



Griffith City Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land and waters, and their deep knowledge embedded within the Aboriginal community.

Council further pays respect to the local Wiradjuri Elders, past, present and those emerging, for whom we acknowledge have responsibilities for the continuation of cultural, spiritual and educational practices of the local Wiradjuri people.

Documentation control

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Project team

The project teams were led by Architectus Conrad Gargett (David Gole, Tamarind Taylor and Yasmine Melis with support from Emma Sargeant) and TCL (Deb Robbins and Kurt Lome).

Indigenous Engagement advice from Erin McDonald and Troy Casey (Blaklash).

Arts Management advice from Greg Randall (Randall Arts Management).

Art Gallery guidance from Bianca Acimovic and Ashley Salta (Neo T).

Museum consultancy advice from Andrew Uttley (Andrew Uttley Architecture).

Tourism advice from Simon McArthur (SMA).

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 - Councillor Shari Blumer
 - Denis Couch (Community Representative)
 - Oumi Karenga-Hewitt (Community Representative)
 - Pirkko Makarainen (Community Representative)
 - Rhonda Miranda (Community Representative)
 - Jann Morrison (Community Representative)
 - Steven Parisotto (Community Representative)
 - Desma Newman (Community Representative)
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 - Val Woodland (Community Representative)
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- War Memorial Museum Trust members
- Museums & Galleries NSW
- Multicultural Council and interested cultural groups
- The Wiradjuri and First Nations community
- Griffith Genealogical & Historical Society
- Griffith Town Band
- Griffith Pioneer Park Museum Committee (s355 Committee of Council)
- Conservatorium of Music
- Banna Lane Festival Coordinator
- Western Riverina Arts
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 - Chris Robson, Acting Library Manager
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- Community representatives and users
- Griffith and Regional Association of the Performing Arts (GRAPA)
- Disability Inclusion Access Committee (DIAC)
- Local schools



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Executive Summary

The City of Griffith is recognised as a regional cultural hub, with a rich blend of cultural heritage and contemporary arts, complimented by its dynamic multicultural and indigenous communities.

The Griffith Cultural Precinct Master Plan (CPMP) provides a framework to consider potential future opportunities for enhancing and further improving Griffith's key cultural sites including the Art Gallery, Library, Theatre and Pioneer Park.

The development of this CPMP was informed by the outcomes of multiple community member and stakeholder group engagement sessions held between February and June 2023. The voices of the community and stakeholders provided an understanding of the needs and the development of the key opportunities for each cultural site moving forward.

This CPMP outlines the key needs and opportunities for each of the cultural facilities into the future.

Implementing the CPMP actions and next steps will enable the Griffith City Council to support the current cultural facilities and ensure that they can provide for the future needs of the diverse Griffith community and region.

- This CPMP for Griffith provides;
- The historic, social, economic and planning context for the CPMP. It also outlines current Federal and State Government funding potential for regional cultural projects (Chapter 2);
 - A place and context analysis for Griffith (Chapter 3). The analysis identifies the concentrations of current key cultural activities in Griffith and their relationship to each other. In particular that the commercial axis of Banna Avenue (as the main active commercial, social and cultural boulevard) is the connector between the eastern cultural node (including the library, current gallery and tourism hub) and the central cultural node (with the theatre and city band);
 - A bigger picture Master Plan guiding principles and opportunities (Chapter 4) at a city scale;
 - Master Plan strategies for each of the 4 key cultural facilities (Chapter 5). This includes an outline of what we currently have for each facility, what we need (from the workshop sessions) and analysis. For each cultural facility, it provides a set of actions and next steps to enhance the current uses and support the future opportunities for each facility;
 - Provides a framework for decisions to be made and prioritised.

This CPMP has a specific focus on the Art Gallery which is currently very small and not able to adequately serve the current needs of the community. The current gallery is not able to display the current permanent collections or programme larger major touring exhibitions such as the Archibald Prize (as it does not meet the AAA requirement for loans from major galleries).

With the Art Gallery as a focal point for celebrating, enhancing and developing the cultural life of Griffith (and encouraging cross cultural connectivity) a new gallery site is required to meet these future needs. For the proposed new Art Gallery Chapter 5 provides:

- An outline of the investigation undertaken for 5 new gallery site options, site options analysis, an outline of the desired features for a new Art Gallery, essential spatial requirements and budget.

Two preferred sites were identified for further testing on their suitability to accommodate a new Art Gallery (of between 3000 and 3500 square metres). The two sites are the current Theatre site (site 2) and the Tourist Hub site (site 4). Plans and area schedules are provided for these two sites to show their potential together with analysis of the strengths and weaknesses of each.

Chapter 6 outlines some of the more general citywide opportunities and finally Chapter 7 provides an outline of the next steps.



Master Plan Guiding Principles

The 6 overarching Master Plan guiding principles for the CPMP include:

1. Enhance the current cultural facilities and precincts (also called nodes)
2. Nurture community and cultural connectivity
3. Inclusive and welcoming
4. Designing with Country (development of new facilities should be informed by Designing with Country principles)
5. A multicultural identity
6. A destination strategy

The key masterplan opportunities include;

- Supporting and enhancing the current cultural nodes (precincts);
- Support what is already working and established (the existing cultural facilities);
- Acknowledge the Walter Burley Griffin principles and reinforce the administrative / cultural centre (Griffin's grand circle);
- Acknowledge that Banna Avenue is the commercial / social heart and is the main central axis connecting the central cultural node to the east cultural node;
- Maximise critical activity + population density in the upper, middle and lower blocks of Banna Avenue (don't take activity away from the centre);
- Acknowledge the north cultural node (Pioneer Park) as a destination.

Master Plan Initial Actions

Overarching actions for all cultural facilities and citywide cultural planning:

- Establish a Griffith Cultural Advisory Committee (a steering committee) to meet regularly and to guide the strategic development of the cultural facilities
- Consider the appointment of a Griffith City Council Community Development Officer - Aboriginal Liaison (ALO)
- Undertake a Designing with Country engagement process with Traditional owners for all new cultural facilities



Master Plan Strategies for each of the 4 Cultural Facilities

The Master Plan strategies and actions for the Gallery, Library, Theatre and Pioneer Park are summarised as follows:

1. Art Gallery

- The current Art Gallery is doing an excellent job with very minimal space for programming exhibitions and lack of amenity (including no dedicated collections space, storage spaces and back of house areas);
- The current Art Gallery building and facilities are not adequate to serve the current needs of the community and region;
- A purpose-built new Art Gallery is needed to meet both the current and future needs of the community and region;
- 5 sites were considered and investigated;
- The two best choices are the Theatre site next to the Council building (called site 2) and the Tourist Hub site (called site 4). The strengths and weaknesses of each site were considered.

The next steps and actions are to:

- Further consult with the community to confirm a preferred new Art Gallery site;
- Secure the new site;
- Develop a Business Case (which is required to support funding applications). This will include a detailed brief and costing;
- Undertake a funding campaign and funding applications for a new Art Gallery to secure State and Federal Government Funds (ideally a three-way funding arrangement).

The approximate time frame to procure a new gallery is 3 - 7 years depending on capital fund raising and public support.

Approximate ballpark cost of a new purpose-built gallery with AAA rated gallery spaces (of between 3000 – 3500 sqm) to meet the requirements for touring exhibitions (like the Archibald Prize)- \$24M – \$28M (build cost only).

2. Library

- The current library is an excellent facility performing well for the community with some minor improvements that can be made to the existing collection and housing of new collections;
- While the library is very successful it could expand and provide additional facilities including areas for dedicated local history spaces and exhibitions, areas for genealogy, multipurpose and programmable spaces, a business hub with meeting rooms, a space that could be set up as a recording studio, a better dedicated VR space;
- The clock building (Zecca’s tenancy) was a very good investment for Council to make. It would be very wise to retain it to enable future Library expansion.

The next steps and actions are to:

- Develop a brief and undertake a test fit for the clock building (Zecca’s tenancy) to confirm its suitability for accommodating the future needs (dedicated local history spaces and exhibitions, areas for genealogy, multipurpose and programmable spaces, a business hub with meeting rooms, a space that could be set up as a recording studio, a better dedicated VR space);
- Undertake a compliance review and consider opportunities for a parent’s room;
- Consider opportunities for better access from Railway Street and a covered loading dock area;
- Develop a budget and business case;
- Funding applications.



3. Theatre

- The current theatre is an excellent facility performing well for the community with some areas of improvement needed;
- Improvements could include a bigger Foyer, additional smaller performance and rehearsal spaces (a Black Box theatre to seat 100 with retractable seating or flat floor), extra staff spaces, commercial kitchen for events and improved events spaces and upgraded conferencing facilities.

The next steps and actions are to:

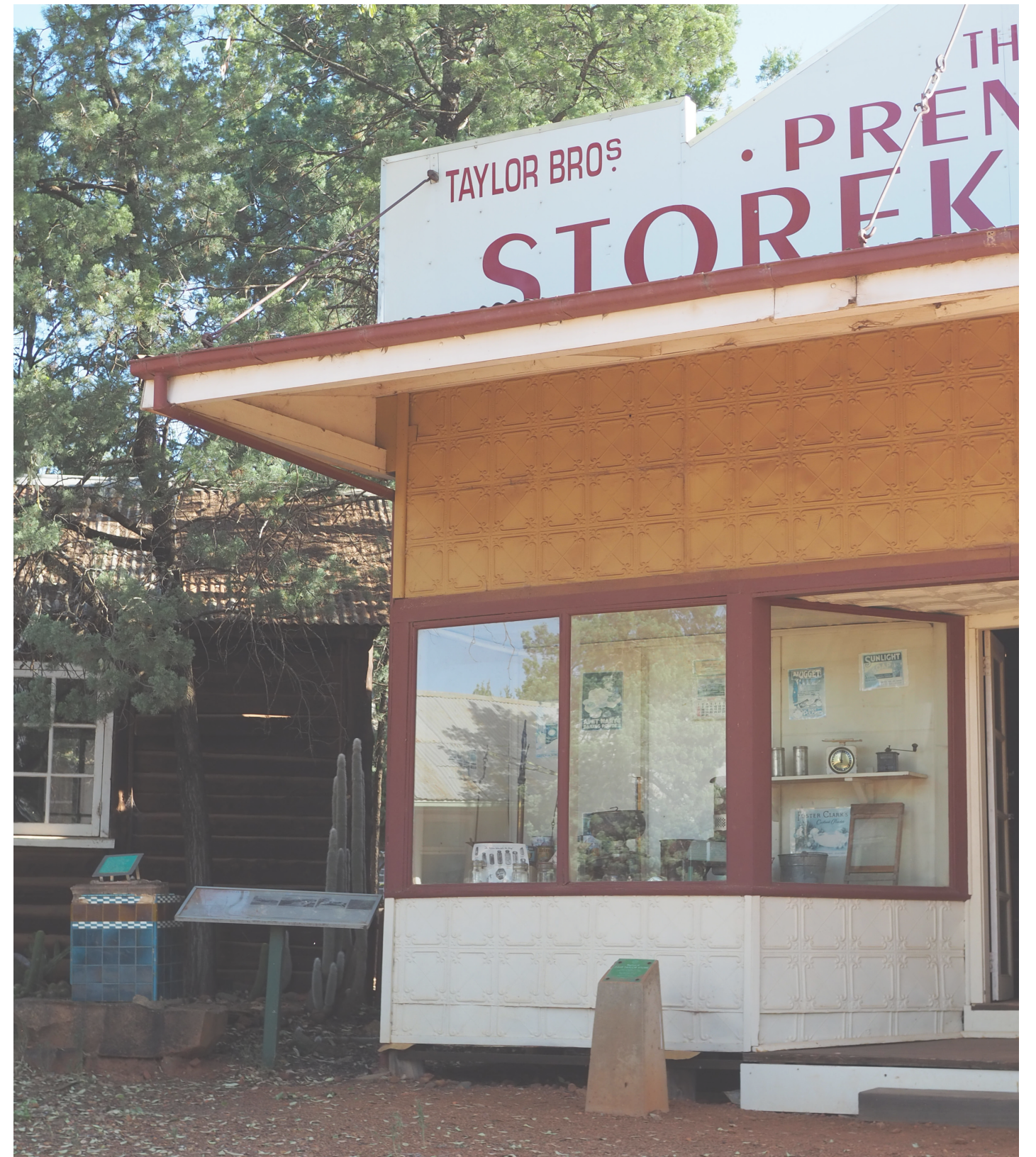
- Develop a brief and undertake a test fit on the existing Theatre site to confirm the potential for accommodating the future needs (bigger Foyer, additional smaller performance and rehearsal spaces (a Black Box theatre to seat 100 with retractable seating or flat floor), extra staff spaces, commercial kitchen for events and improved events spaces and upgraded conferencing facilities);
- Undertake a compliance review and consider opportunities for enhancing accessibility for the carpark, wardrobe, laundry and stage;
- Develop a budget and business case;
- Funding applications.

4. Pioneer Park

- Pioneer Park is a much loved and used highly significant cultural site dedicated to preserving and showcasing the history of Griffith and the region;
- It was identified in the community consultation as an important events space and recreational area for the community as well as being a key destination and experience for visitors and tourists;
- Pioneer Park is a very large site with a variety of uses, themes and site users and stakeholders. It has a large number of buildings, spaces, landscapes and infrastructure. There are complex issues to analyse and of all the cultural facilities Pioneer park needs the most focus and work.

The next steps and actions are to:

- Develop a clear strategic plan (and a road map forward) through workshop sessions with stakeholders. This strategic plan should include understanding how the site should be best utilised (utilisation of buildings and spaces) and where to focus the attention and resources moving forward (priorities);
- Opportunities (in addition to history and storytelling) include enhancing and consolidating the event spaces, providing low cost rehearsal spaces for multicultural endeavours, Wiradjuri cultural education, dormitory accommodation, secondary art spaces and 'artist in residence' accommodation;
- Develop a set of prioritised projects and associated budgets (as an outcome from the strategic plan);
- Undertake a compliance review;
- Develop a business case;
- Funding applications.



01

Introduction

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1.1 Introduction

1.1.1 Background

The City of Griffith is recognised as a regional cultural hub, with a rich blend of cultural heritage and contemporary arts, complemented by its dynamic multicultural communities. Each cultural site within the city carries unique values, serving as vibrant venues for arts, theatre, music, local history, community gatherings, and more.

The Griffith City Council passed a resolution during the 2022 / 23 financial year to develop a Cultural Precinct Master Plan (CPMP) for the city. This initiative acknowledges Griffith’s high-quality cultural facilities, including aquisition by council of an existing commercial building (the “Clock” building) within the Central Business District (CBD) which is currently leased on a commercial basis (to Zecca). This will enable cultural facilites to be expanded in the future to cater for the needs of the community.

This CPMP reviews existing community, cultural, and heritage facilities in the city, notably:

- **Griffith Regional Theatre:** A state-of-the-art performing arts venue with a seating capacity of 520 and a vast range of programs catering to all artistic tastes and demographics;
- **Griffith Regional Art Gallery:** A public gallery that houses nationally significant exhibitions and is home to the National Contemporary Jewellery Collection and the Couture Collection;
- **Griffith Pioneer Park Museum:** An open-air museum set amongst 11 hectares of picturesque bush land, presenting the local history of Griffith and its surrounds;
- **Griffith City Library:** Occupying the original 1935 Wade Shire Council Chambers, the library is a modernised historic icon in the heart of the city’s central business district. Neighbouring the Griffith City Library is the ‘Clock Building’, which will also be considered.

This CPMP has been commissioned by the Griffith City Council to examine the existing cultural facilities’ current status, future opportunities, and improved connectivity. It evaluates each facility’s capacity to continue to meet the city’s current and future needs and assess possible expansion and future development strategies.

This CPMP provides a comprehensive Cultural Precinct Master Plan for the City of Griffith, inclusive recommendations for the expansion and development of existing cultural facilities. These strategies are aligned with stakeholder input and take into account the city’s diverse culture.

1.1.2 Mission

This Cultural Precinct Master Plan (CPMP) provides a strategic and design framework to explore and identify potential future opportunities for Griffith’s cultural sites, defined as the Griffith Regional Theatre (GRT), Griffith Regional Art Gallery (GRAG), Griffith City Library (GCL), and Pioneer Park Museum (PPM). This plan balances cultural heritage management with stakeholder expectations, and evolving community needs.

