136	Bowling Alley m - Additional mixed use facility with function capability below the apartment building.
137	Bowling ally
138	N/A
139	I think a Bowling alley would be very good for the community at large
140	Chinese sister city information/ display, geology information/ display, scitec/ science information, herbarium
141	Kids entertainment



142	Museum, aquarium, laser tag, rock climbing, activities for pre-teens. Air conditioned birthday party venue for kids or adults with activities such as mini golf etc.
143	The Aboriginal Cultural Centre should complement rather than compete with existing and planned interpretive centres.
144	Bowling alley.
145	How about a new daycare facility. With Karratha attracting more and more families it is a 6 month wait minimum for families to get their children into long/short day daycare facilities. We are also lacking in facilities for children, playcentre is good but only for the younger age groups, what about a latitude set up or inflatable world or trampoline programs and tie it in with a gymnastics complex so the Leisureplex can have more opportunities to create more programs for 2 years + and gymnastics can offer way more programs for kids.
146	Bowling alley Trampoline centre Roller rink
147	To pin bowling , fun actives games centre that adults can enjoy as well as family
148	This town needs some facilities for older children. Nothing for pre-teens and teens
149	Ice skating. Bowling , arcade - aimed at teens
150	Indoor rock climbing and or some kind of facility more directed at adults/ teenagers to participate in when it is too hot outside. An indoor rock climbing gym would be ideal but could combine the popular ninja style training also. We do not need more children specific activities
151	Indoor trampoline venue Indoor bowling centre
152	Bowling alley
153	Indoor trampoline and high rock climbing facilities for teens and adults. Need to provide some indoor activities for families with teens and adults.
154	A bowling alley apparently!!
155	Something that respects and celebrates Indigenous culture would be amazing. It's a big site, and it could be used for many things! Can't wait to see what happens here!
156	Cafe
157	BCF, Bunnings, Spud shed,
158	environmental discovery centre



159	Bowling alley/ family fun zone.
160	I have children that are too old for the indoor play centre and too young for the youth shed. Would love an indoor bowling alley/trampoline place/roller skating rink or Timezone to treat them with. Particularly on hot days!
161	Tenpin bowling would be fantastic.
162	Combining mining, indigenous and museum space would be tricky but worth while
163	Some more indoor entertainment more than 1 movie at a time more choices
164	The outdoor amphitheatre and roof top cinema have not been utilised as was intended and sought by the community during consultation when REAP was designed. Bring back the family cinema on the grass from Moonrise at the Walkington. Business centre already established next to bakery. Preferred is a cultural and history centre from Indigenous to pastoralists to mining exhibitions. However, whilst important can't see it would be sustainable as tourists visiting here wouldn't pay the entry fees expected to cover the costs.
165	Emphasis needs to be put on engaging the community but being related to existing services in the area. I would suggest a blend of facilities need to be available - business area with meeting spaces, potentially a hot-spot style business centre where desk/office space is rented on a short term (day by day or week by week) basis. It would encourage small business owners who work from home to hire an office for a couple of days, give a place where meetings can be conducted in a professional place. With services like the court near by you could pitch towards out of town lawyers as a place where they can meet clients away from the court, you could pitch to govt departments like DPP offering meeting/working rooms for similar purposes. You would also need to include non-city facilities. That end of town does not have a cafe or similar. The ability to secure a long-term tenant that provides such a service would be an ideal anchor to the area - and they can operate a catering-type service to your meeting rooms/workspaces. Public art could be displayed on the walls, however I would steer away from gallery-style exhibitions and instead focus on a community collaborative approach - ask each of the primary schools to provide a mural for display for a month or two, either rotating through the schools or displaying multiple at once. You can use existing services such as the Youth Shed to display works done by young people too, to help build their self esteem. Personally I feel too often spaces such as these are misused, not because they're poorly run but because there seems to be limits imposed on what can be done. I would be reluctant to move any of the existing services mentioned with the exception of the visitor centre. That is something that I feel should be "in town" as opposed to its existing location.



