

## JOONDALUP PERFORMING ARTS AND CULTURAL FACILITY

### COMMUNICATIONS PLAN

**Please note:** The communications plan is based on Council approving the JPACF Business Case at its Wednesday 1 February 2017 Council Meeting. The communications plan will be updated, if required.

42 Day advertising period: **Thursday 16 February 2017 – Thursday 30 March 2017.**

ITEM	COMMENT	WHEN/WHERE	DATE
JPACF Brochure	For City wide mail out.	Provided to printer.	Thursday 2 February
Cover Letter	For City wide mail out.	Provided to printer.	Thursday 2 February
JPACF Marketing materials	All other marketing materials – finalised and approved.	Provided to printer (as applicable)	Thursday 2 February
City media release	Promoting the JPACF Business Case and seeking feedback from ratepayers, occupiers, businesses and key stakeholders during February 16 – March 30 community consultation.	Media release.	Thursday 16 February
Website update	Links to FAQ's, brochure and other supporting documents.	City's website.	Thursday 16 February
JPACF Brochure and FAQ's and relevant documents.	To be uploaded onto the website as soon as possible on the day of media release being published.	City's website.	Thursday 16 February
Social Media	First post – Business Case open for public comment.	Facebook, Twitter.	Thursday 16 February
JPACF Poster	Information on how to Have Your Say.	City's libraries, Customer Service Centres, Leisure Centres and other identified locations.	Thursday 16 February
City Advertisement	First ad - draft designed.	Joondalup Weekender.	Thursday 16 February
City wide mail out	Includes brochure and cover letter.	Delivered to City wide letterboxes (ratepayers, occupiers, businesses and key stakeholders).	Thursday 16 – Friday 17 February