This CPMP provides guidance for future developments, potential relocations, or expansions of these cultural facilities. It seeks to ensure the harmonious integration of cultural, community, and urban design elements while catering to the diverse needs of the local community, visitors, site managers, and workers. The objective is to ensure the city’s cultural precincts have a sustainable, vibrant, and dynamic future.

1.1.3 Brief

The brief for the Griffith Cultural Precinct Master Plan (GCPMP) is to review and augment the existing cultural and communal offerings of Griffith. The brief required engagement and consultation with an extensive array of stakeholders, comprising of community members, cultural institutions, council representatives, local businesses, Indigenous communities, and experts in urban design, planning, architecture, and arts management, among others.

The brief for the project prioritised the following project outcomes:

- Potential location(s) of a new or redeveloped **Griffith Regional Art Gallery** including a conceptual plan (or drawings) for the layout and requirements of the facility at the preferred location based upon a thorough engagement with all key stakeholders;
- Inclusion of the **Griffith Regional Theatre** in the plan including its capacity to continue to meet the current and future needs of the City;
- Inclusion of the **Griffith City Library** in the plan including its capacity to continue to meet the current and future needs of the City and analysis on whether the facility should expand as demand for services and programs grow in the future. The Library is adjacent to buildings that are under the ownership of Council, these being the State Bank House and Zecca’s Restaurant which needs critical evaluation as to how these fit into the cultural requirements of the City in the future;
- Inclusion of the **Griffith Pioneer Park Museum** in the plan including its capacity to continue to meet the current and future needs of the City;
- Any **other areas** that may be raised or highlighted as a result of the consultation with various stakeholders. Griffith has a number of other cultural aspects or items besides physical buildings that may need investigation and inclusion in the Master Plan, these are in the nature of:
 - Griffith War Memorial Museum;
 - Banna Lane murals;
 - Various Cultural Festivals;
 - Stone sculptures;
 - Public art pieces;
 - Kooyoo Street Plaza (under development and due to be completed in 2022);
 - Community stages.

In alignment with the project brief, the proposed recommendations take into account the importance of non-council managed cultural facilities. However, specific strategies or recommendations pertaining to these facilities have not been provided.

1.1.4 Community and Stakeholder Engagement

This Master Plan was developed following in depth community and stakeholder consultation and engagement. A wide array of stakeholders, including local community groups, cultural associations, city council members, museum trusts, and managers of each council-run facility were consulted.

Process for Consultation

TASK	DATES
Stakeholder Engagement Plan	Completed January 2023
Field work and Site visits to Griffith by Consultant Team	Completed February 2023
Stakeholder Engagement (In-person)	Completed February 2023
Additional Stakeholder Engagement (Online)	Completed June 2023
Stakeholder Outcomes Report (Final issue)	July 2023
Cultural Precinct Master Plan Draft	July 2023
Cultural Precinct Master Plan	Proposed October 2023

Consultation Stakeholders

- Griffith City Council Cultural Precinct Master Plan Committee
- New Regional Art Gallery community action group
- War Memorial Museum Trust members
- Museums & Galleries NSW
- Multicultural Council and interested cultural groups
- The Wiradjuri and First Nations community
- Griffith Genealogical & Historical Society
- Griffith Town Band
- Griffith Pioneer Park Museum Committee (s355 Committee of Council)
- Conservatorium of Music
- Banna Lane Festival Coordinator
- Western Riverina Arts
- Managers / staff of each of the Council run facilities:
 - Griffith Regional Theatre
 - Griffith Regional Art Gallery
 - Griffith City Library
 - Pioneer Park Museum
- Director – Business, Cultural & Financial Services – Griffith City Council
- Principal Planner Urban Design & Strategic Planning – Griffith City Council
- Community and appropriate representatives and users, as necessary
- Council (Councillors)
- Griffith and Regional Association of the Performing Arts (GRAPA)
- Disability Inclusion Access Committee (DIAC)
- Local schools

Themes from Consultation

The following are the results from the stakeholder engagement workshops. They summarise the participants' identified needs. For more details on these points, please see Appendix.

Griffith Regional Art Gallery

- The Walter Burley Griffin Heritage
- Wiradjuri culture
- Contemporary and future technology
- Improved gallery space and dedicated staffing
- Influenced by landscape
- Limited gallery, storage and educational spaces with current building footprint

Pioneer Park Museum

- Staffing and funding
- Wiradjuri culture
- Events focus
- Accessibility
- Maintenance
- Collection assessment
- Identity and branding discussions
- Exhibition upgrades and consolidation

Griffith Regional Theatre and other Cultural Events

- Upgrades (GRT)
- Affordability (GRT)
- Membership Programs (GRT)
- Marketing (GRT)
- Small performance and rehearsal spaces
- Community groups
- Limited office space, conference/ events space and no kitchen for catering (catering currently by an external provider)

Griffith City Library

- Collection and Display Space
- Innovation and Technology
- Learning and Education
- Community Engagement
- Building Renovations and Expansion
- Accessibility and Amenities

1.1.5 Designing with Country

The Wiradjuri Nation is the largest Aboriginal language group, covering a vast area of the inland and central parts of NSW. The Wiradjuri tribe is known as the land belonging to the three rivers being the Lachlan, Macquarie and Murrumbidgee Rivers.¹

Designing with Country in mind is both an overarching idea and a hands-on approach for improving neighbourhoods, cities, or regions through design that inspires people to collectively re-imagine buildings and public spaces that are connected through Indigenous story telling and cultural knowledge. With First Nation's community-based participation at its centre, an effective Designing-with-Country process capitalises on local community's assets inspiration and potential, which results in the creation of quality design outcomes that contribute to people's health, happiness, and well being through the fostering of relationships and community engagement.

Designing with Country not only champions First Nations perspectives it also strengthens the connection between all people and the places they live and share. More than just promoting better design, Designing with Country facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

Aboriginal community consultation

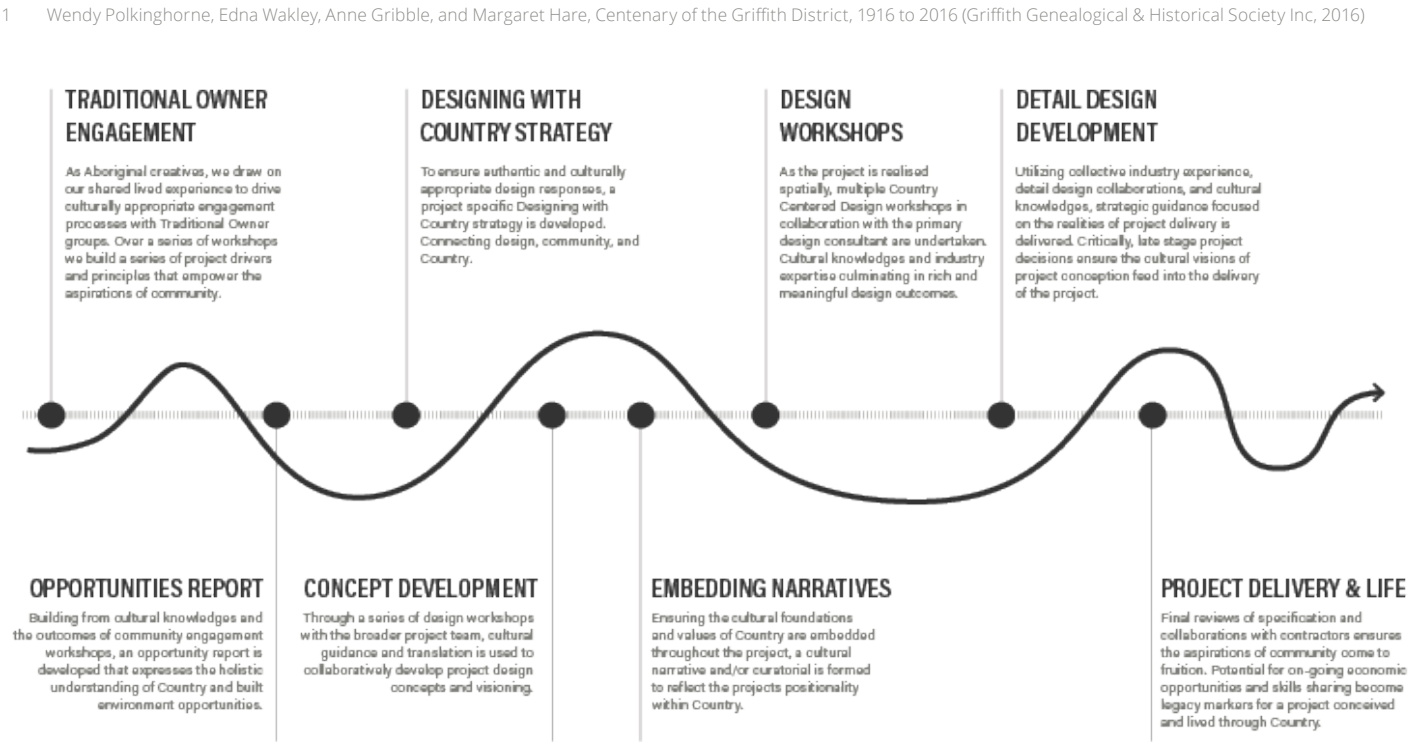
The Griffith Aboriginal community stresses the importance of genuine dialogue and mutual relationship-building, rejecting any form of symbolic or superficial consultations. Culturally appropriate, in-person engagement is favoured, allowing for meaningful exchange with the community or pertinent Aboriginal entities.

Prior to any engagement, a respectful request for consultation should be sent either through a letter or email to one of the following:

- Griffith City Council who have presently been liaising with;
 - Griffith Local Aboriginal Land Council (GLALC)
 - The Auntie Jeans group of Elders
- Other Aboriginal agencies

All engagements should prioritise cultural safety, inclusivity, and shared decision-making processes to align with the best practices for Indigenous engagement.

The below diagram outlines the proposed engagement process for each project.



02

Contextual Analysis



2.1 Regional Context: The Riverina Region



LOCALITY MAPPING

The Riverina region in NSW is agriculturally rich, known for citrus fruits, vineyards, rice, wheat, almond and cotton production. It’s marked by charming small towns, cultural heritage, beautiful landscapes, the Murrumbidgee River, and thriving wildlife.¹

The Riverina region, recognised for its agricultural sector, is a key producer of wine, citrus fruits, rice, wheat, chicken, eggs, nuts and canola due to its fertile plains and favourable climate. As a major urban centre in the region, Griffith contributes substantially to this output, particularly with rice, grapes, and horticultural crops.

Griffith's central location and infrastructure make it a service hub for the Riverina, providing healthcare, education, retail, and transport services to surrounding towns like Leeton, Narrandera, Hay, Hillston, Coleambally, and Darlington Point, among others. It's also a transit point for those travelling to other parts of New South Wales and Victoria due to its strategic road and rail connections.

Cultural facilities in Griffith, including the Griffith City Library, Griffith Regional Theatre, Griffith Regional Art Gallery, and Pioneer Park Museum, serve not only the city but also a broader catchment area. The library, part of the Western Riverina Libraries group and administered by Griffith City Council, draws visitors from towns such as Yenda, Hanwood, and Beelbanger. The theatre's diverse performances attract audiences from Leeton, Narrandera, Yenda, and Hanwood, while the Art Gallery's exhibits draw visitors from Hay, West Wyalong, Coleambally, Leeton, Narrandera and tourists from other destinations. The Pioneer Park Museum is frequented by school groups and history enthusiasts. The specific catchment of these facilities can vary depending on events and exhibitions.

¹ RDA Riverina, "Our Region", accessed June 26, 2023, <https://rdariverina.org.au/our-region>.

2.2 Socio-Economic Context

2.1.1 Geography and Population

In 2021, the population of Griffith was 27,182, which had been steadily growing at a modest rate of 0.5% to 1% per annum since 2006. Notably, this trend was interrupted in 2021, possibly due to the Covid pandemic, when a small decline was experienced.

The town of Griffith services a broader area of smaller centres, including Coleambally, Grong Grong, Barellan, Ardlethan, Darlington Point, and Goolgowi. It also services larger towns that are further away such as Leeton, Narrandera, and Hay.

The closest “big” city is Wagga Wagga, located 181 kilometres southeast. Griffith is over 500 kilometres from both Sydney and Melbourne.

Given its location, one might consider Griffith to be “on the road to nowhere” as it isn’t a way-point on the Sturt Highway from Wagga Wagga / Sydney to Adelaide or the Central West. However, it serves as a vital hub for a large region stretching over 150 kilometres from Griffith. Though not unique in this aspect, the hub-and-spoke nature of the region means that Griffith plays a significant social, economic, and cultural role in regional New South Wales (NSW).

Given that Griffith is not located on a major national highway, it necessitates that visitors intentionally choose to visit, rather than merely stopping for the night as they pass through on their journey elsewhere.

The town’s location and geography also impact live performance touring. The nearest comparable theatre venues are in Wagga Wagga, Albury, and Shepparton, making it challenging to arrange efficient touring schedules for promoters.

As seen in the 2021 LGA Census Data below², there is a relatively large First Nations population in Griffith:

Indigenous status	Griffith	%	New South Wales	%	Australia	%
All people						
Aboriginal and/or Torres Strait Islander total	1,434	5.3	278,043	3.4	812,728	3.2
Aboriginal	1,397	5.2	267,067	3.3	742,882	2.9

Griffith is renowned for its ethnic diversity. 24% of residents claim Italian ancestry (compared to 2.8% in NSW), 5% claim Indian descent (versus 0.8% in NSW), and 3.4% hail from other sub-continental backgrounds (compared to 0.3% in NSW). This cultural mix is wholeheartedly embraced and celebrated, offering a distinctive experience for both residents and visitors alike.

During our consultants’ site visit, Griffith was frequently referred to as “an oasis in the desert,” a well-deserved accolade indeed.

2 Australian Bureau of Statistics, “Griffith 2021 Census, Geography Type: LGA,” Australian Bureau of Statistics (website), last updated 2021, accessed July 7, 2023, <https://www.abs.gov.au/census/find-census-data/quickstats/2021/IQSLGA13450>

2.1.2 The Economy

The city of Griffith exudes prosperity, despite having a modest score of 959 on the “Socio-Economic Indexes for Areas” (SEIFA), where the average is typically 1,000. For comparison, Wagga Wagga has a SEIFA score of 995. Griffith boasts a low unemployment rate of 3%, which is significantly lower than the 2021 regional average for New South Wales, which stands at 4.6%. There is a palpable spirit of entrepreneurship in the city.

Griffith is evolving into a major health hub. This shift not only brings increased professional employment opportunities, but also attracts more visitors who, in the past, would have had to travel to Wagga Wagga for certain services.

In terms of education, it’s worth noting that Griffith lags behind other areas in regional New South Wales in terms of qualifications. This discrepancy likely reflects the limited local opportunities for vocational training, let alone diploma or degree courses.

2.1.3 Destination Tourism

The following has come from the Visit Griffith “Destination Tourism Plan 2021 - 2024”.³ Griffith has long sustained a robust visitor economy catering to a variety of sectors, such as businesses, families, backpackers, sports enthusiasts, and road trip tourists. Serving as a dynamic, multicultural metropolis, Griffith is imbued with an array of rich, intimate, and authentic tourist experiences set against a natural backdrop, setting it apart from other destinations in the Riverina Murray region.

Situated ideally to capitalize on the increasing interest in food and wine-related travel, Griffith offers a tourism experience deeply interwoven with the appreciation of gourmet food and wine. The city prides itself on its superior wines, fresh local produce, lively café scene, and inventive cuisine. As a dream destination for food and wine lovers, Griffith has garnered recognition as a prominent wine production area and stands as one of Australia’s significant food centres.

3 Visit Griffith, Destination Tourism Plan 2021-2024.

2.1.4 Funding Context

Two new Commonwealth programs that can be applied to support the development of regional cultural infrastructure were announced in late 2022.

The Growing Regions Program opened on 5 July 2023 with \$300million allocated to provide grants of between \$500,000 and \$15 million to local government entities and not-for-profit organisations, for capital works projects that deliver community and economic infrastructure projects across regional and rural Australia. The program is open competitive with grants awarded on a merit basis. There will be a two-stage application process. Under Stage One, applicants will be required to submit Expressions of Interest which will be assessed to ensure projects meet eligibility requirements, project readiness and program suitability, and are aligned with regional priorities for the area. Expressions of Interest that are assessed as meeting requirements and approved to proceed will be invited to submit a full application (Stage Two). Griffith City Council would be eligible to receive up to 50% of total project costs under this scheme.