166	Definatly something for kids between the ages of 6-13. Along the lines of a climbing centre, trampoline place, parkour facility, gymnastics area etc. Multi purpose to get kids moving and out of the heat on the hot humid days..
167	Mental Health Facilities
168	An indoor activity area taking into consideration the population of young family's, the pool and indoor play centre isn't enough
169	Visitors centre
170	Anything kid related :)
171	This area will become a traffic black spot and traffic lights will need be installed. What about parking for this area?
172	Food truck hub. Could be set up with bathroom and dining facilities. Would keep the trucks together and bring some life into the city centre. Families sitting and eating a meal together, friends catching up over a bite to eat. Bringing the community together.
173	Would be great to move the Brewery to this location. Some sort of indoor activity centre for children and teenagers, like indoor trampolines.
174	Bowling alley, mini golf arcade style room, something fun the families can do
175	Would like to Cultural activities located at lot 7020 to tie in the Red Earth Arts Precinct. More youth focused facilities are definitely needed but can be located further down Sharpe Ave closer to the retail precinct.
176	Bowling alley
177	Ten pin bowling with game arcade
178	I think that most of these ideas could all be put together in a multi use building being the visitors centre that way for visitors it's a one stop for all their needs, they can get info on the area as well as what the area is about, mining, history ect, they haven't got to go to a heap of different buildings to see it all. We already have business hubs ect in town, revamp the visitors centre, it's also close to the shops and cafes, exactly what visitors are after, it will bring them into town.
179	Bowling
180	Stuff for kids to do during summer



181	Mini golf bowling alley cinema with comfy seats not like the one we have now
182	Science, technology and environmental interpretation centre, a bit like Scitech crossed with a museum.
183	Bunnings
184	Various plans have not got off the ground or other have failed re 'business hub' as people always say it is what is needed but that doesn't translate to action in reality. Need to make Aboriginal culture and art the priority ... exhibition space, educational installations etc. the area is home to some of the most important sites and culture and this should be celebrated and recognised.
185	Cafe and or restaurant
186	Bunnings
187	Bowling ally, bounce, time zone, water park, anything to keep teenage kids and young adults like myself something to do. The movie only run on a few nights a week and with nothing else to do with our teenage children they are board and need something, fun and family Orientated to do in this town. If I see 1 more bar/pub opened without the thought of families in mind. There is nothing to do at night with children here. I mean nothing there is only so many times I can take them to the same thing. Bars and pubs are not a place for children or teens in that matter. Please do the right thing and open something up that I may enjoy with my children here at night when we are board and going out of our minds.
188	Bowling alley, arcade,
189	Bunnings
190	Ten pin bowling, laser tag, indoor gaming space etc. a proper cinema would be nice too that show current new releases on time
191	Big W or Bunnings
192	Anything for family/teens. Especially in summer months.. ten pin bowling, inflation world, skate rink.. something to bring family's in from as far as Hedland
193	Ok
194	I think an indoor rock climbing / indoor sporting facility would be great for kids & adults



195	indoor family area such as mini golf or something
196	Really need a Well Women's Centre in town where women can freely access cervical screening, family planning, counselling , child health and parenting support without having to pay exorbitant prices associated with GP services.
197	The town has been calling for something like a time zone layout, gaming, laser tag, ten pin bowling facilities and all we see popping up are more bars and pubs everyone wonders why there's such a high crime rate within youth everyone wonders why the youth in this town starts early drinking it's because of this very reason barely anything fun or cool to hang out with your friends and honestly seeing parents go to these 10+ bars and pubs every week sets a standard for these children give the kids and the youth something to do
198	Ten pin bowling, indoor climbing wall something indoors for teens/ visiting teens
199	Indoor market area - once a week markets
200	Bowling. Arcade.
201	Don't know
202	A museum has so much potential
203	Ten pin bowling center. This would be used for people to escape the Pilbara heat and bring family and friends together. Competiting teams would also be developed and host championships.
204	Water Park much like other regional towns. More for kids to do.
205	Bowling
206	Art gellery to showcase local art
207	Drop and go casual crèche for short appointments. Similar to crèche at leisureplex but parents can go to doctor/hospital appointments, quick shopping etc - no family up here and it's extremely hard to book appointments. Limited time 90/120 mins, can be booked on an app and parents must be within CBD and he prepares to collect kids within 10 mins
208	Suggest to have a ten pin balling alley or a mini golf area where both kids and adults enjoy and spend time



209	Ice rink
210	N/A
211	A ten pin bowling or mini golf for families to enjoy
212	The town would definitely like to see indoor go karting or bowling! These activities can be done at night when it's not as hot
213	None
214	An indoor space, like the Entertainment Centre, with a hardier indoor surface. Rollerskating Saturdays used to be great for youth. Something that's available all year round would be good! Dedicated activities area for Seniors, so they don't have to move around to different places for their passtimes. Just make sure you don't duplicate what's already available! No need for an internet cafe when there's internet and computers available at the library! Youth Shed has tech / gaming available for youth at present. Local History Display could be good too - there's plenty of history in the area, it'd be great for it to be accessible for everyone!
215	Men's Shed (support mental health of Fifo) bowling, lawn bowls, cinema, fishing club.
216	Tourist centre/ art, history, cultural hub combination. Or Free water play/ park
217	A branch of the WA Museum did acted to Aboriginal and Australia history of world creation, climate change and human adaption.
218	* Something for the kids (under 10) as there are no playground in the city centre. * Escape room * Indoor Bounce/trampoline park with wall climbing * Indoor paintball * indoor roller skating
219	Bunnings.
220	Bowling alley. Periodt. Nothing else, but a bowling alley. Anything else would be a waste of money, unless is was a bowling alley that included indoor mini golf....and an escape room....just copy Strike at Carousel. Laser tag, we can do without but happy for it to be included as well, if easier. But at least just the bowling alley.
221	Family friendly and accessible cafe/bar and art/gift and book store