## JOONDALUP PERFORMING ARTS AND CULTURAL FACILITY

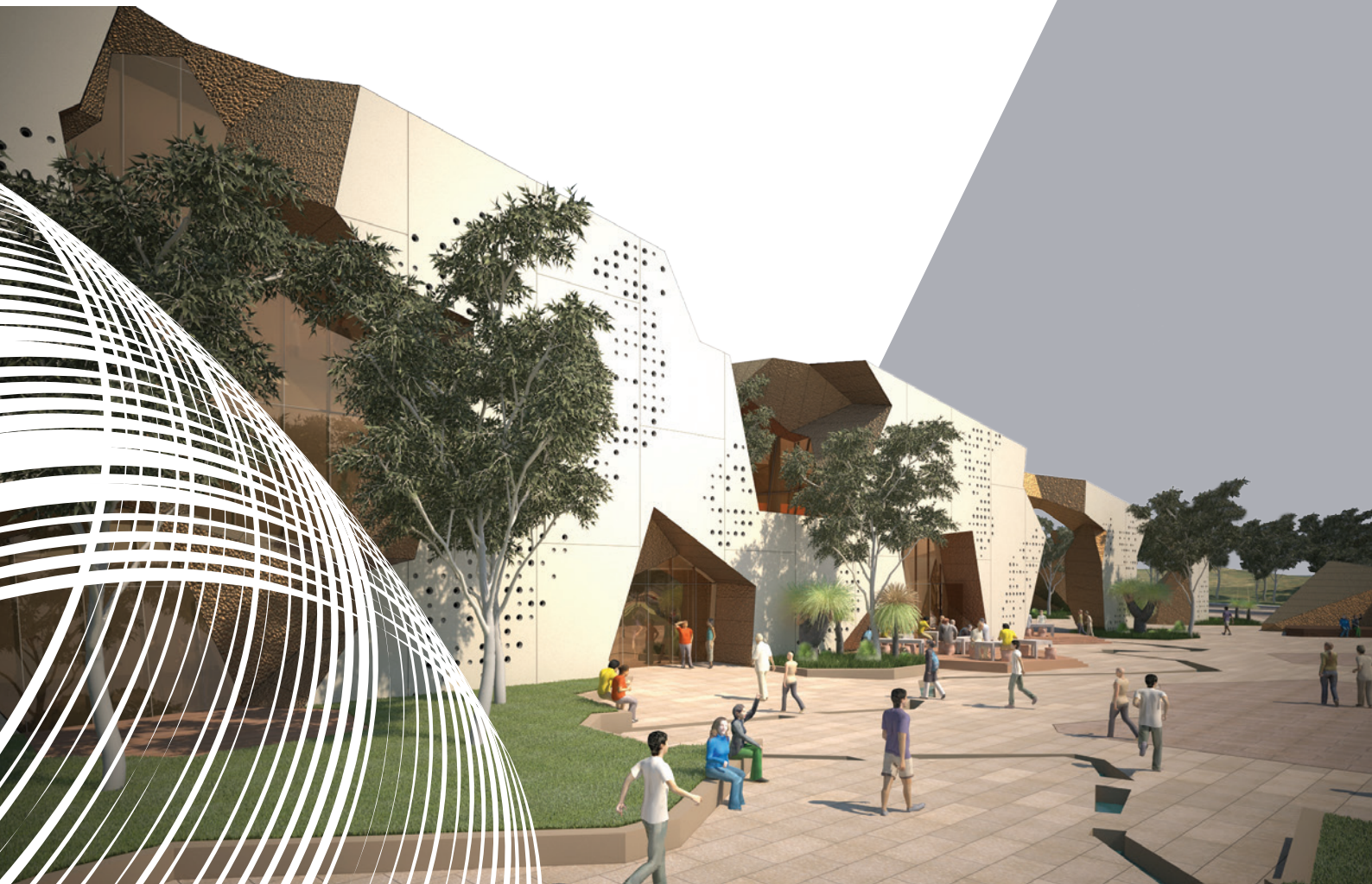


ITEM	COMMENT	WHEN/WHERE	DATE
Hero Image on website	Link to Joondalup Performing Arts and Cultural Facility webpage.	Uploaded.	Thursday 16 February
Landing page on website	Link to JPACF webpage.	Uploaded.	Thursday 16 February
Display screens	Displayed on TV screens at City libraries, Customer Service and Leisure Centres.	Uploaded.	Thursday 16 February
Social Media	Second post.	Facebook, Twitter.	Wednesday 1 March
City Advertisement	Second ad - Draft designed.	Joondalup Weekender.	Thursday 2 March
Information Sessions	Key stakeholders.		Dates to be confirmed
Articles in City publications – City News, Joondalup Voice	Delivered to all ratepayers. Joondalup Voice.	City News. Joondalup Weekender.	Saturday 11 March Thursday 9 March
City Advertisement	Third ad - draft designed.	Joondalup Weekender.	Thursday 16 March
Social Media	Third post – advising of closing date for feedback.	Facebook, Twitter.	Monday 27 March
<b>CLOSING DATE</b>	<b>ALL ADVERTISING</b>		<b>THURSDAY 30 MARCH</b>