The Regional Precincts and Partnerships Program is intended to provide a strategic, nationally consistent mechanism for funding and coordinating projects that transform a place, to benefit communities in regions, regional cities and rural Australia. The program will also be the mechanism for delivering all future regional partnerships to help regions move towards net-zero emissions, a decarbonised economy and sustained regional growth. The program will invite proposals nationally from State, Territory and Local Governments, as well as not-for-profit organisations, to come together in genuine collaboration to apply for a Precinct Partnership. In this context, precincts are ‘places with a purpose’ – defined geographic areas or community clusters – like shires, districts or regions – with initiatives shaped around a specific shared need or theme. Details of this program are yet to be announced.

In NSW, the Regional Cultural Fund disbursed \$100million over three rounds offered in 2018 to 2021. The NSW Creative Capital fund operated in 2021 and 2022 and provided grants up to \$5million from total funds of \$60m. At this stage there are no replacement funds announced but it seems likely that the new Government will develop a new mechanism in the short to medium term.

Both state and federal sources are almost certain to require some level of local contribution in the range of 25-50% of total project cost. Whilst this is usually expected to come from local government this could also be made up of smaller philanthropic and commercial contributions.

“There are also opportunities to build on the region’s rich history and cultural heritage, industrial and agritourism, food and wine tourism, and nature-based experiences. Although Griffith has some of the largest wine and food producers in Australia, most of the visitor experiences are based around small family run businesses. Growing existing markets and capturing new opportunities for growth will require a co-ordinated approach to marketing, infrastructure provision and destination management.”⁴

4 Visit Griffith, op cit.

2.3 Historical Context

2.3.1 The City of Griffith

The Wiradjuri Nation is one of the largest Aboriginal language groups inhabiting vast areas across the inland and central parts of NSW, known as the land belonging to the three rivers, being the Lachlan, Macquarie and Murrumbidgee Rivers. The Wiradjuri people are the traditional custodians of the lands on which the city of Griffith resides.

In 1817, John Oxley, surveyor of Australia, explored the region and reported that nothing could become of this parched, desolate land.

Following approval for the Murrumbidgee Irrigation Scheme by the NSW Government in 1906, the first farms were released in the Hanwood area and by 1916 over 200 farms had been taken up. Civic, health, religious, education and residential areas were established soon after with Walter Burley Griffin producing the Master Plan scheme for the City of Griffith in 1914. Success of the scheme and the agricultural industry was bolstered through Italian settlers arriving mostly in the 1930s. This attracted a further wave of Italian migration to Griffith in the postwar period.

2.3.2 The People of Griffith

Griffith's population today is a rich mix of over 100 diverse ancestries. Nearly 60% of residents identify with some form of Italian heritage. The other significant ancestries identified in the 2021 census¹ include:

- Indigenous Australians;
- English, Irish, and Scots from the UK;
- South Asians with roots in India (including Punjabi and Gujarati communities), Pakistan, as well as those who follow the Sikh religion;
- East Asians, primarily those of Chinese descent;
- Southeast Asians, including Filipinos and Malays;
- Polynesian and Melanesian peoples from the Pacific Islands such as Samoa, Tonga, Cook Islanders, and Fiji;
- New Zealanders, alongside the indigenous Maori people;
- Europeans, including those of German, Dutch, Spanish, and Turkish descent;
- Africans, predominantly those with South African roots.

The Griffith Aboriginal community are well represented at 5.2% of the population² and make a significant contribution to Griffith's cultural richness. Aboriginal and multicultural groups have shaped the unique cultural landscape of Griffith.

¹ Australian Bureau of Statistics, "Population: Census," Australian Bureau of Statistics (website), last updated 2021, accessed July 7, 2023, <https://www.abs.gov.au/statistics/people/population/population-census/latest-release>.
² Ibid.



"BANNA AVENUE, GRIFFITH. 1920S."



"STOREFRONTS IN BANNA AVENUE, GRIFFITH INCLUDING C.S. HARRISON STOREKEEPER. 1920S."



"GRIFFITH, NSW. N.D."



"IMAGE OF ORIGINAL STOREKEEPER BUILDING NOW LOCATED AT PIONEER PARK MUSEUM, N.D."

2.3.3 Walter Burley Griffin's Vision

Walter Burley Griffin, renowned for his innovative urban planning and the design of Australia's capital, Canberra, was subsequently engaged to apply his vision to the towns of Griffith and Leeton. These towns, situated approximately 550kms west of Sydney, were part of a visionary project initiated by Commissioner Leslie Augustus Burton Wade. Wade's aspiration was to create an oasis of prosperous, intensive farms, bolstered by new railways, business enterprises, power generation, domestic water supplies, and commercial service centres. Enlisted to realise this ambitious vision, Griffin delivered unique designs for both towns, with Griffith being planned as a formal city complete with water gardens and canals for aesthetics and recreation.

Griffin's plan for Griffith, the 'City Plan of Griffith,' published in 1915, was revolutionary in its design, discarding the traditional grid structure common in colonial Australia and instead, incorporating elements of the landscape into the city design. The plan had three key elements: a Civic Precinct on the central hill, a Public Open Space Corridor around the irrigation canal, and broad, tree-lined boulevards like Banna Avenue. About 20 percent of the city was designated as public open space, and the city centre comprised seven main avenues radiating from a grand circle. However, due to unforeseen circumstances, including World War I and Commissioner Wade's untimely death, many aspects of Griffin's original plan, including a centralised railway station, were not implemented, altering the development and form of the city.³

2.3.4 Missing Landmark Opportunity (The Capital Hill of Griffith)

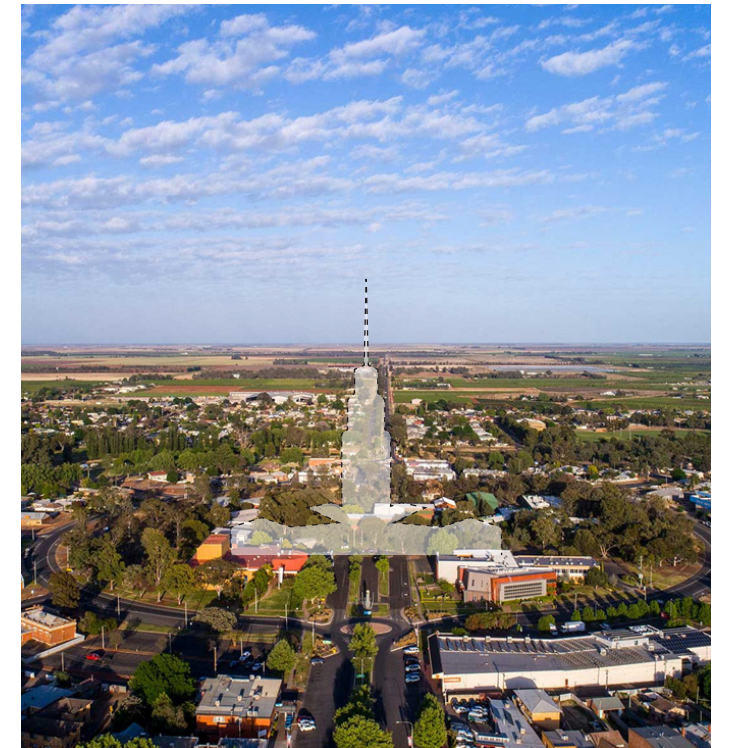
The grand circle (now Benerembah St) radiated outwards from the central precinct and acted as a basis for the well-defined arrangement of individual services. Griffin explained: "These most important structures of the city will command the commercial axis and dominate the vistas in every direction".⁴

Burley Griffin proposed to mark the Grand Circle as the elevated city civic centre with a tower structure. This is similar to the idea of Capital Hill in Canberra with the flag pole of Australian Parliament House creating a landmark for Canberra.

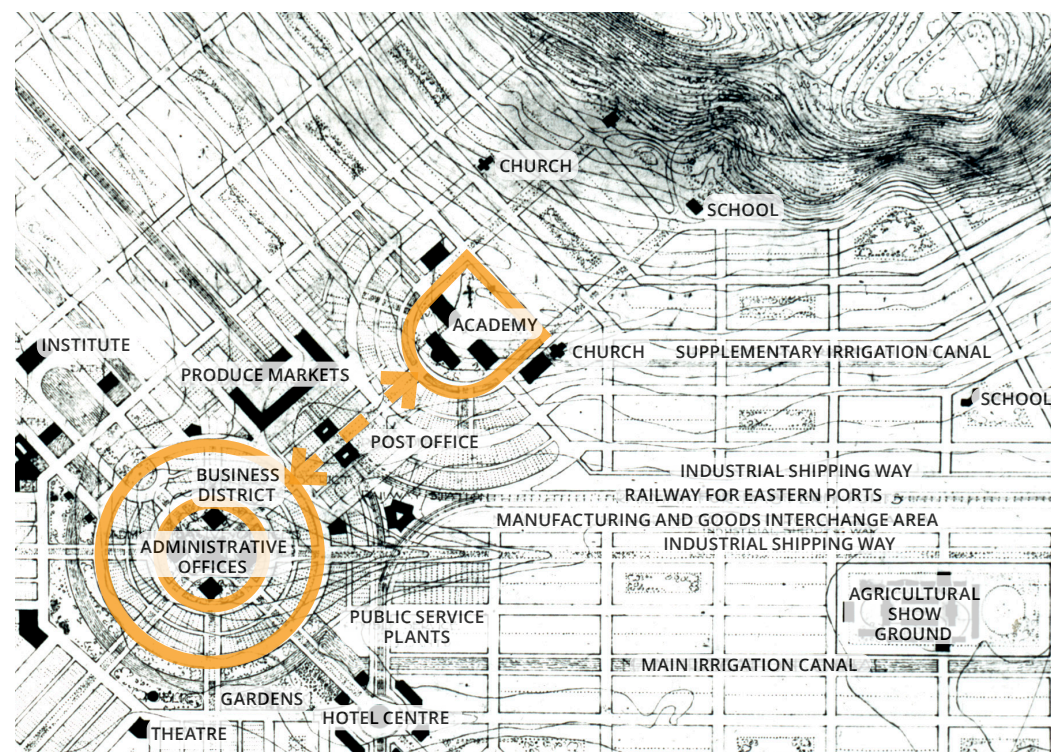
There is an opportunity in the future to acknowledge Walter Burley Griffin's original city plan by creating a city landmark. Currently, this site houses the TAFE, City Council offices, and Griffith Regional Theatre.



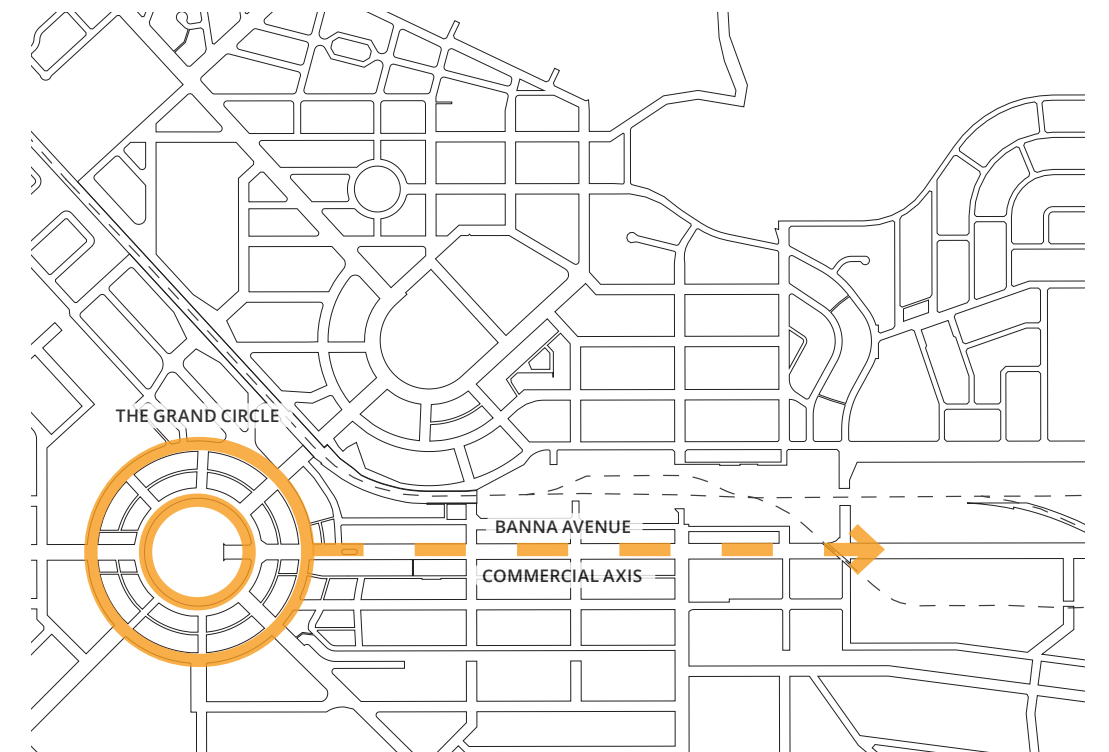
AERIAL PERSPECTIVE VIEW OF DESIGN OF TOWNSHIP, GRIFFITH, NEW SOUTH WALES, AUSTRALIA. SOURCE: NATIONAL LIBRARY OF AUSTRALIA



PHOTOGRAPH OF GRIFFITH WITH POTENTIAL LANDMARK LOCATION



WALTER BURLEY GRIFFIN VISION: TOWN PLAN OF GRIFFITH, NSW. 1914. CARTOGRAPHIC. SOURCE: NLA. ANNOTATED WITH WORDS AND PLANNED MAJOR ACTIVITY ZONES AND DIRECTION IN ORANGE.



CURRENT PLANNING WITH THE CENTRAL CIVIC CIRCLE FOCUSING AND CONNECTING TO BANNA AVENUE AS THE MAIN COMMERCIAL AXIS OR HEART

³ Griffith City Library, "Meet the Griffins," (2016).
⁴ Griffith City Library, op. cit.

03

Griffith: Place Analysis



3.1 Current Land Use

This land use analysis identifies the land uses in and around the cultural activities.

The majority of retail and food / beverage offerings are along the main commercial spine or street of Banna Avenue. There is pedestrian flow between these offerings, especially located around essential services like the post office or library.

The location of Griffith Base Hospital towards the Northeast corner provides a defined health and medical precinct.

Primary and secondary schools are dispersed throughout the community with the TAFE College located centrally within the Benerembah Street circle.

Cultural activities are concentrated at the East and West ends of Banna Avenue with commercial activity in between.