222	Ten pin bowling, arcade, ice skating rink, mini golf, something indoors and entertaining
223	10 pin Bowling alley/ bounce centre/ something the whole family can enjoy
224	Arcade
225	Aged Care
226	Should be made into a proper car park to be used by surrounding buildings eg...the courts, the REAP and the Medical centre
227	An activities hub. Think of it as an extension of REAP and have spaces for gaming, arts, culture and history. Similar to other museums / historical places in Australia, where you can do multiple things to interest a wider group of people whilst also incorporating the culture and history of the City
228	CINEMA that shows current movies at actually useful times! Or an indoor skating rink to improve fitness and get kids off streets at night (sessions from 7-9:30 or 10pm on Fridays/Saturdays
229	Bowling alley, trampoline centre or some other activity for older kids, younger adults
230	A purpose built Gymnastics facility. Karratha gymnastics club has massive wait list and by having its own building they can add more classes in the time it take to set up and pack away and when other sports are on the court
231	Major Park/ playground / family outdoor zone
232	Bunnings Warehouse please!!!!!!
233	Indoor go karts
234	Aquarium
235	Karratha needs to attract visitors travelling on the Great Northern Highway into town AND retain locals. Perhaps some sort of venue supporting family based activities (bowling, laser tag, etc.?)
236	No comment

237	We need more activities for children Roller skating or ten pin bowling would be enormously beneficial for the youth
238	Something for families to do together eg ten pin bowling / timezone I believe would be beneficial
239	You really need to think of something for the 8 to 12yr age group. Indoor play centre is to young and youth shed is to old. Something they can do inside especially in the summer months. Like bounce or latitude in Perth, a family friendly environment that encourages physical activity.



10.4 Appendix D: Interview prompt questions for key stakeholders

Interviewee's name:

Interviewee's position:

- 1) In your professional capacity, what role do you play in the development of regional cultural and civic infrastructure?
- 2) How does this specifically relate to cultural and civic infrastructure in the CoK?
- 3) Have you completed the survey via the link that was included in my email? If not, can we go through the survey questions together now? *(If already completed go to question 4)*
- 4) What do you think are the strengths of the current cultural and civic infrastructure in the CoK?
- 5) The CoK have articulated an aim of becoming "Australia's most liveable regional city." Thinking about the cultural and civic infrastructure in the CoK, what do you think is needed to help achieve this aim?
- 6) The CoK is also interested in developing and growing new industries to benefit both residents and visitors. Thinking about the cultural and civic infrastructure in the CoK, what do you think is needed to help achieve this aim?
- 7) In your current professional capacity, what key strategies discussed today would you consider to be most important?

10.5 Appendix E – Case Studies

As indicated in the current trend section, research has shown that rather than being simple book transaction places, libraries now have a much greater community role, with community expectations increasing, colocation opportunities being realised and services being extended to include multifunctional activities. In order to explore this in real life examples case studies were undertaken on Belmont Hub, City of Perth Library, Darius Wells Library and Resource Centre, Fab Lab Devon (UK) and Taunton Library "Glass Box" (Somerset UK) – all of which have had redevelopments or been a new build within the last 6 years.

10.5.1 Case Study 1: Belmont Hub

Introduction

The inclusion of the Belmont Hub as a case study enabled further research into the successes and potential issues associated with the development of a modern multi-purpose library/community centre. The Belmont Hub, which was opened to the public October of 2020, is a state-of-the-art facility, demonstrating low maintenance, high sustainability, and inclusivity.

Discussion

In 2015, a master plan and vision were officially developed for the wider Faulkner Park Civic Precinct within Belmont. The community centre represented a key component of this development, including addressing multiple needs including updating severely outdated and rapidly deteriorating existing infrastructure, such as the senior's centre and library. In order to maximise accessibility and functionality, high levels of community and stakeholder engagement were incorporated into the initial planning phase of the project. This included public surveys and focus groups, in addition to the close analysis of existing background data.

The architectural designs for the Belmont Hub were further received in April of 2016, with the council officially adopting the community centre business plan in October of 2017. The construction tender was received December 2017, which was followed by a 2.5-year construction period. Construction was proceeded by a soft-opening, where-by local residents impacted by the construction works were invited to view the building for early feed-back.