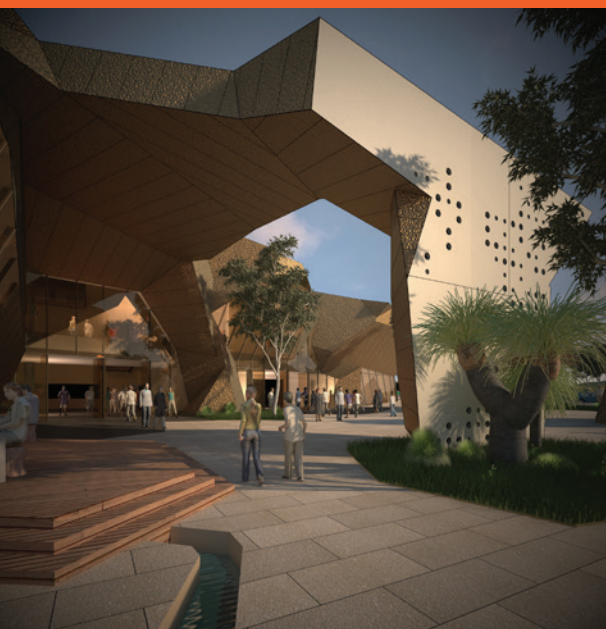


# JOONDALUP

Performing Arts and Cultural Facility







A dedicated performing arts and cultural facility within the Joondalup City Centre will provide local opportunities for residents to participate in and experience cultural events. Generating additional visits from across the metropolitan area, and tourists – such a facility will boost the local economy; create new jobs and further establish Joondalup as a destination City.





As the major northern regional centre for Perth's metropolitan area, Joondalup is an established business, education, entertainment, retail and tourism precinct. It is also a destination City for residents, visitors and tourists alike.

To complement existing facilities, the City has considered and researched the need for a purpose-built performing arts and cultural facility within the Joondalup City Centre. Such a facility will provide an outlet for cultural expression and experience, boost the economy and allow Joondalup to host prominent events and exhibitions that celebrate and encourage the arts.

## Background

Since the 1990s, the City has considered the need for a dedicated performing arts and cultural facility. As the City's population has continued to grow, and as the City has established itself as the principal business, educational, entertainment and retail precinct within the northern corridor of Perth, the need for such a facility is now more pertinent.

Extensive research has been commissioned by the City of Joondalup for this project with several studies being undertaken since 2001. The most recent feasibility study (2012) further supported the development of a performing arts and cultural facility in Joondalup.

In April 2013, the City commenced an international architectural design competition for the project, receiving 21 submissions. ARM Architecture was endorsed by Council as the winner of the architectural design competition for their Art Box concept in April 2014. A People's Choice vote was also undertaken and was awarded to ARM Architecture.

Should the facility proceed, it will be located at 3 Teakle Court, Joondalup, which adjoins Central Park and the Joondalup Learning Precinct (Edith Cowan University,

North Metropolitan TAFE and Western Australian Police Academy). This property, owned by the City, is ideally located close to public transport and facilities to maximise potential and usage.

## Strategic planning

The development of the performing arts and cultural facility is one of the core initiatives identified in *Joondalup 2022: Strategic Community Plan 2012-2022*, and is considered a critical transformation project to achieve key outcomes.

The Plan provides the structure for the City's future, and outlines key goals for the coming years. It was developed based on a comprehensive community engagement process to ensure it aligned with the aspirations, expectations and vision of local residents and businesses.

As part of this Plan, the performing arts and cultural facility is identified as important to contributing to the growth of the Joondalup City Centre into a Destination City, capable of attracting and providing economic benefits and other outcomes for residents. These outcomes are connected to the Plan's strategic areas of "Economic prosperity, vibrancy and growth" and "Community wellbeing".

The Plan identifies that a performing arts and cultural facility would:

- establish a significant cultural facility with the capacity to attract world-class visual and performing arts events
- invest in publicly accessible visual art that will present a culturally-enriched environment
- promote local opportunities for arts development
- meet the City's aspirations of establishing a thriving cultural scene within the City.

The facility also links to the City's *Expanding Horizons: Economic Development Strategy*.

This strategy states that development of major strategic projects including the performing arts and cultural facility will enhance Joondalup as a major destination location and provide greater recognition of the City as meeting the requirements of a Primary Centre as defined by State Government.

The facility will be a key driver of strategic employment creation and is therefore supportive of the City's Economic Development Strategy.