LEGEND

- MEDICAL / HEALTH
- EDUCATION
- PARK / GREEN SPACE
- SPORTS / RECREATION
- FOOD / SHOPPING CENTRE
- CULTURAL ACTIVITY
- COMMUNITY CENTRES / CHURCHES

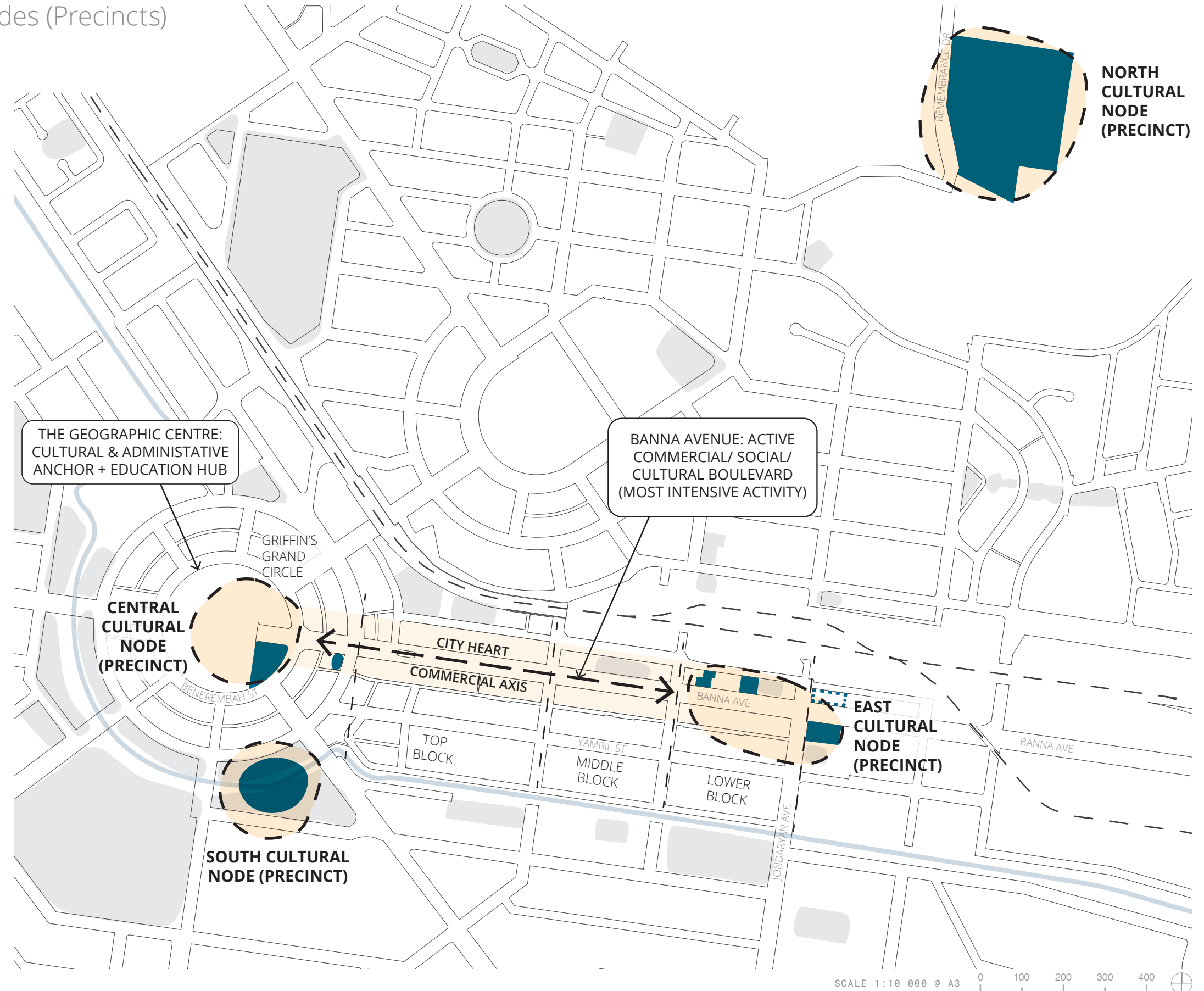


3.2 Current Cultural Activity Nodes (Precincts)

This diagram identifies areas of concentration of current cultural activity (or cultural nodes / precincts) in Griffith.

The cultural activities in Griffith can be grouped into areas of concentrated activity or nodes (precincts) these include:

- A central cultural node (precinct) which includes the theatre with the Council and TAFE facilities;
- A south cultural node (precinct) with the city Park and amphitheatre;
- An East Cultural node with the Art Gallery, War Memorial Museum and Tourist Information office;
- A North cultural node (precinct) with Pioneer Park;
- Banna Avenue as the main commercial axis (City Heart) connects the major cultural nodes (precincts) along an east west spine.



3.3 Urban Analysis

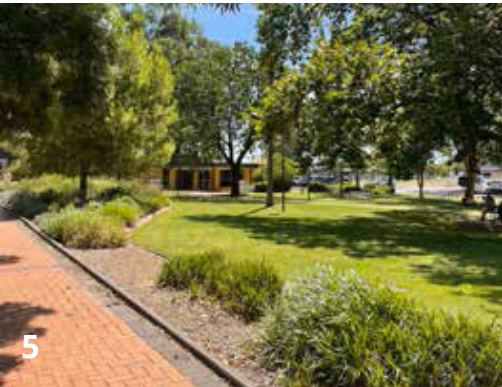
The cultural precinct Master Plan acknowledges the potential for a vibrant and activated city centre through a strengthening of the existing cultural offerings across the centre.

On the whole the Griffin vision for tree-lined boulevards, open space and a compact civic centre has been achieved. The urban structure remains faithful to the Griffin plan for road, rail and canals. The subsequent planning ideals of the post-war era favoured zoning of singular uses and this form of planning limits opportunities to activate the town over the course of the day and night.

The city's existing cultural offerings consist of:

- 1. The Griffith Theatre;
- 2. The Art Gallery and War Memorial Museum;
- 3. The Tourist Hub;
- 4. The Library;
- 5. The Memorial Gardens.

The Art Gallery, Visitor Centre, Library and Memorial Gardens are clustered towards the north east end of the town with the Theatre bookending and defining the heart of the town centre along the commercial axis at Banna Avenue.



3.4 Walk-ability

This section focusses on the connectivity between existing cultural offerings to assess the ease of walk-ability between them.

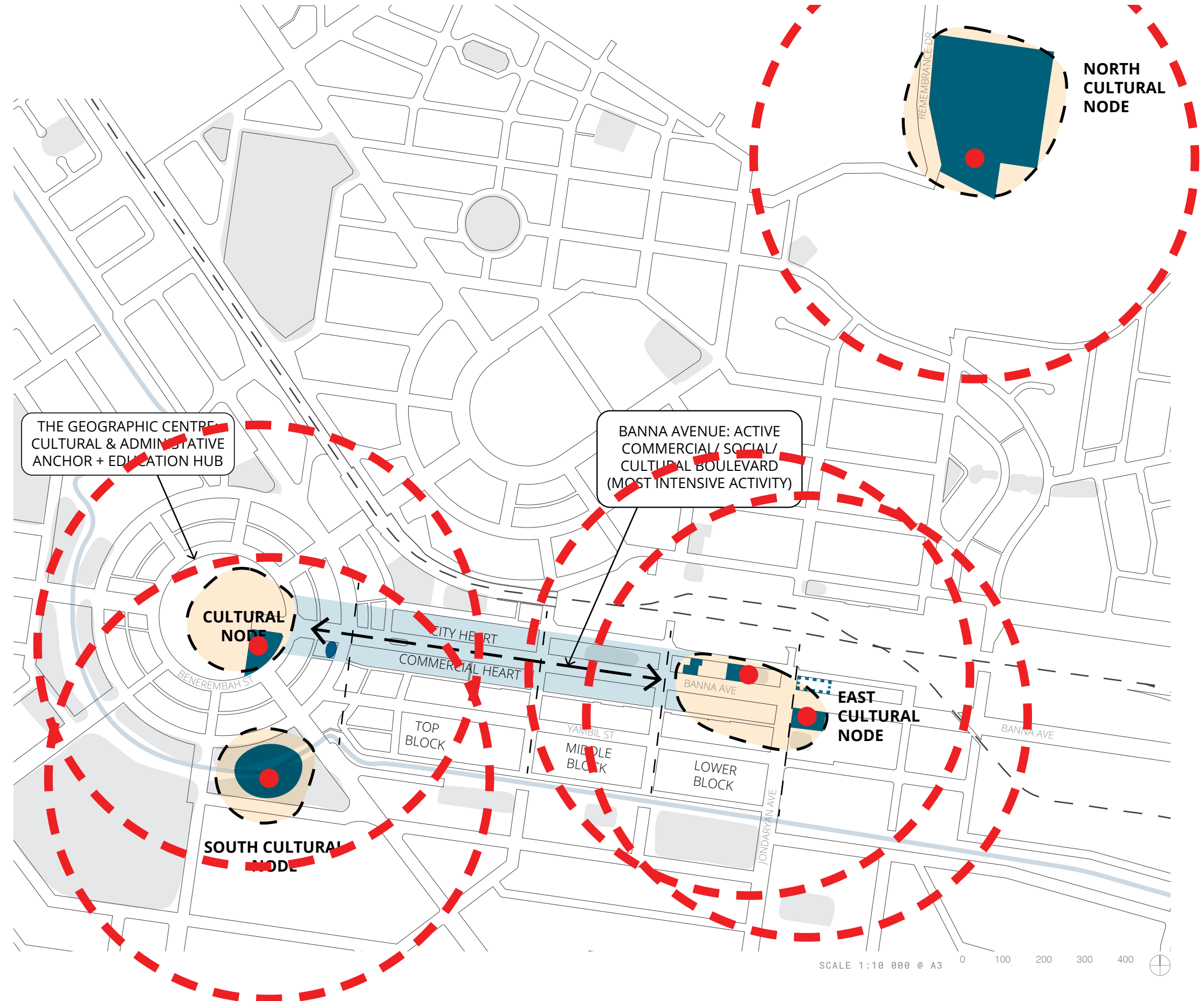
Walking along Banna Avenue is close to ideal.

Banna Avenue is leafy and green with generous covered footpaths with easy grades in good condition with good median crossing points and build outs offering respite in the form of shady arbors and seating.

However, feedback from workshops conducted for this Master Plan suggest Griffith is dominated by the car and the need to park within close proximity of the end destination.

Promoting walking and cycling within and along the commercial heart is seen as desirable when connecting cultural precincts.

The following analysis shows a 550 l / m radial catchment in which a person walking at .91m per second for a period of 10 mins along footpaths within the precinct. The centre of the circle denotes the centre of each cultural offering under review.



04

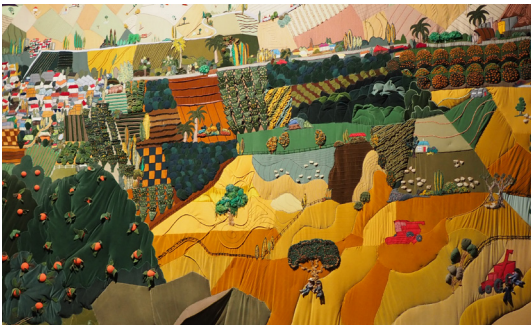
Master Plan: Guiding Principles and Opportunities

—



4.1 Master Plan Guiding Principles

1



Enhance Current Cultural Facilities & Precincts / Nodes

- Coordinate between cultural facilities to support and consolidate resources
- Find synergies between cultural offerings - e.g. joint ticketing for venues and events
- Improve access, navigation, wayfinding between sites and improve signage

2



Nurture Community and Cultural Connectivity

- Support the existing cultural facilities and amenities to bring together and connect the diverse cultures and demographics
- Create new cultural experiences to encourage current visitors to stay longer & return visits - e.g. out of hours nights, events in the public realm put on by collaborations of existing organisations

3



Inclusive and Welcoming

- Cultural facilities and amenities belong to the community and should be inclusive, accessible and welcoming to all the diverse cultures of Griffith as well as to visitors

4



Designing with Country

- Harness First Nations local expertise and knowledge to add value to current and future cultural facilities
- Development of cultural facilities should be informed by Designing with Country principles

5



A Multicultural Identity

- Harness local expertise and knowledge from across all cultures to add value
- Development of cultural facilities should provide for all cultural groups within Griffith

6



A Destination Strategy

- Collect and evaluate visitor data to inform the development of a destination strategy for Griffith's cultural facilities
- Ensure that Griffith's current and future cultural facilities encourage new and repeat visitors

4.2 Key Master Plan Opportunities

The key opportunities for Griffith include:

Support and reinforce the current cultural nodes (precincts)

- Reinforce central cultural node + amplify this with connection to education;
- Consolidate and support north cultural + recreational node;
- Reinforce eastern cultural node. Library and Tourist Hub + War Memorial retained and supported.

Support what is already working and established (the existing cultural facilities)

Acknowledge the Walter Burley Griffin principles and reinforce the administrative / cultural centre (Griffin's grand circle)

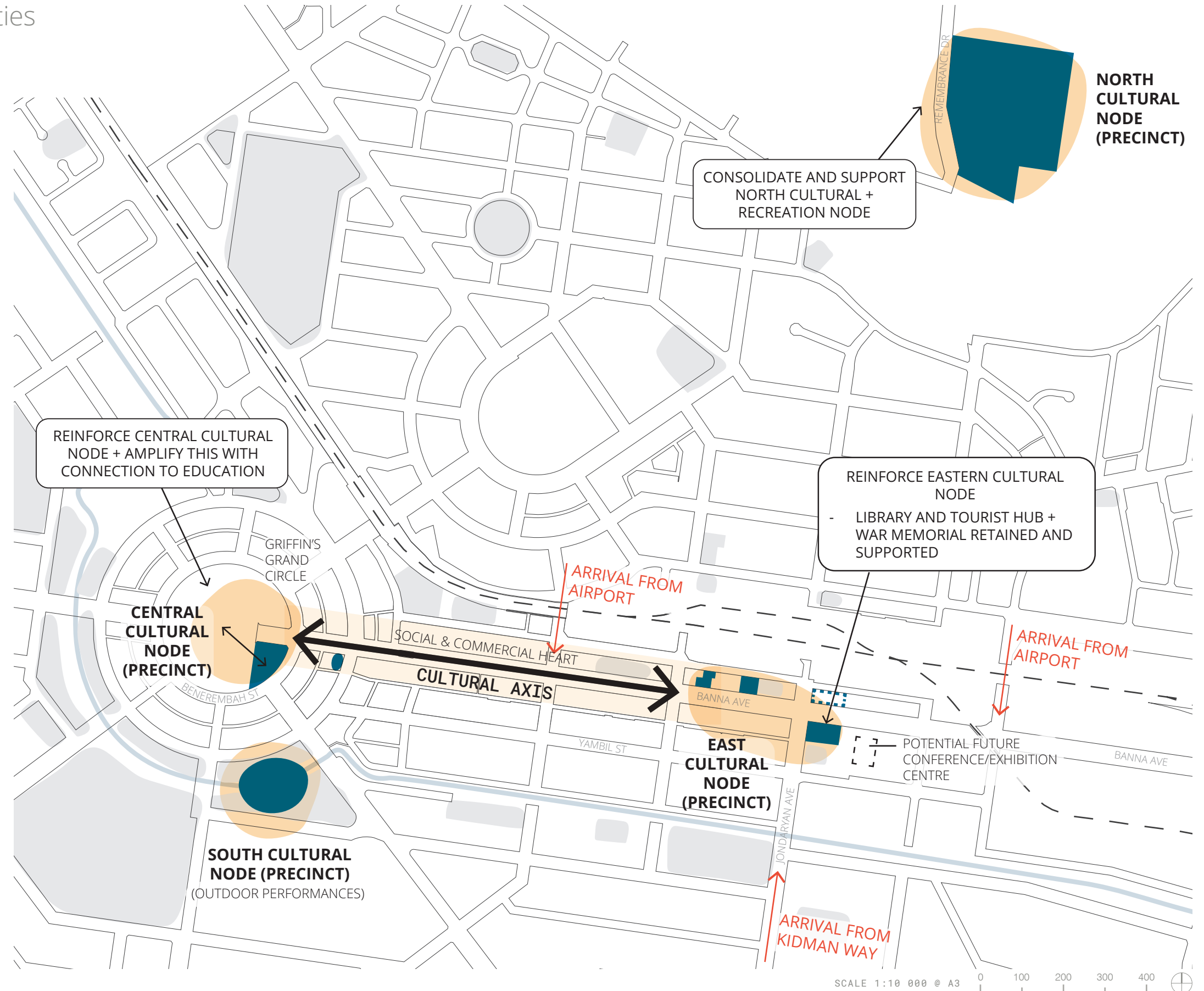
Acknowledge that Banna Avenue is the commercial / social heart and is the main central axis connecting the central cultural node to the east cultural node

Maximise critical activity + population density in the upper, middle and lower blocks of Banna Avenue (don't take activity away from the centre)

Acknowledge the north cultural node (Pioneer Park) as a destination

LEGEND

- CULTURAL PRECINCTS
- CULTURAL NODES



05

Master Plan: Strategies for Cultural Facilities



5.1 Cultural Facilities Overview

Griffith Regional Theatre



Griffith City Library



Griffith Regional Art Gallery and War Memorial Museum



Pioneer Park Museum



Griffith Tourism Hub



City Park



5.2 Cultural Facilities Location Plan

The Cultural Facilities Location Plan diagram to the right shows the placement of major cultural facilities and Council owned cultural facilities across the city.



LEGEND

- CULTURAL PRECINCTS
- GREEN SPACE

5.3 Griffith City Library

5.3.1 What We Have

The Griffith City Library, located in the historic 1935 Wade Shire Council Chambers, serves as a central hub for information and library services in the heart of Griffith's central business district.

The library offers a wide range of resources and services, including physical and digital books, magazines, newspapers and even board games. It plays a crucial role in promoting literacy, education, and community engagement by providing access to valuable learning opportunities and hosting various programs and workshops for all age groups. The library's elegant building design and visual connection to Banna Avenue creates a welcoming and vibrant atmosphere for patrons.