The business model put in place throughout the development of the site specified individual working groups, each with clearly defined requirements and objectives. The model proved successful in minimising management issues and maintaining financial expectations, with the final product delivered under budget.

The \$38 million Belmont Hub offers an extensive range of facilities in the hope of achieving cross-generational appeal. The facilities, and design considerations for each, are as follows:

The Ruth Faulkner Library

- Book rentals and returns have been digitised, resulting in time saving outcomes for staff. The library presents as highly accommodating, with child-friendly and individual work areas situated throughout. The Library also incorporates a small fixed-structure shop, where local artwork is displayed for sale.

Digital Hub

- Technology available for public usage.

Multimedia recording room and screening room

- Houses instruments, cameras and green screens within a soundproof room for the purpose of public usage and is targeted toward disadvantaged youth. The screening room enables users to view their content on the premises.

Café

- Incorporated to lease out to a private business with the intent of further generating public interest. The café's placement intentionally overlooks a nearby bus stop in order to increase surveillance and security in the area.

Museum

- The museum features interactive and informative displays, as well as a hidden museum storeroom and artefact restoration room.

Seniors centre

- The centre has a separate entrance to the facility and consists of a variety of spaces for recreational purposes. The seniors centre has a limited licence over the designated facilities, which will potentially enable spaces to be utilised in different ways, when not reserved for senior use.

Event and meeting rooms

- These rooms are open for public usage via an electronic booking system and are not intended for recurring usage. Rooms have been designed to accommodate self-catering and versatility, with most rooms including removable wall structures.

Not-for-profit (NFP) organisations: 2nd floor

- Separate entrance to the facility to ensure security. The upper floor consists of meeting rooms and communal spaces, such as a kitchen and lounge area.



Crèche

- Available for NFP organisational workers or short periods of time only.

Communal outdoor spaces

Undercover car park

- 96 bays are available for use. The area also includes a bike store, as well as showers/change room facilities.

Community engagement was a key factor of consideration for the Belmont Hub's architectural design. The complex façade of the building, in conjunction with single plane glass walls, were designed to generate intrigue and invite local residents into the facility. The interior demonstrates an open-plan arrangement, featuring a glass lift, floating staircase and skylight in order to exhibit interconnectivity between levels, and further promote exploration throughout the premises.

The integration with the senior's centre, and incorporation of the museum, digital hub, kid's area and crèche also promote community engagement from a broad demographic range. In addition, discussion and planning with disability groups ensured accessibility for all. The Belmont Hub incorporates a lift and ramp structures, as well as a toilet, shower and change room equip with aids, including a hoist.

This facility is accessible via a universal key and is available for use after hours. Local council emphasised the importance of community input to the project, with Mayor Marks stating it was a "building designed by the community for the community".

Sustainability was an additional factor that significantly influenced the infrastructural design, including a number of construction materials and energy saving alternatives. The Belmont Hub has adopted a renewable energy source, with an array of solar panels situated atop the building. Further, in order to reduce heat adsorption within the facility, large "birds' nest" shade structures have been incorporated along the exterior windows of the building, in conjunction with the super-insulating golden aluminium shingles, which are the first to be utilised within Australia. The building also features low maintenance, long lasting features, such as the polished concrete floors. As a result of these measures, the Belmont Hub achieved a 5-star green rating, with current performance tests to confirm whether this rating will increase to 6 stars.



The development and design of the Belmont Hub further aimed to integrate with the surrounding streetscape. As such, some changes had to be made to neighbouring landscapes in order to achieve a higher level of compatibility with the wider Faulkner Park Civic Precinct vision. This included revegetation of garden beds outside the civic centre, as well as the construction of a new entrance to the Belmont forum, to promote interconnectivity between the two complexes.

Despite the success of the Belmont Hub, some challenges were faced within the development and construction phases of the project. The architect was appointed as the site superintendent, potentially generating a perceived conflict of interest. As such, after discussion with the Belmont management team, it was suggested that in future projects the site superintendent be a separate third party in order to eliminate potential bias and management issues.

In addition to this, several complications arose from the complexity of the build within the construction period. This included the dewatering process for the building's foundation, and the installation of the shingles (to millimetre accuracy), as well as various single-piece structures, such as the glass lift. However, despite some complication, the issues appeared to be minor, with the project delivered on time and under budget.

The City of Belmont was successful in receiving several grants to assist in the construction of the Belmont Hub, as listed below.