## Proposed inclusions

The proposed performing arts and cultural facility will feature:

- an 850 seat main auditorium of international standard, including a fly tower, with lighting and acoustic specifications of a high standard
- a 200 seat black box theatre to accommodate a variety of non-traditional theatre stagings and performances
- a range of rehearsal spaces that could also serve as places for small performances and general community activities
- theatre support spaces such as a box office, green room, make up and change areas, backstage workshops and storage
- a dedicated art gallery
- Jinan Chinese Cultural Garden
- conferencing and exhibition spaces
- spaces for the practice of fine arts and crafts
- curatorial space
- bar and catering facilities
- office and managerial spaces
- multi-storey car parking to cater for staff and patrons of the facility and day-time public parking.

## Benefits

To be ideally located within the heart of the Joondalup City Centre, close to public transport and amenity, the project has strong support from industry stakeholders and community groups.

Extensive research and feasibility studies indicate the facility will:

- support an estimated 609 jobs (directly and indirectly) during construction
- create 47 jobs (directly and indirectly) through the operations of the facility and supplies purchased
- lead to the creation of 91 additional jobs across the retail, food and beverage and tourism industries as a result of increased visitation and tourism in the region
- foster a culture of inclusion and civic participation, facilitate the development of cognitive skills and self-confidence and support mental and physical health and wellbeing
- increase access to art and cultural experiences
- connect audiences and artists

- increase creative output in the region and the pool of creative individuals – leading to the growth of creative industries such as advertising, software programming, publishing and architecture.

The inclusion of these aspects will deliver positive economic and social return on investment to the City of Joondalup and its ratepayers.

## Financial projections

Financial modelling has been assessed by City officers and independent, external experts – experienced in the construction and management of similar facilities.

These costs have been considered and included as part of the City's 20 year Strategic Financial Plan.

Monetary projections are based on modelling. Should the project progress, there will be ongoing reviews and opportunities to improve financial assumptions and projections.

### Design and construction

Based on current market rates the project is estimated to cost \$99.7million to plan, design and construct.

The City has already implemented strategies to fund the costs and if the project proceeds, will have a projected \$37.5million in reserves to help fund the project. The remaining costs will be funded by a \$10million grant and the balance by borrowings.

In addition, funds from Tamala Park land sales are forecast to provide an additional \$46million to the City during the operating stage of the performing arts and cultural facility. Income from these sales will be used to pay down debt associated with the facility.

### Annual operating costs

Based on detailed modelling and reviews of other similar facilities in Australia, it is anticipated that an ongoing annual contribution of \$863,000 will need to be made to the facility by the City. This represents 21% of the total projected expenses of the facility; which is lower than other comparable facilities in Australia that require up to 37% of their expenses to be funded.

A depreciation expense of \$1.5million per year is estimated.

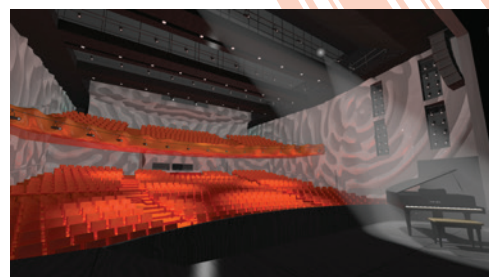
## Business Case

Based on population forecasts, market analysis and feasibility studies; there is evidence that there is currently a significant under-provision of performing arts and cultural facility within Perth's northern corridor.

Additionally, research indicates that such a facility will be extensively used, generate employment opportunities and encourage exposure to and uptake of the creative arts among City residents and residents of neighbouring localities.

The plan to include a multi-storey carpark as part of the construction, which can be used by patrons to the area, will also help alleviate future parking needs within the vicinity of the facility.





The City has prepared an extensive Business Case for the proposed facility, with the input of external experts, to assess the feasibility of a purpose-built facility. The working name for the project is the Joondalup Performing Arts and Cultural Facility (JPACF).

The Joondalup Performing Arts and Cultural Facility Business Case has been developed by City officers and external consultants. The studies and reports undertaken since 2001 have been incorporated into this Business Case.