5.3.2 What We Need

The library's current offerings have garnered positive feedback from the stakeholder consultation, with visitors appreciating the quiet and calm environment, helpful and friendly staff, and up-to-date resources readily available. The library actively supports cross-cultural activities, providing a space for different cultures to connect and engage. It hosts various events, including author talks and movie screenings, and offers research services and learning programs for both children and adults. The library's commitment to fostering a love for reading and lifelong learning is evident through its diverse collection and the successful attendance of its story time events, which appeals to a broad spectrum of Griffith's culturally diverse population.

Despite its strengths, there are areas for growth and improvement within the library. Some suggestions from the community consultation include:

- The need for additional shelving to accommodate the growing collection;
- A dedicated space to display Griffith's local history and genealogical society collections;
- Enhancing the library's technology offerings, such as establishing a maker space with 3D printing capabilities, would further engage patrons, particularly in the fields of science, technology, engineering, and mathematics (STEM);
- Potential to expand into the adjacent "clock" building to facilitate an expansion of study spaces, improving accessibility features, green room / recording room, a digital theatre (in addition to the current theatrette) and developing gardens that celebrate Griffith's diverse cultures are also identified areas for improvement.

With careful planning and community input, the Griffith City Library can continue to evolve and meet the changing needs and aspirations of its patrons while remaining a valued cultural and educational institution.

To maximise future growth opportunities, the library should consider expanding into the adjoining "Clock" building, which currently houses the restaurant "Zecca."



5.3.3 SWOT Analysis for Griffith City Library

STRENGTHS	WEAKNESSES
— Central location — Events / function / bookable spaces — Catering can be serviced by adjacent cafés — Visual connection of internal spaces to Banna Ave — Rotating displays — Staff and resource management — Grants application and success to maintain / update library offerings — Diverse range of services and resources, including physical and digital books, magazines, newspapers, and board games — Well-attended programs and events, such as author talks and school holiday workshops — Quiet and welcoming environment, helpful staff and up-to-date resources — Theatre space for digital media	— Limited connection to Railway Street behind — No secondary entry — Bathrooms are non-compliant from an accessibility perspective — Map room, local history and genealogical society resource space too small — Parent’s room not fit for purpose. Needs a purpose-built space — Limited access and weatherproofing of loading / delivery dock on Railway Street
OPPORTUNITIES	THREATS
— Strong desire for more bookable spaces — Expansion into adjacent council owned ‘Clock’ building — Dedicated local history display space — Genealogy space — Additional multifunction space - space for rotating exhibitions — Courtyard connectivity / Banna Avenue visibility — Focus on STEM with associated activities, equipment, workshops — Enhance the library’s presence along Kooyoo Street with mural and displays — Strengthen community engagement through personalised messages, improved representation of Griffith’s cultures, and if expansion was into the “clock” building, the development of gardens that support language sharing — Accommodate more multi-purpose spaces, meeting rooms and a small business hub — Recording studio — Enhanced VR space — Better space visualisation within the existing library	— Aside from expansion into the adjoining ‘Clock’ building there is limited opportunity to expand the building footprint within the existing property boundary — Competition from online resources and digital platforms — Challenges in meeting the diverse needs and preferences of the community — Sustainability of events is threatened by the lack of and the ageing of local volunteers

5.3.4 Implementation Plan

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Establish a Griffith Cultural Advisory Group (steering committee)	Assemble a steering committee with representation from each cultural facility. This group would convene regularly to guide the strategic development of cultural facilities and advocate for the Griffith City Library in a broader context.	High	0-1 year
Short	Conduct a Compliance Review and Upgrade Amenities for DDA Regulations	Perform a thorough compliance review to ensure that current amenities adhere to the Disability Discrimination Act (DDA). This includes upgrading bathrooms and creating a fit-for-purpose parent’s room.	High	1-2 years
Medium	Prepare a Building Expansion Brief, Concept Plan, and Business Case	Develop a comprehensive project brief and undertake concept plans for the expansion of library facilities into the adjacent Council-owned building (“Clock” building). This includes drafting a robust business case to support the feasibility of the project.	Medium	2-5 years
Medium	Undertake a funding campaign supported by the business case for the expansion of GCL into the “Clock” Building	Launch a campaign to secure necessary funding for the proposed expansion, drawing on the strength and potential of the business case developed in the previous step. This would likely involve reaching out to potential sponsors, investors, and government funding programs.	Medium	2-5 years
Long	Enhance Railway Street Access and Connectivity; Install Weatherproof Loading Dock	Improve library access from Railway Street and construct a weatherproof loading and delivery area. Consider introducing a future second entry point to enhance circulation and improve the library’s accessibility.	Medium	5-10 years
Long	Implement Expanded Library Facilities into the “Clock” Building	Realise the building expansion as detailed in the business case, providing additional library services to meet the growing needs of the community. The expansion into the “Clock” building is intended to improve the library’s capacity and offering.	Low	5-10 years

Table: Delivery Program for the Griffith City Library (Source: Griffith City Council Delivery Program 2022 / 2023-2025 / 26

4 YEAR DELIVERY PROGRAM ACTIONS	1 YEAR OPERATIONAL PLAN ACTIONS
Provide a collection of library material meeting community and industry standards	Maintain a collection of library material in accordance with State Library guidelines.
	Griffith City Library to facilitate digital inclusion in the community by providing digital education programs.
	Provide reliable high-speed internet and computer equipment.
	Position the Griffith City Library as a community Hub for learning, networking and leisure by providing a range of programs to all sectors of the community.
	Provide a clean, functional and well-maintained library facility available to the public to community and industry standards.

5.4 Pioneer Park Museum

5.4.1 What We Have

Nestled in 11 hectares of picturesque bushland on the elevated Scenic Hill near the airport, the Pioneer Park Museum provides an experience of Griffith's rich colonial history and heritage. The museum showcases an extensive collection of original (re-located) local buildings, horse-drawn and motorized vehicles, old farm machinery, and a diverse range of moveable heritage (objects and collections) used in the local area. Visitors to the museum can explore attractions such as the Italian Museum, the Wine & Irrigation Centre, and The Knitted Garden displays, making it a popular tourist destination in Griffith. With its unique setting and captivating exhibits, the Pioneer Park Museum offers a glimpse into the region's past and preserves its diverse cultural legacy.

The Pioneer Park Museum is an important venue for cultural events including the Griffith Salami festival as well as for music and other community uses including weddings.

Pioneer Park is used as a recreation space by locals. Its location on Scenic Hill and proximity to the lookout and Hermits Cave make it an important visitor and tourist destination.

5.4.2 What We Need

The Pioneer Park Museum plays a crucial role in preserving and showcasing the history of Griffith and its surrounding region. While the museum is regarded as a site of significance, there is a need for additional resources and funding for maintenance and upgrades. Volunteers, driven by their passion for preserving history for future generations, recognize the importance of establishing a connection with the local First Nations community. There has been some debate regarding the term "Pioneer" as a label for the place, with a focus on ensuring inclusiveness and broadening the narratives represented within the museum's exhibits.

The future development of the Pioneer Park Museum aims to address several key themes:

- Identity: A comprehensive reassessment is needed to align the museum's branding and purpose with global quality standards and regional Australia's cultural context;
- Visitor experience: Modern exhibits, including interactive and audio-visual displays, are recommended to meet evolving visitor expectations;
- Visitor amenity: Incorporating amenities like a café, picnic spots, and BBQ facilities could assist with visitor return and longer stays;
- Staffing requirements: The museum is currently run and maintained by three dedicated staff members who express the need for expertise in conservation to ensure the preservation of the collection;
- Operational support: The museum requires increased budget allocation and staffing;
- Significant opportunity to capitalise on living history, contemporary history;
- A museum loved and well used by the community.



5.4.3 SWOT Analysis for Pioneer Park Museum

STRENGTHS	WEAKNESSES
— Rich interpretive experience of the development of Griffith and the region (focus on the colonial story) — Italian Museum and Cultural Centre well utilised and fit for purpose — Landscape and views — As a recreational / events space – Salami Festival, action days — Upgraded spaces (e.g. chapel) are showing strong potential for small functions / private event use — Passionate volunteers	— The Wiradjuri story is not appropriately told, this includes objects that may need to be repatriated — Poor condition of some assets / structures — Limited accessibility to most areas — Sprawling site — Isolated site – not in walk-able proximity to other offerings. Is a ‘destination’ site — Over-saturated with assets, hard to decipher values at present. Objects required considerable significance assessment and providence research. — Limited air-conditioned spaces (collection is not housed in museum conditions and is at risk) — Staff / resourcing limited, generally volunteers and insufficient for the scale of upkeep required — Narrative is narrow and divisive — Museum lacks a clear identity — Lack of a consistent approach across assets leads to inconsistency and illegibility
OPPORTUNITIES	THREATS
— Addition or adjunct site to explore Indigenous history of the Griffith region — Better engagement / workshops with schools — Increase ATDW participation to effectively cater to the needs of all visitor segments, encourage pre-booking, and extend the length of stay — To connect into a future cycling, walking, running trail throughout Griffith — Increased site utilisation for new uses (e.g. artist in residence) — Increased commercial opportunities through retail, hospitality and lease / rental spaces — Dormitory accomodation for school groups	— Costs to maintain a huge number of buildings, collections and spaces — Lack of security and site 24hr presence — Reliance on volunteers — Visitor experience needs to align with market expectations — Extremely costly to update entire facility, will need a considered and strategic approach to stage deliverables for the project over time — Community uncertainty around restoration of artefacts: “A lot of history is not being donated as public don’t feel it will be preserved and there aren’t the buildings to store it and display it.” — Sustainability of events is threatened by the lack of and the ageing of local volunteers — Limited fire detection and suppression equipment poses significant risk to collection

5.4.4 Implementation Plan

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Conduct a Site Utilisation Study	Carry out a comprehensive study of visitor data, surveys, and potential missed opportunities. The analysis will inform future development and better utilisation of the museum site.	High	0-1 year
Short	Conduct a Focused Workshop & Update Strategic Plan	Organise an intensive workshop to review and update the museum's strategic plan, ensuring alignment with current and future objectives.	High	0-1 year
Short	First Nations Acknowledgement and Representation	Undertake a First Nations engagement and consultation process to consider how the future of the Park and Museum can appropriately represent and acknowledge First Nations stories and culture.	High	0-1 year
Short	Determine Future Governance	Devise a comprehensive strategy for the future governance of the museum, outlining key responsibilities, decision-making processes, and measures to ensure transparency and efficiency.	High	0-1 year
Short	Identify Future Funding Opportunities for Trained Staff	Research and target funding opportunities for hiring and training staff to support the museum's operation and continued growth.	High	0-1 year
Short	Establish a Griffith Cultural Advisory Group (steering committee)	Form a steering committee with representatives from each cultural facility in Griffith. This group will meet regularly to guide the development of the museum and other cultural facilities.	High	0-1 year
Short	Implement a Digital Cataloguing System	Develop a digital system to catalogue and manage the museum's collections, improving efficiency and accessibility for staff and researchers.	Medium	1-2 years
Medium	Introduce Interactive Exhibits	Incorporate interactive exhibits that engage visitors and enhance their understanding of the museum's collections.	Medium	2-5 years
Medium	Carry Out Accessibility and Compliance Review and Upgrades	Review the museum's current accessibility and regulatory compliance. Implement necessary upgrades to ensure inclusive access for all visitors and adherence to all regulations.	High	2-5 years
Medium	Undertake Selective Representation Conservation	Identify significant representations within the museum collection, prioritise their conservation, and undertake necessary restoration and preservation efforts.	High	2-5 years
Medium	Implement an Asset Conservation and Maintenance Plan	Create a comprehensive plan for the ongoing conservation and maintenance of the museum's physical assets. This plan will ensure that assets are preserved for future generations.	High	2-5 years
Medium	Improve Infrastructure and Signage at Hermits Cave and Scenic Lookout	Allocate funding for the renovation and maintenance of Hermits Cave and Scenic Lookout, focusing on improving track conditions, installing clear and informative signage, and implementing safety measures to ensure a pleasant and secure experience for all visitors, while also deterring acts of vandalism and preserving these valuable assets in Griffith's cultural precinct.	Medium	2-5 years
Long	Development as a Recreational Hub	Develop Pioneer Park Museum into a dynamic recreational hub. This involves adding amenities, organising activities, and hosting events that engage visitors and promote the site's cultural and historical significance.	Medium	5-10 years
Long	Establish Partnerships with Educational Institutions	Form partnerships with local schools and universities to promote historical and cultural education through workshops, tours, and internships.	Medium	5-10 years

5.5 Griffith Regional Theatre

5.5.1 What We Have

The purpose built Griffith Regional Theatre serves as a prominent cultural and performing arts venue, offering a range of facilities and capabilities for Griffith and the region. The state-of-the-art modern facility, with a seating capacity of 520, provides a platform for a diverse program of performances, including drama, dance, music, comedy, and cabaret. The theatre actively collaborates with local groups and commercial hirers to ensure a diverse and accessible program that enriches the cultural life of the community. Additionally, the theatre offers daytime programs for older patrons and extends its educational outreach to schools and school holiday entertainment.

5.5.2 What We Need

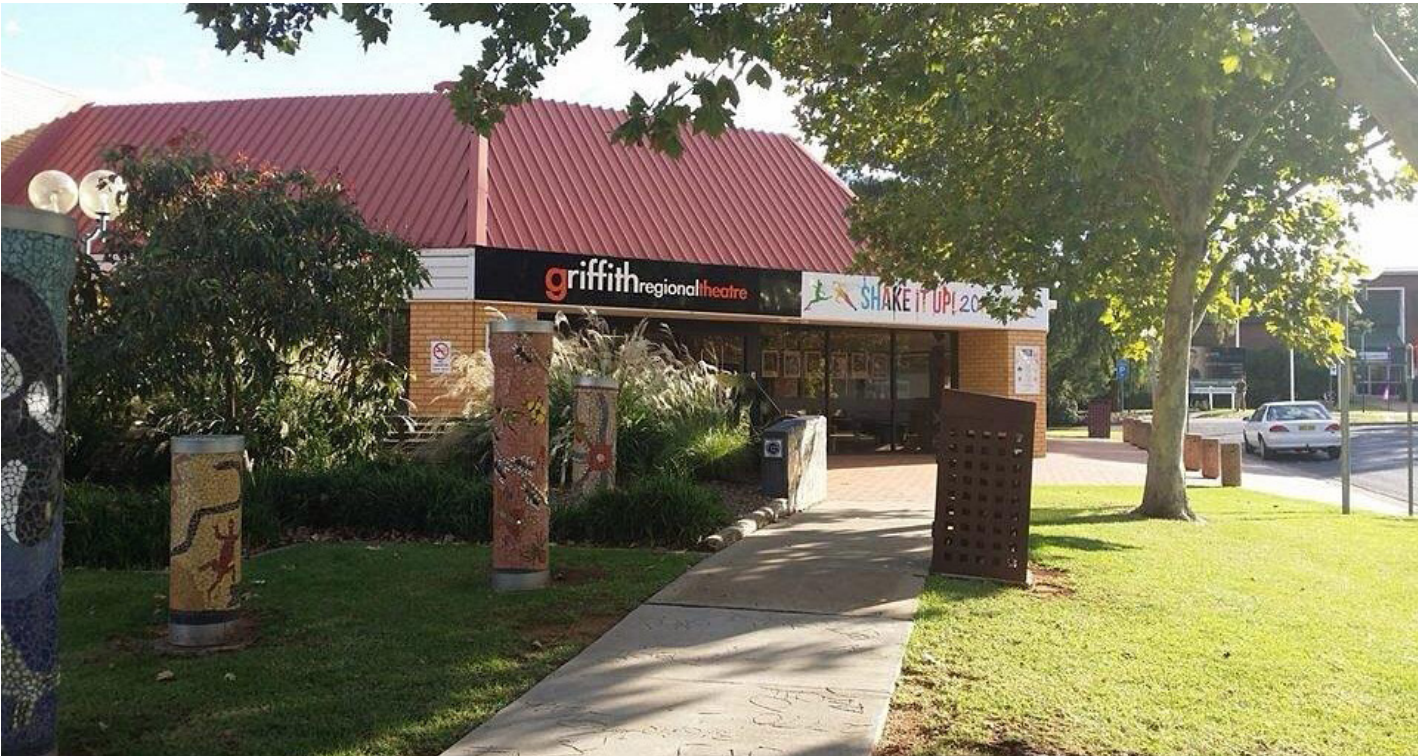
The future development goals for the theatre include supporting future growth, enhancing equitable access for performers, increasing function space, and improving staff facilities. These aspirations aim to cater to the evolving needs of the community and enhance the overall experience for both performers and audiences. Challenges such as limited foyer space and the need for a more flexible performance space have been identified, while suggestions for improvement include affordability of tickets and connectivity with other institutions, and the expansion of facilities to accommodate diverse shows and events.