- \$9.6 million grant from the Australian Government [overall project]
- \$3.8 million grant from Lottery West [community service staff office space]
- \$540 000 grant from the Australian Government [security and infrastructure: including analytics system to observe foot-traffic and section popularity for maintenance purposes]
- \$196 000 grant from the Australian Government [79 CCTV cameras]

The remaining amount is to be covered by rate payers. The total cost for the Belmont Hub was \$38 million plus a \$4.8 million fill out.

Take Outs

The Belmont Hub is an elite example of a modern multi-purpose community centre. The project demonstrated the benefits of having a detailed business model, resulting in the final product being delivered on time and under budget. The project also depicted the advantages of integrating new development with the existing streetscape, with the connectivity of Belmont Hub and Belmont forum promoting public interest.

Additionally, the importance placed upon community engagement, sustainability and accessibility throughout the development of the Belmont Hub, as well as the versatile infrastructure, ensures the building's viability into the future. The wide-range of facilities available within the Belmont Hub establishes cross-generational appeal, and therefore community-wide relevance.

Potential changes for future developments include adjustments to the business model. Specifically, minor changes to management, such as the appointment of a third-party site superintendent, may better this plan. Additionally, ensuring all communal spaces are versatile in their functionality is of importance. As such, fixed structures, such as the library shop within the Belmont Hub, could be mobilised or relocated.

10.5.2 Case Study 2: City of Perth Library

Introduction

The inclusion of the City of Perth Library as a case study was to further research the issues and successes associated with established multi-purpose community centres within Western Australia. Understanding these aspects of community centre development and use may further improve the design and quality of future facilities.

Discussion

The City of Perth Library was constructed under the wider \$55 million Cathedral Square development. The Library represents the first civic construction for the City of Perth in approximately four decades. Following a tender process, which involved the submission of the library's infrastructural design from 18 companies, Kerry Hill Architects were selected as the preferred design consultants for the facility development. The construction contract was then allocated to Doric Construction, with construction commencing within 2013. The City of Perth Library opened to the public in 2016.



The City of Perth Library boasts 7 levels, with a total coverage of 3500 m². The building design and facilities encompassed within ensure cross-generational appeal, accessibility and sustainability. The building features;

Library, History centre, Digital media wall, Function spaces, Video conferencing facilities, Public use computers, Art displays, an Outdoor terrace, as well as:

Café

- Saint Larry Café leases the space on the ground floor of the Library.



Dedicated children's level

- The dedicated children's level is located on level four of the Library. The level encompasses specialised collections, presentation areas and an outdoor play area. The space has beanbag style seating and is surrounded with glass panel walls for maximising natural light. The floor also includes a bathroom equipped with change tables. The City of Perth Library website also has eResources available for children.



Dedicated young adults' level

- Level five hosts a dedicated young adult section entitled 'The Attic'. The floor includes specialised collections, information on upcoming events and programs, computers, as well as bookable study rooms (membership holders are able to book 2-hour sessions up to a week in advance).

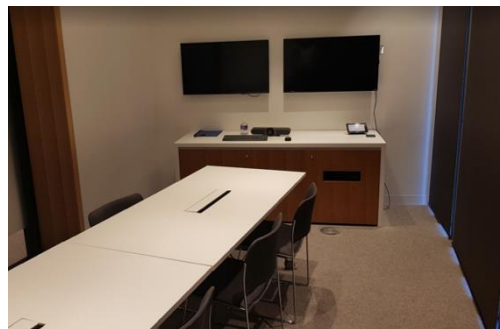
Auditorium

- The auditorium encompasses changeable seating arrangements (with setups ranging from cocktail to theatre, U-shaped and workshop style) demonstrating high functional versatility. The area currently seats up to 40 people (COVID capacity), and is fit with a projector, screen, lectern and microphone. The auditorium is bookable online for a minimum of 3 hours, with fees varying dependent on the selected day and time.



Meeting rooms

- Bookable meeting rooms are located within level two of the facility, and range in capacity (from 2 – 6 people) and cost (\$20 – \$50/hour, or there are day rate options available).



Community engagement is outlined as a vital part of the strategic community plan for the City of Perth. The library further encompasses this vision, from façade to community events. The circular design and large window structures were incorporated in order to generate public interest and enable 360° city views from the building's topmost level. The library further illustrates interconnectivity with the surrounding cathedral square region, which offers a range of shopping, dining and entertainment experiences, facilitating greater foot traffic. In addition to this, the library hosts school visits and public tours, as well as an array of community events. As a result of these features, the library has had great success in community feedback surveys and recorded over one million visits to the site within the first two years of opening.