It includes a thorough, expert-reviewed, analysis of the feasibility of the project in terms of:

- needs of the growing metropolitan population
- demand of the local population to access such facilities
- ability to attract major performing arts companies
- capital construction costs
- ongoing operational costs/revenue
- design options to maximise flexibility
- assessment of social and economic impacts
- sources of funding
- risk assessment (including variability of cash flows, returns and impacts on the City).

The Business Case has been reviewed and approved by Council for the purpose of public comment.

## Have your say

The City of Joondalup requires feedback on the Joondalup Performing Arts and Cultural Facility Business Case from City residents and ratepayers, businesses and stakeholder groups.

Feedback received will inform Council in its decision-making process.

The Business Case will be open for comment for 42 days from **Thursday 16 February, 2017**. Comments and submissions can be made by completing the online comment form available at [joondalup.wa.gov.au](http://joondalup.wa.gov.au). Submissions must be received by **Thursday 30 March 2017**.

To view the draft Business Case and supporting materials visit [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

For further information please contact the Senior Projects Officer **(08) 9400 4292**.



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**F:** 08 9300 1383  
**E:** [info@joondalup.wa.gov.au](mailto:info@joondalup.wa.gov.au)  
90 Boas Avenue Joondalup WA 6027  
PO Box 21 Joondalup WA 6919



**[joondalup.wa.gov.au](http://joondalup.wa.gov.au)**

*This document is available in alternate formats upon request.*





# JOONDALUP

Performing Arts and Cultural Facility



City of  
Joondalup

## Joondalup Performing Arts and Cultural Facility – Business Case Consultation Frequently Asked Questions

### What is the purpose of the consultation?

To seek community feedback on the Joondalup Performing Arts and Cultural Facility (JPACF) Business Case.

### What is the project background?

The need for a regional performing arts and cultural facility was identified in the 1992 Joondalup Cultural Plan. Land for the proposed site of the JPACF (3 Teakle Court, Joondalup) was purchased in 2006.

At its June 2010 meeting (CJ103-06/20 refers), Council established the JPACF Steering Committee and endorsed the project philosophy and parameters for the JPACF. A Market Analysis and Feasibility Study was undertaken in 2012, outlining a significant under-provision of performing arts and cultural facilities in Perth's northern corridor.

At its March 2013 meeting (CJ04-03/13 refers), Council authorised the initiation of an architectural design competition for the development of a conceptual design for the JPACF.

The City commenced the two-stage competition through a request for Expressions of Interest (EOI) process in April 2013. A public voting process for the People's Choice Award was held for the four submitted concept designs, where Council subsequently endorsed a conceptual design.

### What is the status of the JPACF Business Case?

In December 2015 (CJ77-12/15 refers), Council considered the Joondalup Performing Arts and Cultural Facility Business Case and Progression Options Report. This report provided options to progress the project through a schematic design stage.

Throughout the various phases of the project, feedback from consultants specialising in facility operation and management, architecture and social, economic and financial analysis, was collated and incorporated into the draft document.

In November 2016, the Major Projects Committee requested details of a community consultation plan for public consultation on the Joondalup Performing Arts and Cultural Facility.



## What is contained within the Business Case?

The Business Case includes the:

- project scope
- strategic context
- needs analysis
- design options
- financial, social and economic assessments.

The appendix contains all supporting documentation.

This includes consultant reports, concept and schematic design drawings, detailed financial and operations analysis and other technical data.

## Has the Business Case been reviewed?

In the interests of accountability, probity and transparency as part of the on-going due diligence applied to this project, a number of consultant reviews were undertaken by:

- Pracsys – Economic and social return on investment, forecast usage assumptions
- Rudi Gracias – Financial and operational assumptions
- Paxon Group – Repairs and maintenance, utilities, capital replacement costs, and forecast usage assumptions
- Deloitte – Financial projections, business case and financing.

These reviews were presented to Council, to allow them to make an informed decision on whether to progress the project to the community consultation stage.

## Where is the proposed site location and how was the location decided?

In 2006, the City purchased Lot 1001 from the Department of Education and Training (now the Department of Training and Workforce Development).