The Griffith Regional Theatre contributes significantly to the local economy and tourism potential by attracting visitors from surrounding towns who come to experience its diverse program. The theatre's ability to accommodate touring shows and large audiences adds to its appeal and draws visitors to Griffith.

To accommodate smaller / more niche productions and diverse performances, considerations include:

- the creation of a black box theatre and;
- the provision of flexible performance spaces with operable seating.

These enhancements will allow the theatre to accommodate different audience sizes and seating configurations, ensuring a more dynamic and inclusive experience for performers and audiences alike.



5.5.3 SWOT Analysis for Griffith Regional Theatre

STRENGTHS	WEAKNESSES
— Sell out shows — Well used and attended by both Griffith and towns in the Western Riverina — Membership program — Accommodates touring shows — Griffith made and represented tapestry valued but limited opportunity for display and access due to scale of art piece — Dedicated programs for all age groups and caters to school visits — Central location at the top of Banna Avenue	— Some accessibility limitations and no equitable access to laundry and wardrobe — Potential non-compliances for head / room height clearance in laundry and wardrobe — Burley Griffin Room / upstairs function room is dated and has little to no aspect out — No secondary space flexible for rehearsals — No on-site catering service — No billboard displays — Limited administrative / office, foyer and storage spaces — Mechanical plant due for an upgrade — Challenges in attracting younger demographic to shows — Management split between Art Gallery and Theatre — Demolition / de-construction of recent building works may be seen as wasteful
OPPORTUNITIES	THREATS
— Updated and or new function spaces can supplement revenue generation — Provision of a black box theatre / workshop / flexible space to support rehearsals, events and as a performance space in own right — Provide visibility from street into the foyer and function spaces to enhance streetscape activations and events connections — Enhance marketing efforts and improve visibility of events — Increase ATDW participation to effectively cater to the needs of all visitor segments, encourage pre-booking, and extend the length of stay — Shared spaces with other cultural facilities — Greater connection to education programs including TAFE	— Resourcing / limited staffing capacity versus profitability and increased scale or operations — Griffith Regional Art Gallery Couture collection is currently stored in the theatre building in less than optimum conditions

5.5.4 Implementation Plan

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Establish a Griffith cultural advisory group (steering committee)	Form a steering committee with representatives from each cultural facility in Griffith. This group would meet regularly to guide the development of the theatre and other cultural facilities.	High	0-1 year
Short	Undertake an Accessibility Compliance Review and Implement Upgrades	Review the theatre's current accessibility and compliance with regulations, including areas like the car park, laundry and wardrobe. Implement necessary upgrades to ensure inclusivity and adherence to all regulations.	High	1-2 years
Medium	Update of Functions / Conference Accommodation	Assess and update the current function and conference accommodation spaces in the theatre to ensure they are fit-for-purpose and competitive in today's market. This could include reconfiguring space, updating furnishings and technology, and enhancing catering facilities.	Medium	2-5 years
Medium	Develop a Brief and Concept Plans for Theatre Enhancement & Expansion	Develop a detailed project brief and undertake concept plans for the enhancement and expansion of the theatre facilities. This should be backed by a robust business case that outlines the benefits and feasibility of the proposed changes.	Medium	2-5 years
Medium	Prepare a Business Case for Theatre Expansion	Create a robust business case that outlines the benefits, costs, risks, and feasibility of the proposed enhancements and expansion to the theatre. This should draw on the findings from the project brief and concept plans.	Medium	2-5 years
Medium	Undertake a funding campaign (supported by the business case)	Launch a fundraising campaign to secure the necessary funds for the proposed theatre enhancements and expansion, drawing on the strength of the business case developed in the previous step. This could involve reaching out to potential sponsors, investors, and government funding programs.	Medium	2-5 years
Long	Deliver Additional Theatre Facilities	Expand the theatre facilities onsite to better serve the community, as detailed in the business case. This might involve adding more stages, rehearsal rooms, or event spaces, improving the theatre's capacity to host a wider range of performances and community events.	Low	5-10 years

5.6 Griffith Regional Art Gallery

5.6.1 What We Have

Griffith Regional Art Gallery

The Griffith Regional Art Gallery is a vital cultural hub in Griffith, offering a range of facilities and features to support local art practice education and community engagement. Currently, it includes a small shop, limited foyer space, and exhibition areas of varying sizes. However, the gallery faces limitations due to its small size and limited accessibility. Despite these challenges, the gallery plays a significant role in the cultural and artistic landscape of Griffith.

The gallery actively contributes to the community by supporting school programs and offering diverse workshops that cater to different demographics. It serves as a platform for emerging artists to showcase their talents and provides opportunities for artistic growth and expression. Moreover, the gallery hosts programmed touring exhibitions and has permanent collections including the National Contemporary Jewellery Collection and a Couture Collection.

The gallery is housed in an existing heritage building shared with the Griffith War Memorial Museum.

5.6.2 What We Need

Griffith Regional Art Gallery

Looking to the future, the Griffith Regional Art Gallery should enhance its facilities and significantly expand its exhibition spaces to meet the evolving needs of the community. This would include a larger touring exhibition space that could be divided into the smaller spaces. By upgrading the infrastructure, the gallery will be able to host larger and more prestigious touring exhibitions, further promoting Griffith as a cultural destination. The Gallery also requires a permanent exhibition space to exhibit and celebrate its own collections. This would be supported by a collection store.

Most importantly the gallery requires a range of support spaces including education & flexible spaces, storage, workshop and loading dock. The dock and main gallery spaces need to be conditioned to meet the AAA Gallery standards required to secure touring exhibitions.

Community feedback and stakeholder input have been instrumental in shaping the vision for the gallery's development. Suggestions for improvement include better promotion of events and shows, and improved accessibility for all visitors. These enhancements will not only elevate the visitor experience but also foster a greater sense of community pride and engagement.

By embracing these opportunities for growth and improvement, the Griffith Regional Art Gallery can better support the rich cultural landscape of Griffith. Through collaboration with schools, partnerships with other cultural organisations, and a commitment to showcasing diverse artistic expressions, the gallery will contribute to the economic growth, tourism potential, and overall vibrancy of the city.



GRIFFITH WAR MEMORIAL AND ART GALLERY EXTERIOR (SOURCE: GRIFFITH CITY COUNCIL)



GRIFFITH REGIONAL ART GALLERY INTERIOR (SOURCE: GRIFFITH CITY COUNCIL)

5.6.3 SWOT Analysis for Griffith Regional Art Gallery

STRENGTHS	WEAKNESSES
— Location and access — Ticketing costs — Gift shop — Education programs — Valued events schedule including talks and workshops — Appreciation for the current building's historical value — Safe space for art therapy and cultural activities	— Spatial limitations and insufficient viewing distance to artworks — Inadequate to receive many touring exhibitions — Accessibility and amenity limitations — Opening hours limited — None of the permanent collections on display — No catering facilities — Lack of suitable and climate-controlled storage — Limited staff / administration / office space — Insufficient storage and security measures for artwork — No loading dock
OPPORTUNITIES	THREATS
— Permanent display for National Jewellery and Couture Collections — More inclusive art collections – representing Griffith's diverse cultures — Expansion of education and events program — Events / programmable spaces that could be hired for revenue generation — Relocation of Art Gallery to permit expansion of War Museum — Improve promotion and visibility of events and exhibitions — Increase ATDW participation to effectively cater to the needs of all visitor segments, encourage pre-booking, and extend the length of stay. — Landscape and sculpture as part of a gallery experience — Wiradjurii culture informing and shaping a future gallery — Enabling new artforms and technologies	— Resourcing / staffing capacity versus profitability and scale of new gallery — Challenges in attracting visitors who are unaware of the gallery's presence — Lack of resources for programming and operational needs — Couture collection temporary storage is not appropriate and puts collection at risk — Need for improved accessibility and facilities — Limited funding for infrastructure improvements and space expansion

5.6.4 Implementation Plan

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Establish a Griffith Cultural Advisory Group (steering committee)	Form a steering committee with representatives from each cultural facility in Griffith, including the Art Gallery and War Memorial Museum. This group would meet regularly to guide the development of these facilities.	High	0-1 year
Short	Consult public and Griffith community on New Art Gallery Location	Conduct a consultation process with the local community to gather input on the potential location of a new Regional Art Gallery. Use this feedback to confirm a preferred site for the new facility.	High	0-1 year
Short	Develop a Design Brief for a New Art Gallery	Create a comprehensive design brief for a new Art Gallery that captures the desired features, size, layout, aesthetic, and functional requirements of the facility. This brief will be informed by the Cultural Precinct Master Plan and community consultations.	High	0-1 year
Short	Develop a Business Case & Feasibility Study for a New Art Gallery	Based on the Cultural Precinct Master Plan gallery options and the design brief, develop a robust business case and feasibility study for the construction of a new gallery. This will explore costs, benefits, risks, and projected outcomes.	High	0-1 year
Short	Undertake a Funding Campaign for a New Art Gallery	Using the business case to secure State & Federal funding, initiate a fundraising campaign for the construction of a new gallery. This could involve grant applications, donor solicitations, and community fundraising events.	High	1-2 years
Short	Secure more appropriate collection store facilities	The couture collection is currently stored at the theatre and is at risk. Secure more appropriate secure and conditioned space for the collections.	High	0-1 years
Medium	Secure the Site for the New Art Gallery	Based on the outcomes of the feasibility study and community consultation, secure the agreed site for the construction of the new Art Gallery. This could involve purchasing land, negotiating leases, or re-purposing existing council-owned property.	Medium	2-5 years
Long	Design, Documentation, Construction and Delivery of new Art Gallery	Undertake all stages from design and documentation to construction and delivery of a new Art Gallery. This period needs to consider approval periods, tendering and procurement methods.	High	3-7 years
Long	Decant Existing Art Gallery	Plan and execute the careful moving of artworks and resources from the existing Art Gallery to the new facility, ensuring the safe and efficient transition.	High	5-10 years

5.6.5 Proposed New Art Gallery Site Investigations

During the site visit to Griffith, the project team thoroughly examined several potential locations for the future Art Gallery.

The extensive list of sites includes but is not limited to Willow Park, the old 2RG property, land adjacent to Pioneer Park, TAFE, the Government office block, the Masonic Hall site, State Bank/Clock Building, Railway land, the Old Rice Mill land, and the area behind the Theatre.

The council has recently acquired the State Bank/Clock Building, currently under lease to Zecca. Some community members advocate for transforming this space into a gallery, but it comes with its set of challenges. Notably, there are size limitations hindering the achievement of the desired 3000-3500sqm for a regional art gallery.

While the building could accommodate public entry and support spaces, creating a new “gallery box” for three spaces (two at 300sqm and one at 120sqm) needs a large site next to the current building. Our experience shows that adaptive reuse can be as costly or even more expensive than constructing a purpose-built gallery.

Meeting the necessary 6-8 meters floor-to-ceiling height for touring exhibitions, as mandated by institutions like the Art Gallery of NSW, is difficult in retrofitted buildings. Getting the AAA rating for a gallery space suitable for touring exhibitions and loans is also challenging in retrofitted structures.

Following consultations with Griffith City Council and stakeholders in dedicated workshops, the project team have identified the five sites shown here under analysis as the most suitable options for the new Art Gallery.



SITE 1 - SHOWGROUNDS



SITE 2 - GRIFFITH REGIONAL THEATRE



SITE 3 - EXISTING GALLERY EXPANSION

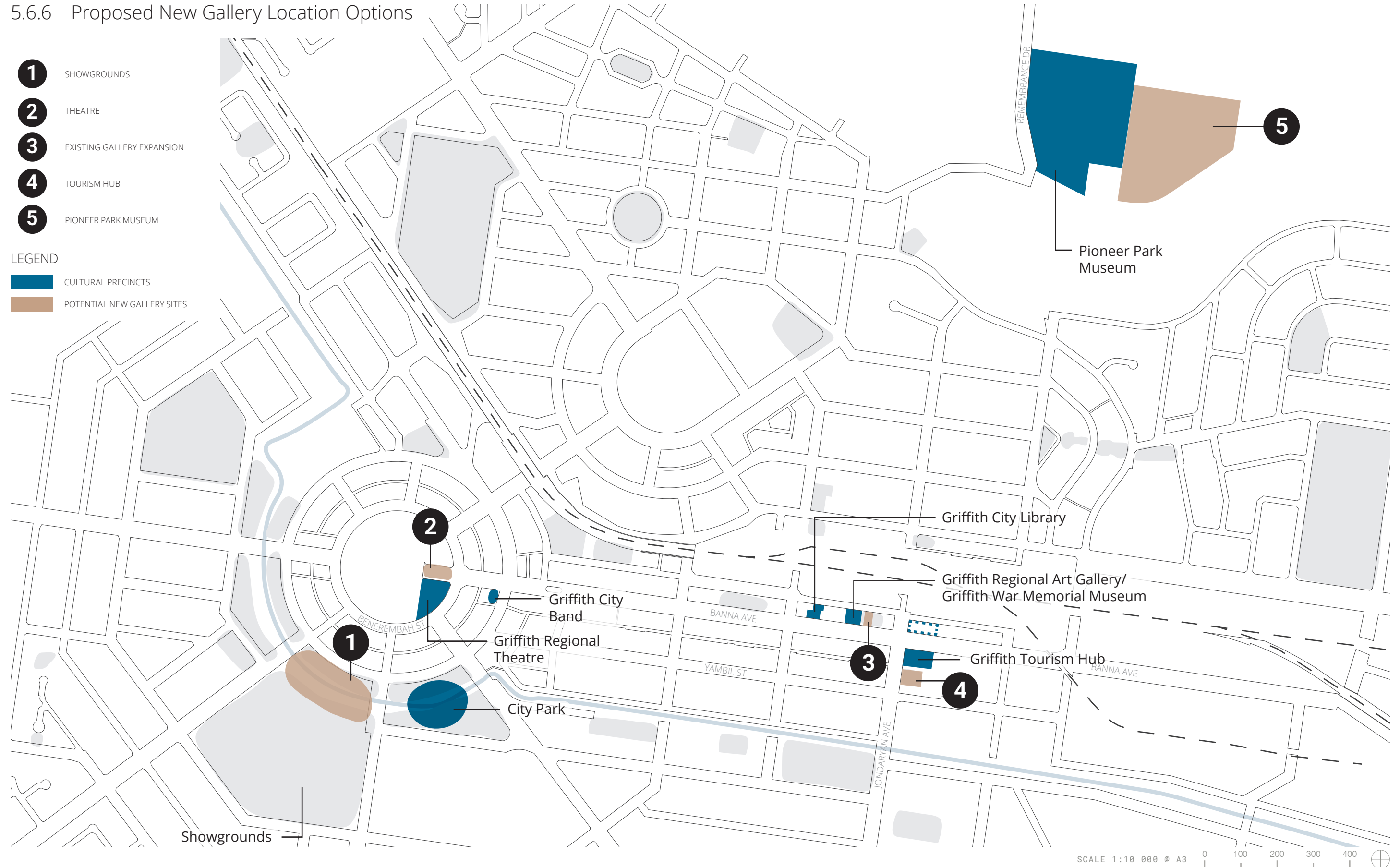


SITE 4 - TOURISM HUB SITE



SITE 5 - PIONEER PARK MUSEUM

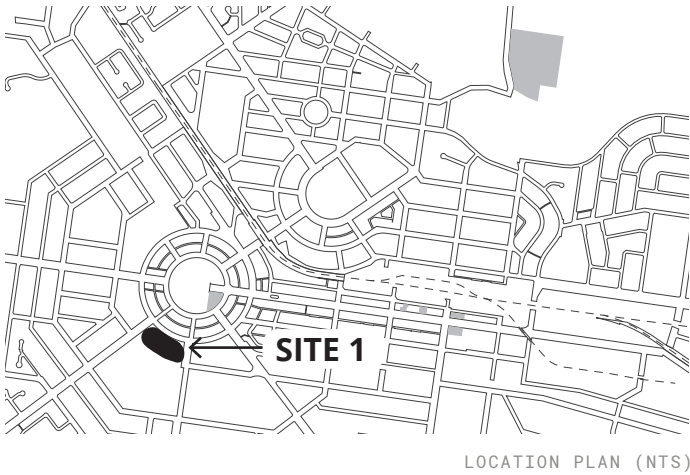
5.6.6 Proposed New Gallery Location Options