Great emphasis was placed on sustainability throughout the development of the City of Perth Library. Approximately 80% of construction waste was recycled within the construction phase of the project, reducing the environmental footprint of the development site. The building's circular façade and placement have maximised the amount of natural light entering the building, reducing energy consumption and generating a comfortable internal thermal environment. This is further facilitated by the building's low ceilings, which have reduced energy consumption levels. Additionally, an underfloor air distribution system was incorporated within main library levels, improving air flow and sustainability incentives. The City of Perth Library also encompasses highly efficient lighting, water and air conditioning systems.

Accessibility was another focus for the development, with aim to employ universal design principles to suit a diverse range of abilities. The building further encompasses accessible parking spaces, automated doors, furniture that maximises visibility, hand-railing, and appropriate toilet/change room facilities. The City of Perth funded the \$55 million development.

Kerry Hills Architects were awarded just over \$3 million for the architectural design of the facility, with Doric construction awarded a \$33 million construction tender.

The library's development encompassed some complications due to the simultaneous development of the wider cathedral square area. Detailed planning mitigated most of these complexities and enabled the seamless integration of the library with pre-existing structures, such as the multi-level car park located under the library, and the other development sites. Despite these minor complications, the development of the City of Perth Library has largely been a success.

Take Outs

The development of the City of Perth Library placed emphasis on community engagement, integration, sustainability and accessibility for all. Community engagement has and continues to be achieved not only by the building's design considerations and available facilities, but with the broad range of community events hosted at the library. Detailed planning and execution alongside the development of the wider cathedral square region ensured the building's integration with the surrounding streetscape, maximising foot traffic and generating interest. This interconnectivity proved extremely successful with the facility achieving one million visits within the first two years and reporting as one of the City of Perth's strengths in public surveys.

10.5.3 Case Study 3: Darius Wells Library and Resource Centre

Introduction

The inclusion of the City of Kwinana's Darius Wells Library and Resource Centre as a case study was to further research modern multi-purpose community centre developments within Western Australia. The Darius Wells Centre provided a good example of a development that has encompassed a large range of facilities for broad demographic appeal. The successes and complexities associated with the development will help to formulate 'take outs' and benefit the design of similar facilities in the future.

Discussion

The development of the Darius Wells Library and Resource Centre was the core of the City of Kwinana's \$340 million city centre revitalisation project. The revitalisation project aimed to address the needs of a growing population and promote community engagement. The city redevelopment involved a detail planning process spanning 5 years prior to the assignment of design and construction tenders. The architectural design for the Darius Wells Centre was awarded to Woodhead, whilst the construction tender was given to Badge Construction. The development was completed and open to the public within 2013.

The \$22 million Darius Wells Library and Resource Centre has a wide range of facilities available for hire, not-for-profit organisations and general public use. These facilities include:

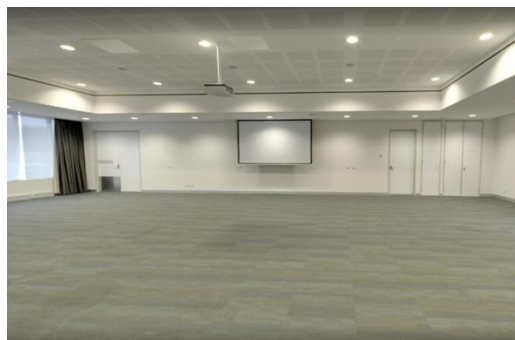
Library

- The library design is spacious, demonstrative of an open plan arrangement. Printing services and self-checkouts are available. The library has also incorporated areas for individual study, with desktop computers available throughout. The library also features a children's corner, which encompasses specific book collections, lounges and a designated play area.



Ken Jackman Hall

- The hall is spacious and versatile, fit with projector, screen and chairs. The room also encompasses storerooms for added flexibility. Removable wall structures are also present, and the hall is equipped with a kitchen.



David Nelson Art Room

- This art room is fitted with tables, chairs, storage cupboards, benches and white boards. The room has limited versatility due to the absence of storage rooms for larger furniture.

John Slinger IT Training Room

- The IT training space is an open plan room with the capacity to host 14 computer users and a facilitator. The room also incorporates storage cupboards, projector and screen, and a bench top with a sink.



Toddler town crèche

- The crèche is available for use Monday-Friday (9am-12pm) for those utilising the community centre facilities.

Not-for-profit (NFP) organisations

- Level one houses NFP organisations. The NFP organisational services include; employment counselling, early childhood development, education and skill building, family and relationship counselling and financial counselling.

Exhibition Space

- The exhibition space is located opposite to the dome café, within the Carol Adams Community Lounge area. The exhibition space includes wall hanging systems, as well as exhibition panels. The facility also hires the area for openings, which includes the use of tables, chairs and the kitchen.



Carol Adams Community Lounge

Café space

- Dome Café currently leases out the café space at the Darius Wells Library and Resource Centre and is located on the ground floor of the facility.