The contract of sale for the land included special conditions limiting the use of the land to the provision of a cultural facility and associated activities.

This location is adjacent to the Joondalup Learning Precinct (Edith Cowan University, North Metropolitan TAFE and Western Australian Police Academy), and has access to public transport with integrated transport linkages to main roads.

## What features are anticipated to be included in the facility?

The facility will feature:

- an 850 seat main auditorium of international standard, including a fly tower, with lighting and acoustic specifications of a high standard
- a 200 seat black box theatre to accommodate a variety of non-traditional theatre stagings and performances
- a range of rehearsal spaces that could also serve as places for small performances and general community activities
- theatre support spaces such as a box office, green room, make up and change areas, backstage workshops and storage
- a dedicated art gallery
- Jinan Chinese Cultural Garden
- conferencing and exhibition spaces
- spaces for the practice of fine arts and crafts
- curatorial space
- bar and catering facilities
- office and managerial spaces
- multi-storey car parking to cater for staff and patrons of the facility and day-time public parking.

## What consultation has already been conducted?

The City has consulted widely on the JPACF project, specifically during:

**Initial scoping and planning phases:** the City undertook a comprehensive survey of various schools, community groups and professional cultural and performing arts performers and artists.

**Preparation of the 2012 Market Analysis and Feasibility Study:** numerous performing arts managers, performing arts venues, arts producers, local cultural organisations and existing, school, convention, sporting and learning facility representatives were consulted.

**Architectural design competition for the concept design:** ratepayers, residents and the broader community were given the opportunity to view the four conceptual design submissions and vote and comment on their preferred design. The City received over 450 votes and numerous comments.

**Industry experts:** on an on-going basis the City has consulted with performing arts facility managers, the Department of Culture and the Arts and the Perth Theatre Trust. The City has also liaised with experts in the performing arts, conferencing, events, exhibitions and education sectors.



**Joondalup Performing Arts and Cultural Facility Steering Committee:** from 2011 to 2015 the JPACF project was overseen by the Joondalup Performing Arts and Cultural Facility Steering Committee. This committee included external members from the Joondalup Learning Precinct, specialist performing arts and cultural experts and members from community arts groups.

**Government:** the City has briefed Government and Opposition representatives at both state and federal level highlighting the local and regional, social and economic benefit of this proposed facility, with the intention of obtaining financial support.

### How much is the project estimated to cost?

The project is estimated to cost \$99.7million, at current market rates, to plan, design and construct.

The City has already implemented strategies to fund the costs and if the project proceeds, will have a projected \$37.5million in reserves to help fund the project. The remaining costs will be funded by a \$10million grant and the balance by borrowings.

The JPACF will require an on-going annual contribution by the City, estimated to be \$863,000 per year. The estimated annual subsidy is 21% of expenses, which compares favourably to other similar facilities in Australia.

A depreciation expense of \$1.5million per year is estimated.

### Who is anticipated to benefit from the facility?

- An estimated 609 jobs will be supported (directly and indirectly) due to the construction of JPACF.
- The JPACF is expected to create 47 jobs (directly and indirectly) through the operations of the facility and supplies purchased.
- In addition, 91 jobs are expected to be created across the retail, food and beverage and tourism industries as a result of increased visitation and tourism in the region.

### Who is currently being consulted?

The City will be consulting with all residents, ratepayers and businesses in the City of Joondalup.

Various other stakeholders including representatives of schools and community arts groups will also be asked to provide feedback.

### Where can I view the Business Case?

Due to the size of the documents, the Business Case and supporting information will be available on the City's website at [joondalup.wa.gov.au](http://joondalup.wa.gov.au).

### When does the community consultation period close?

The community consultation process will be conducted over a 42 day period from **Thursday 16 February 2017**, closing on **Thursday 30 March 2017**.

### What happens next?

Once all feedback received by the City has been collated and reviewed, a report will be prepared for Council.