5.6.7 Mapping the Potential Sites

Site One - Showgrounds

- 1 New Gallery
- 2 Sculpture Courtyard
- 3 New car park
- 4 Existing Sculpture Walk

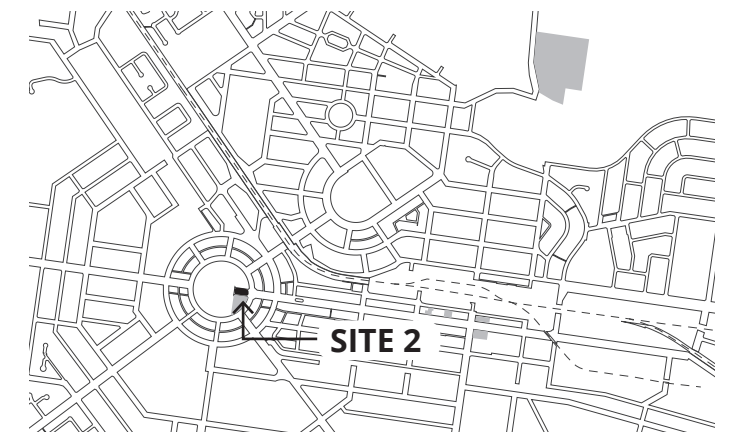


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Site Two - Griffith Regional Theatre

- 1 New Gallery
- 2 Cafe
- 3 Foyer
- 4 Blackbox Theatre
- 5 Existing Theatre
- 6 Kitchen
- 7 Delivery Dock
- 8 Reconfigured Car Park
- 9 Share Car Park with Tafe after-hours
- 10 Entry Court
- 11 Sculpture Court
- 12 Burleigh Griffin/Mahoney Axis
- 13 Existing Tafe
- 14 Existing Council Chambers
- 15 Significant Sculpture

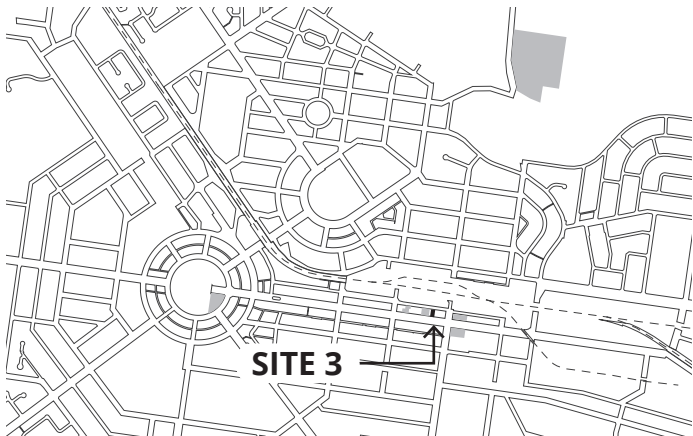


LOCATION PLAN (NTS)

SCALE 1:10 000 @ A3 0 100 200 300 400

Site Three - Existing Gallery Expansion

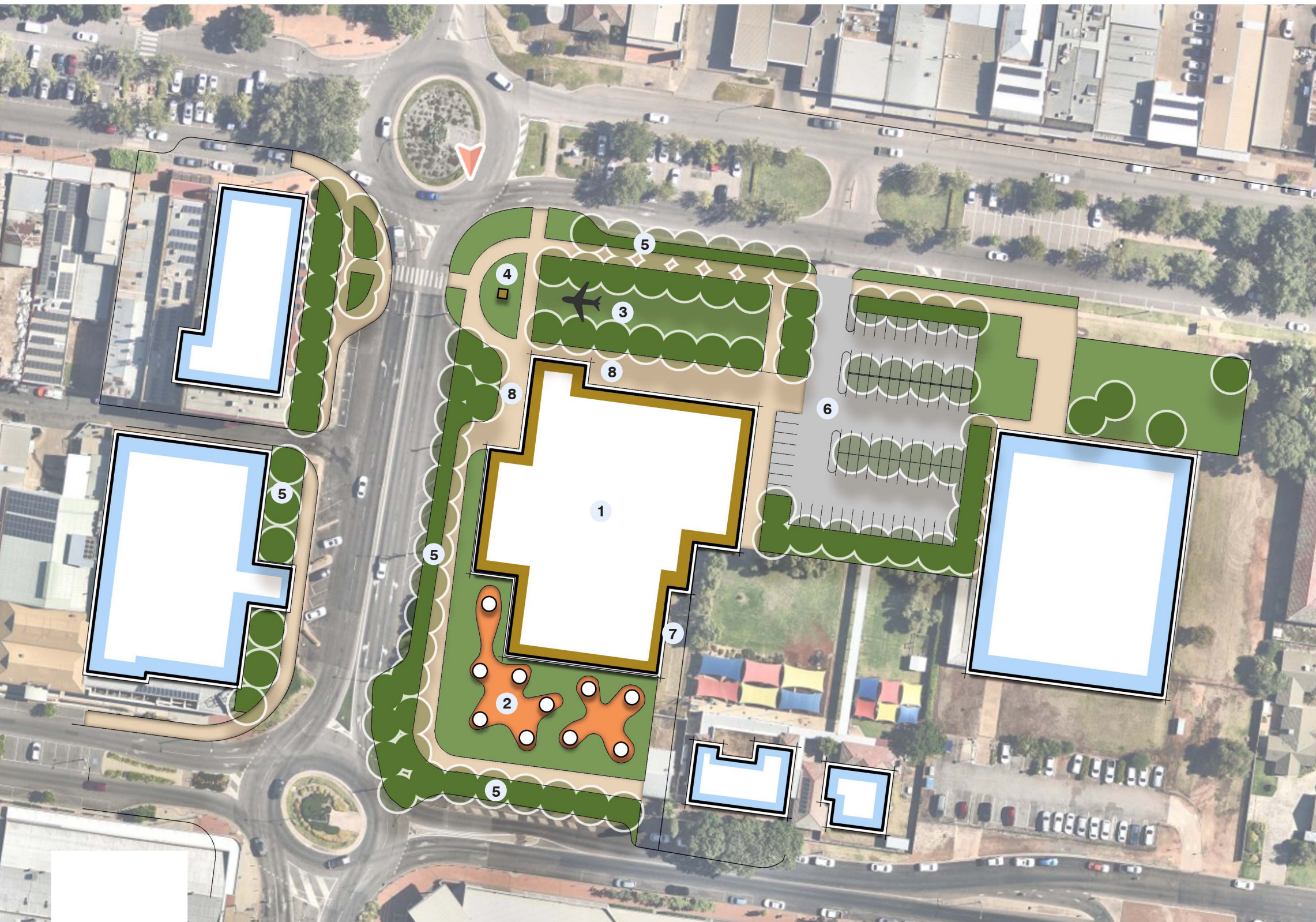
- 1 New Gallery Annex
- 2 Existing Art Gallery refurbished
- 3 New Artists Studios
- 4 Existing War Memorial HQ
- 5 Library
- 6 CWA
- 7 Sculpture Court/Playspace
- 8 Potential Sculpture Garden
- 9 Potential Outdoor Cinema



LOCATION PLAN (NTS)

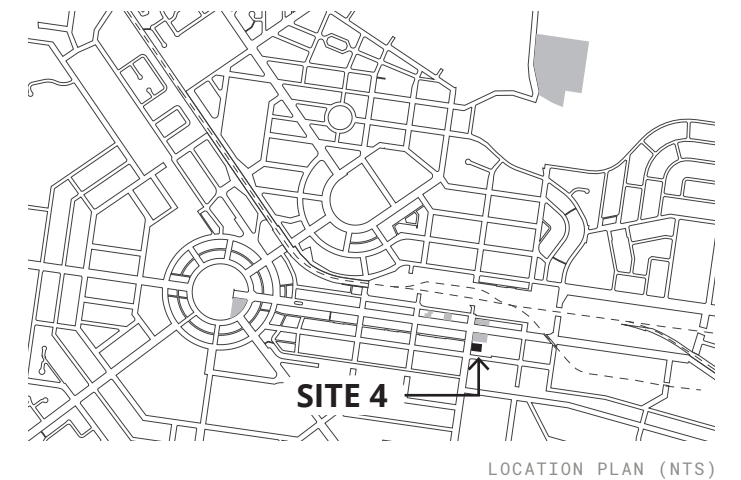


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Site Four - Tourism Hub

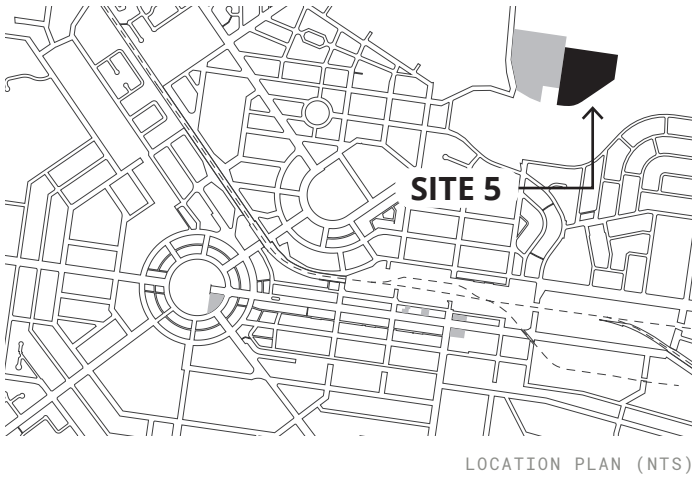
- 1 New Art Gallery with Information Centre
- 2 Sculpture Court
- 3 Event Space
- 4 Memorial
- 5 New Streetscape
- 6 Reconfigured Car Park
- 7 Delivery Dock
- 8 Entry Court



SCALE 1:10 000 @ A3 0 100 200 300 400

Site Five - Scenic Hill

- 1 Entry Drive and Drop off
- 2 Play sculpture court
- 3 Car Park (indicative layout)
- 4 New Art Gallery
- 5 Indigenous Garden trail
- 6 View to Ranges



SCALE 1:10 000 @ A3 0 100 200 300 400

5.6.8 Proposed New Art Gallery Site Options Analysis

Selecting the right site is a key phase in designing the new Art Gallery. To ensure a thorough and unbiased choice, a Site Option Analysis Matrix is employed. The checklist-like tool aids in systematically assessing different potential sites for the project. Critical factors such as the site’s size, its environmental considerations, cost, accessibility, and its compatibility with community’s cultural practices and needs are evaluated. Each potential site is then scored based on these factors. The site with the highest score becomes the preferred option. This matrix-driven approach ensures that the decision is comprehensive and data-driven, rather than being based on personal bias or intuition. It’s a method that aims to secure the best possible outcome for both the community and the project.

In evaluation of the five proposed sites, the leading contenders were **site two** (Griffith Regional Theatre) and **site four** (Tourism Hub). These sites have been subsequently explored with futher detail.

SITE QUALITY	EXPLANATION
Adequate footprint (m²)	This category assesses the suitability of a potential site to meet the current space needs for a future Art Gallery.
Adequate footprint for cost effective future expansion (m²)	This category evaluates the potential site’s ability to adapt to the gallery’s long-term growth. It ensures the cultural precinct can expand and adapt according to the city’s evolving needs, without causing excessive costs or unnecessary relocation of facilities.
Space for landscaping (including cultural gathering spaces m²)	Beyond functional areas, the precinct’s design also needs space for landscaping and community gatherings. These spaces enhance the precinct’s appeal, foster community interaction, and offer a venue for cultural activities. They also provide room for external art features such as a sculpture garden.
Parking (m²)	To facilitate convenient access for visitors, sufficient parking space must be accounted for. This includes considering both immediate requirements and future needs, in line with projected visitor numbers and event requirements.
Ease of loading access into site	Practical aspects of operations, such as deliveries, event setup and breakdown, require easy access into the site. A well-planned loading area will minimise disruption to other site operations and surrounding traffic.
Environmental resilience (flood, fire)	The site’s resilience to environmental hazards like floods and fires is crucial. This factor ensures the safety of visitors, staff, and valuable cultural assets, as well as reducing potential repair and recovery costs in the wake of a disaster.
Leverage off existing cultural attractions	Strategically positioning the cultural precinct in proximity to existing cultural attractions can create a cultural hub, encouraging extended visits and enhancing the city’s cultural appeal.
Co-location of cultural precinct	Co-locating with complementary facilities or services can enhance the cultural precinct’s attractiveness, accessibility, and operational efficiency.
Development can proceed independently of other planning	A site that allows independent development, free from constraints of other planning initiatives, can help expedite the project and reduce potential conflicts or delays.
Collaboration / partnerships opportunities	A site offering potential for collaborations or partnerships can open up opportunities for joint programming, shared resources, and an enriched visitor experience.
Proximity to public transport (200 - 800m)	Ease of access via public transportation encourages a wider range of visitors, and reduces reliance on private vehicles, supporting a more sustainable mode of transport.
Ease of road access	Efficient road access is critical for both private and public transport users. It affects the ease and speed of commute to the precinct and can impact visitor numbers.

SITE QUALITY	EXPLANATION
Local economic stimulation	The site should provide opportunities for stimulating the local economy, such as creating jobs, attracting tourists, and supporting local businesses.
Geographic centrality and close to city centre and commercial activities	A central location, especially one close to the city centre and commercial activities, enhances visibility, accessibility, and attractiveness of the precinct.
Minimal impact from current surrounding uses	To maintain a harmonious urban fabric, the cultural precinct should ideally have minimal disruption to the existing land uses and the surrounding community.
Minimal impact from future possible uses and development	An assessment of future development plans ensures that the precinct will remain accessible and attractive, despite potential changes in the surrounding environment.
Consideration of cultural sensitivities	Given the cultural focus of the precinct, sensitivity to local traditions, practices and heritage must be a priority when selecting the site.
Facilitate clear signage e.g. no conflicts or limitations	The ability to incorporate effective signage on site enhances the precinct’s visibility and ensures ease of navigation for visitors.
Costs of site e.g. purchase, remediation needs, space offsets	The cost of the site, both initial purchase and ongoing maintenance, should align with the budget to ensure the precinct’s financial viability.
Safety and security	Site selection must account for safety and security considerations, such as adequate lighting, surveillance, and access for emergency vehicles. It also considers the site’s location, factoring in proximity to other businesses and residential areas. Isolated sites or those co-located near conflicting businesses, may need added security measures.
Noise management / impacts from and to Gallery	Managing noise levels both from and to the precinct is crucial to create a conducive environment for enjoying cultural activities and to maintain good relationships with the surrounding community.
Stakeholder support	The site should ideally have the support of key stakeholders, including the local community, cultural organisations, and local government, to ensure smooth operations and positive reception.
Co-location / resourcing / operational cost	Co-location and shared resources can lead to operational efficiencies and cost savings, enhancing the precinct’s sustainability in the long run.

5.6.9 Proposed New Gallery Design Principles

These outcomes were shaped by interactions with stakeholders, the public, and gallery staff during the stakeholder engagement sessions.

The Walter Burley Griffin Heritage

- A desire to pay homage to the original Walter Burley Griffin Vision by incorporating select aspects of it into the gallery's design.

Wiradjuri culture

- A recognition of the significance of Wiradjuri culture, and a call for its inclusion in the gallery's spatial planning, potentially through the creation of a dedicated gallery space or naming conventions;
- Inclusion in exhibition program.

Contemporary and future technology

- The importance of integrating contemporary and consideration of potential and future technologies into the gallery's operation and design to support both sustainable construction and operation.

Improved gallery space and dedicated staffing

- A general request for the expansion of the gallery's spaces and a corresponding increase in its physical footprint, although concerns were raised regarding the long-term maintenance of a larger facility. In addition, upgrades of amenity, access (both front and back of house), storage of existing collections and increased capacity to facilitate education and associated events spaces;
- “The bottom line is money for the building and the ability to run it in the future financially”;
- Current staffing is limited and stretched. Resources either need to be expanded or consider co-location / sharing with other facilities;
- To have a stronger street presence and have an inviting and welcoming facade;
- To be built to service to surrounding regional areas.