The development of the Darius Wells Centre as a component of the city centre revitalisation project resulted in a focus on interconnectivity and community engagement. The centre was integrated into the streetscape, and is located across from the Kwinana shopping centre, aquatic and youth centres, as well as a number of restaurants. This location and interconnectivity enable greater foot traffic to the resource centre. The lounge and café areas further provide a relaxing environment for community to gather, with the Darius Centre's advertised events also drawing community interest. Further to this, the NFP organisations located within the upper level of the facility offer a range of services to benefit community members.

In terms of sustainability, the building features tall glass windows, which facilitate greater natural light into the facility, and maximise thermal comfort. There is otherwise an absence of information regarding the sustainability considerations for the development. However, since its completion, the council has directed more effort to increasing sustainability of the facility, with a large array of solar panels installed atop the building.

The building's design supports a diverse range of abilities, featuring automatic doors, a lift, accessible parking bays, flat pathways, height adjustable tables within meeting rooms, and some sinks positioned at seating height within kitchen facilities. Audio loops are also available for visual displays.

Several unforeseen complications arose within the construction phase of the Darius Wells Library and Resource Centre, causing an extended delay to the opening of the facility. Despite this setback, the centre has received positive reviews since its opening. However, when considering other community centre designs, the limited versatility within some of the function rooms, such as the art and design room, could be improved upon. Further to this, an increased consideration for sustainable features would also provide greater economic and environmental benefits for future developments.

The City of Kwinana lobbied for funding for the wider city centre revitalisation project and received a \$6 million grant from the state government towards the construction of various facilities. The remaining funds were made up by the City of Kwinana.

Take Outs

The Darius Wells Library and Resource Centre is a good example of a multi-purpose community centre, demonstrating high community engagement. This has been achieved by design considerations such as; the building's interconnectivity and broad range of facilities. Additionally, the promotion of community events and inclusion of NFP organisations has furthered community interest in the facility.

The design has also considered aspects of sustainability and accessibility, with the installation of solar panels and accessible parking spaces/amenities respectively. However, the simultaneous development of the wider city centre resulted in significant delays to construction, and the library's grand opening. Smaller-scale projects could further take a more detailed planning/business model approach, in order to better mitigate potential complications and delays. Recommendations for future developments based upon the design of the Darius Wells Library and Resource Centre include ensuring all public spaces are as versatile as possible to generate wider public appeal. Additionally, greater consideration should be given to sustainability within the planning phase of projects. This would further provide greater economic and environmental benefits.

10.5.4 Case Study 4: Fab Lab Devon (UK)

Introduction

Opened in May 2014, Fab Lab Devon is a digital fabrication laboratory in a UK public library. Fab Lab Devon is within the Exeter library, Exeter being the major city for the region located in the southwest of England and approximately 200 kms from London. The population serviced by the library and its satellites is almost 1.1 million.



Fab Lab Devon delivers digital making courses for the general public, schools and businesses from in the Fab Lab in Exeter library, and includes smaller workshop events in other libraries around the county.

Discussion

The aim of the Fab Lab is to widen awareness of digital making techniques, processes, and to create opportunities for everybody interested in skills in these sectors. There is a strong focus on maintaining a high quality in the workshops and the activities run using hands-on sessions, open source tools, and by providing open access to the Fab Lab for everyone.

There is a high proportion of micro businesses in Devon (78,000 business of which 65,000 employ fewer than 10 people) which means there is limited capacity for research and development type activity. The Fab Lab offers local businesses access to its resources and supports the development of new products and services in a cost-effective manner, which consequently aids the economy and generates employment. Thus, the delivery of courses and awareness of the Fab Lab is both in-house and through partnerships and commissioned projects. A Fab Lab/Enterprise Manager was appointed in autumn 2015 to support the development of the Fab Lab and to integrate the facility with those local business associations.

Fab Lab Devon has over fifty volunteers on rotation, making the Fab Lab open to the public five days a week, for on average twenty-eight hours a week. In addition, some of the volunteers run a varied programme of taster courses, drop-in activities, specific subject courses, and group sessions on request.

The obvious issue with the Fab Lab Devon was that as it became more popular, and its resources more in demand, the need for a full-time manager became apparent along with higher levels of supervision and a greater turnover of consumables (council policy prevented the Fab Lab from taking payment for services or consumables in particular, and is instead studying a "membership" model). A close working relationship with the council's economy team became crucial to the success of the Fab Lab, and in future the service believes it should establish itself on a more commercial/cost recovery model with the appropriate systems and policies in place.

At the same time, the Fab Lab has shown that an active and engaged volunteer base enables a consistent, public service to be run in a comparatively cost-effective manner. The volunteers come with a huge range of skills, including engineering and design, capabilities that the library and therefore community wouldn't otherwise have available.