This report will be used by Council in its decision-making process.

### Who do I contact for more information?

For further information, please contact the City's Senior Projects Officer on **9400 4292** or at [info@joondalup.wa.gov.au](mailto:info@joondalup.wa.gov.au)

# Joondalup Performing Arts and Cultural Facility – Business Case

## Online Comment Form

The City of Joondalup is seeking community and stakeholder feedback on its *Joondalup Performing Arts and Cultural Facility – Business Case*. This comment form can be completed electronically via the Community Consultation section of the City's website: [joondalup.wa.gov.au](http://joondalup.wa.gov.au)

It is recommended that you read all the documents located on the City's website prior to providing feedback. If you have any questions, please contact the City's **Senior Projects Officer on 9400 4292** or email [info@joondalup.wa.gov.au](mailto:info@joondalup.wa.gov.au)

### Your Details:

*Note that for your comment form to be valid, your contact details must be provided. This information will be treated as confidential and will not be published in any document or report on the outcomes of the consultation.*

Name:

Address:

Suburb:

Phone:

Email:

I am aged:      ☐ under 18      ☐ 18–24      ☐ 25–34      ☐ 35–49  
                          ☐ 50–59      ☐ 60–69      ☐ 70–84      ☐ 85+

### 1. Please nominate an option which best describes your stakeholder status. (Please tick as many as possible)

- ☐ Business Owner/Representative
- ☐ State/Federal Government Department Representative
- ☐ Local Resident/Ratepayer
- ☐ Education Institution Representative
- ☐ State/Federal Government Member
- ☐ Not for Profit Organisation Representative
- ☐ Community Arts Group member
- ☐ Other – please describe:



## Business Case Feedback

The Joondalup Performing Arts and Cultural Facility Business Case provides research and analysis on the following sections:

- Project background (i.e. project history, objectives)
- Context (i.e. local and regional significance)
- Need Analysis (i.e. feasibility studies completed, demographic analysis)
- Location, Design Options and Proposal
- Financial Projections
- Economic Impact Assessment (i.e. local and regional economic benefits)
- Economic Growth to support artistic and cultural participation
- Social Impact Assessments

### 2. Please provide your feedback on the *Joondalup Performing Arts and Cultural Facility – Business Case*.

### Thank you for your feedback.

Please ensure this form is completed online by the closing date: **30 March 2017**

#### Request to be informed:

*The City of Joondalup can send you an email update informing you when the consultation results are finalised. If you would like to be informed via email, please tick the box below and **ensure your email address is provided in the “Your details” section above.***

☐ I would like to be informed via email when the consultation results are finalised

#### City of Joondalup Community Engagement Network:

*The Community Engagement Network is a network of community members interested in being consulted and engaged on an ongoing basis about future strategic initiatives in the City of Joondalup. Contact details are kept strictly confidential and members can opt-out at any time.*

*If you are interested in joining the City of Joondalup Community Engagement Network, subscribe on the City's website at [www.joondalup.wa.gov.au](http://www.joondalup.wa.gov.au)*

☐ I am interested in joining the City of Joondalup Community Engagement Network





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Generating additional visits from across the metropolitan area, and tourists – such a facility will boost the local economy; create new jobs and further establish Joondalup as a destination City.

#### Have your say

The City has prepared an extensive Business Case for the proposed facility, with the input of external experts, to assess the feasibility of a purpose-built facility.

Feedback on the Business Case is now required from City residents, ratepayers, businesses and stakeholder groups, which will inform the Joondalup Council in its decision-making process.

The Business Case will be open for comment for 42 days from **Thursday 16 February 2017**, closing **Thursday 30 March 2017**.

To access a copy visit [joondalup.wa.gov.au](http://joondalup.wa.gov.au)







# JOONDALUP

Performing Arts and Cultural Facility



## Community Consultation

Thursday 16 February – Thursday 30 March 2017