Take-Outs

Over 4,500 people used the Fab Lab in 2015 with a target audience of 7,600 for 2016 (60% increase). It has been an undoubted success, but if something like this were to be introduced into the library at Karratha, the City would need to be prepared for the increased costs and logistics that success brings.

10.5.5 Case Study 5: Taunton Library "Glass Box" (Somerset UK)

Introduction

The Taunton Library "Glass Box" includes a Makers Space facility that came from a plan to create a new space for individual and collaborative working and learning at Taunton Library to support business start-ups, digital making and skills development. The phrase 'Glass Box' was coined for the way it represented creating visibility for library resources and giving people an inspiring view into the digital world.



Discussion

The Glass Box was to create a community centre focal point and unique space for knowledge sharing and digital skills. It could also encourage partnerships with local business that might help reduce "early stage failure rates" by studying and encouraging innovations in a cost-effective manner, and at the same include members of the community in a beneficial way that could lead to future employment. Funding was very limited, and much of the expertise was reliant on volunteers and local businesses coordinating projects with the library. This became a challenge in itself, because the volunteers required extensive and continuous training in aspects not related to their actual skills—such as duty of care, health and safety, and other matters associated with running a public space.

There was also a question mark about whether the Glass Box, or any other facility like it, had the practical ability to keep up with the rapid changes in digital manufacturing and technology, or if there was a risk in it being obsolete too quickly. These concerns seemed unfounded when a three-month review revealed 5144 visitors came to the Glass Box, including more than 100 young participants; over 170 businesses engaged hosting more than 25 events and workshops; and 10 new partners came on board. The Glass Box continues to operate today, its tenure extended permanently in testament to its accomplishments and popularity.

Take-Outs

The Glass Box is another success illustrating a high level of interest in the community towards learning digital skills and manufacturing in a relaxed, non-stressful environment where education and training, not cost-driven commercial results is the priority. But providing an industrial safe space with trained staff can be problematic when relying on purely volunteer-based personnel.

10.5.6 Case Study 6: City of Albany Library and Visitor Centre

Local History Collection

As well as the Residency Museum, the City of Albany is home to an extensive Albany History Collection of 50,000 items containing all types of documentary information - books, pamphlets, journals, newspapers, maps, photographs, private archives, oral histories, films and birth, death and marriage registers. These are stored in a variety of formats, including microfilm and CD-ROM..



The collection was at the library from the 1980's until 2017 when it was rehoused due to the reconfiguration of the building to incorporate the Visitor Centre. A new mezzanine floor within the Library is being built to create space to permanently house the collection and provide a reading room for public access. Other cosmetic works will be done to give the internal structure of the library a facelift and create a custom out-of-hours study space for local university students.

10.5.7 Case Study 7: City of Busselton Local Studies Collection

Located over two libraries, the City of Busselton has a Local Studies Collection, including resource materials that reflect the history, development, culture and society of the area.



We now have a separate Local Studies section in the Non-Fiction area of the Busselton Library, so all things Local Studies are easier to find. This includes children's, young adult and adult fiction, travel guide books, wildflowers of the region and biographies. All of the Oral History interviews on CD are also here.

Come and have a look next time you are in the library and as always, if you can't find what you need, please ask. What is available for loan is just a very small portion of our collection.

10.5.8 Case Study 8: Collie Art Gallery

Perhaps the newest purpose-built A-class gallery spaces in Western Australia is the Collie Art Gallery, located 230k south of Perth in the regional town of Collie. Collie Art Gallery was officially opened on 17 July 2015, and it represents the first time a purpose-built A-class public art gallery



had been opened in WA since the Art Gallery of WA opened its doors in the 1970s. Funding for the facility was provided through Royalties for Regions and Lotterywest, with a half million dollar contribution from Collie Community Bank Branch of the Bendigo Bank. Additional funds were raised for the fit out of the gallery with grants coming from Lotterywest and the Coal Miners' Welfare Board.

The design includes 150 square metres of gallery space and 50-square-metre studio and storage and working space, designed to allow the gallery to host exhibitions of national and international significance. The current Collie Collection holds nearly 90 individual pieces. Since it opened, Collie Art Gallery has hosted many significant exhibitions and welcomes inquiries from artists and their representatives. The gallery offers a diverse range of workshops and development programs suitable for artists at all levels, from primary-school-aged children through to seniors, absolute beginners to experienced artists. Artists with skills to share are encouraged to hold workshops at the gallery. The gallery also offers a unique range of mainly hand-made crafts and artwork by local artisans for sale in the gallery's gift shop. The facility also has catering facilities and exhibition spaces can be hired for functions.