Influenced by landscape

- An interest in incorporating references to the natural landscape, local materials, and existing built elements in Griffith, lending the gallery a sense of context and place;
- Reference to water and canals “Griffith exists because of water”.

5.6.10 Desired Features of Gallery

This table outlines the various desired features for the proposed Art Gallery, encompassing a range of structural, functional, and aesthetic elements which was identified by stakeholders and community during the stakeholder engagement process.

SPATIAL REQUIREMENTS	OPERATIONAL REQUIREMENTS	DESIGN ELEMENTS
— Loading Dock — Café — At entrance to improve welcome / boost engagement with the street — Purpose built retail for books and art supplies — Staff room — With private meeting rooms — Additional spaces for extra staff and artists — Workshop spaces fit for purpose (with dirty spaces) — Garden for outdoor works (e.g. sculptures) — Courtyard — Veranda's — Reflection space / cultural area — Permanent and temporary exhibitions — Space to permanently display sculpture curtain (currently at Theatre) — Permanent display of couture garments and jewellery — 3-4 gallery spaces — Ability to accommodate artists in residence — Car parking — Ample storage – potentially compactus for staff — Children's art space — Catering facilities — Makers space — Dirty Room — Stage for life drawing, buskers, performers (this could be external)	— Improved security — Equal access — Wayfinding — User friendly — Baby change facilities — Flexible gallery spaces that can be divided with moveable walls — Facilities and climate control to suit touring exhibitions — To coordinate exhibitions with Pioneer Park — Exhibitions to take into consideration school curriculum — Ability to hold large iconic events — Artists and children's workshops — Potential for future expansion, 15 – 20-year-old plan — AV system — Water tanks — Suitable loading dock with weather protection	— Wiradjuri gallery / space — Inspirational spaces — Connection to landscape rivers, water, sky — High ceilings — Ample wall space — Street presence — Digital and interactive displays, dextrous displays — Great views — Shade from sun — Water feature — Natural light — Star gazing space

5.6.11 Estimated Spatial and Cost Requirements

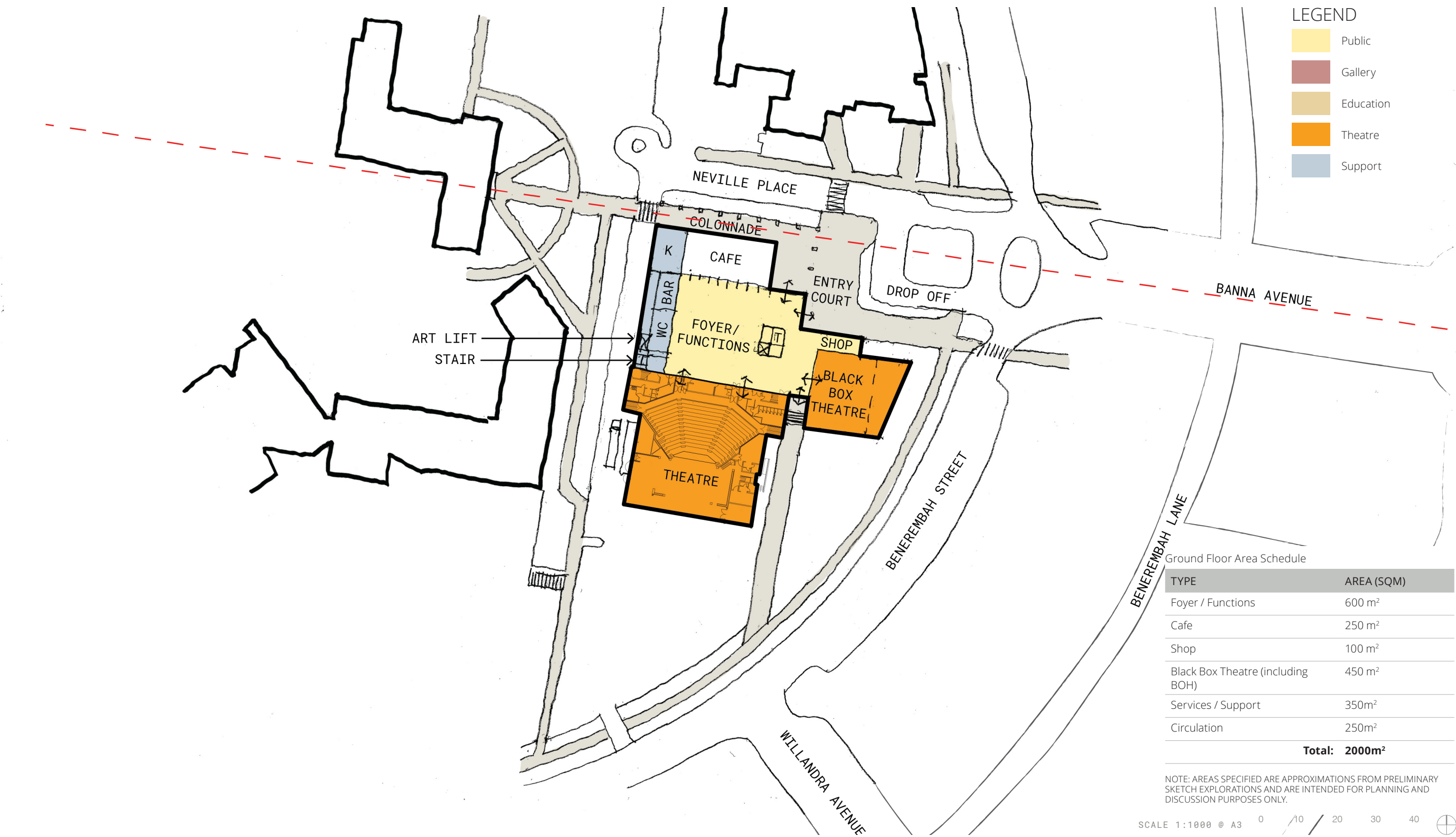
NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.

Our scope of service was not to provide costing for any proposal, however based on our collective experience and informal discussions with RLB Quantity Surveyors, an indicative range for a 3,000m² to a 3,500m² Art Gallery, a moderate build and finishes specification, a remote location, would be in the region of \$24,000,000 to \$35,000,000. This represents a square metre cost of \$8,000 to \$10,000 per square metre. **In order to qualify a budget for any potential Business Case a certified Quantity Surveyor would need to be engaged to provide a formal estimate of probably costs.** This cost range is subject to what is currently a volatile market , which is subject to rise and fall. We would recommend that upon completion of a project briefing document and a concept design that a preliminary estimate is sought from the Quantity Surveyor.

AREA TYPE	EXISTING (M²)	MINIMUM AREA	MAXIMUM AREA (M²)
Exhibition Spaces — Main Galleries — Temporary Exhibit Areas — Outdoor Exhibit Areas / Sculpture Gardens (excluded from area total)	135	720	720
Visitor Services — Reception & Ticketing Area — Merchandise Shop — Café / Restaurant — Sanitary and Support Facilities (e.g. rest-rooms, parent’s room etc.)	50	300	400
Educational, Community and Artist Spaces — Education Spaces (for workshops, art classes) — Meeting Rooms (for lectures, public talks) — Interactive Exhibit Spaces (for children or interactive learning)	115	150	300
Administrative Spaces — Offices (for administrative staff, curators, and gallery directors) — Meeting Rooms (for staff or board meetings) — Staff Break Rooms and Facilities	45	150	250
Art Handling and Storage — Art Receiving, Packing and Shipping Areas — Storage Spaces (for artwork not on display) — Conservation / Restoration Labs — Photography Rooms (for documenting artworks)	50 (including external driveway as loading)	500	600
Building Services — Security Room — Mechanical Rooms (for HVAC, electrical systems, Plant) — Utility Areas (like substations, generators, main switches) — Maintenance Rooms (like workshop, cleaning storage)	2	600	650
Circulation Spaces — Foyers — Corridors — Elevators — Stairways	25	500	600
Estimated Total	Approx. 422m²	Approx. 3000m²	Approx. 3500 m²

5.6.12 Concept Design Option for Proposed New Art Gallery: Site Two (Theatre)

Proposed Ground Floor Plan



Proposed First Floor Plan



LEGEND

Public	Public
Gallery	Gallery
Education	Education
Theatre	Theatre
Support	Support

First Floor Area Schedule

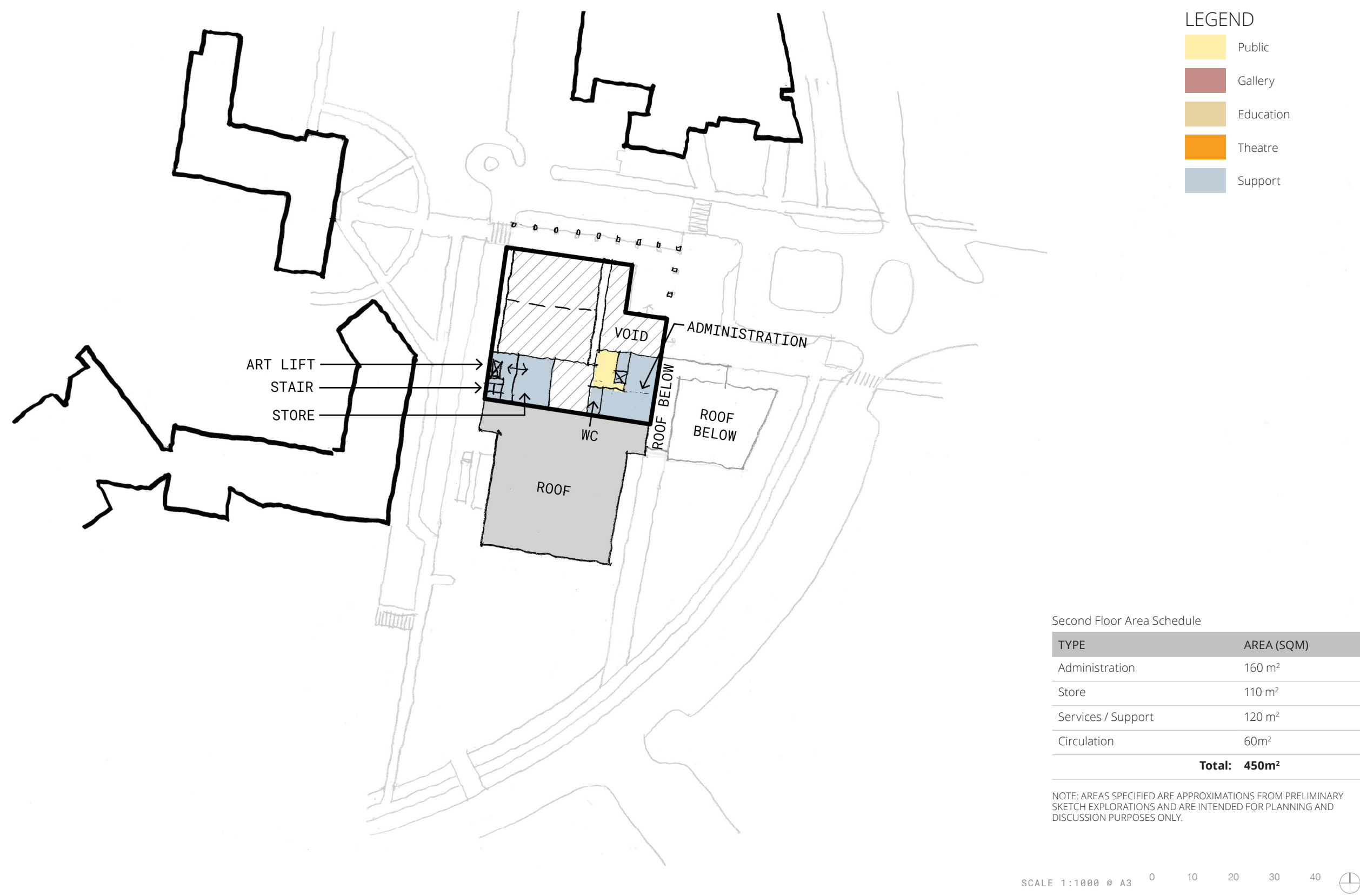
TYPE	AREA (SQM)
Gallery 1	120 m ²
Gallery 2	300 m ²
Gallery 3	300 m ²
Collection Store	120 m ²
Education	150 m ²
Services / Support	220m ²
Circulation	160 m ²
Total:	1370m²

NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.

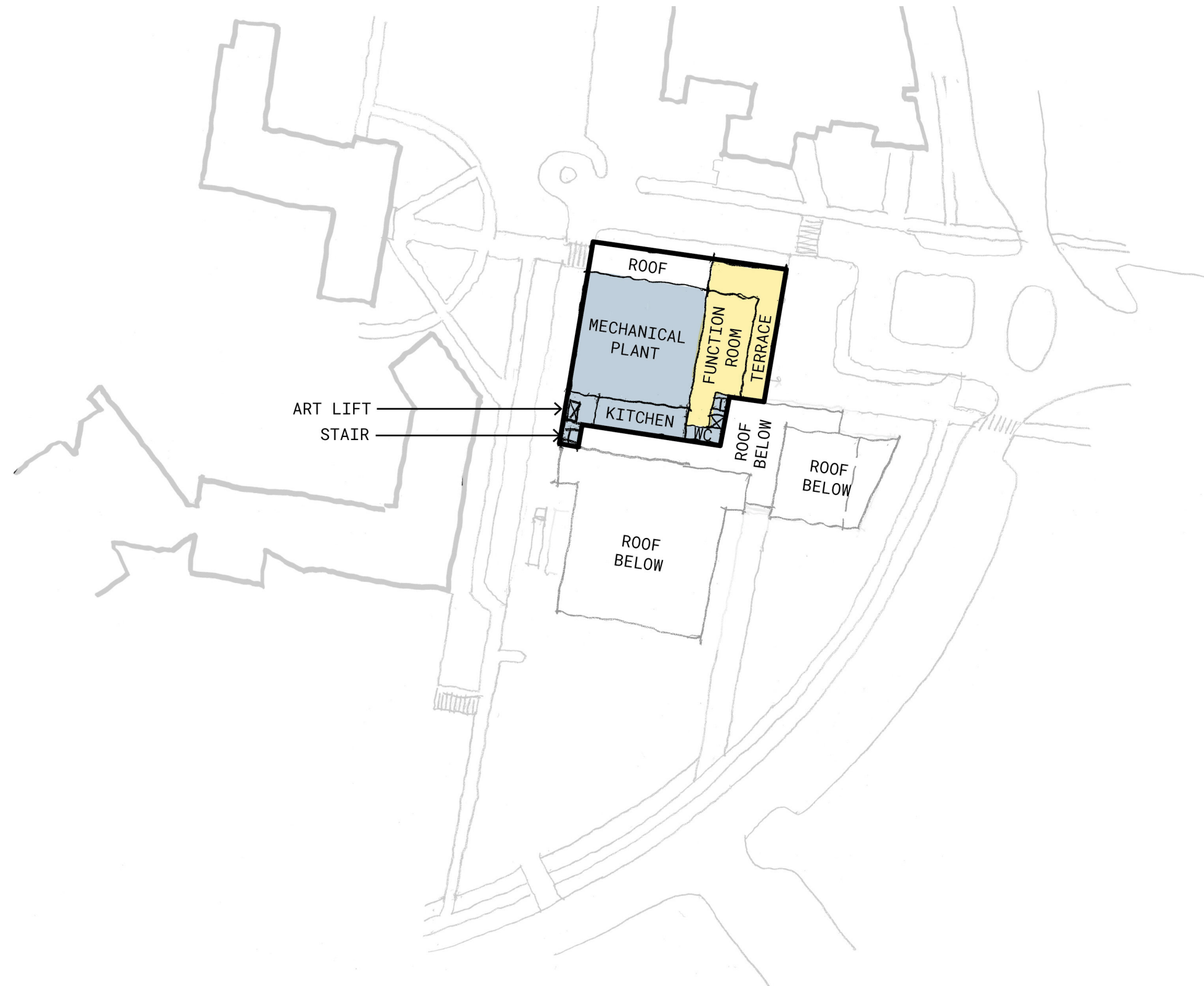
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Concept Design Option for Proposed New Art Gallery: Site Two (Theatre)

Proposed Second Floor Plan



Proposed Third Floor Plan



LEGEND

	Public
	Gallery
	Education
	Theatre
	Support

Third Floor Area Schedule

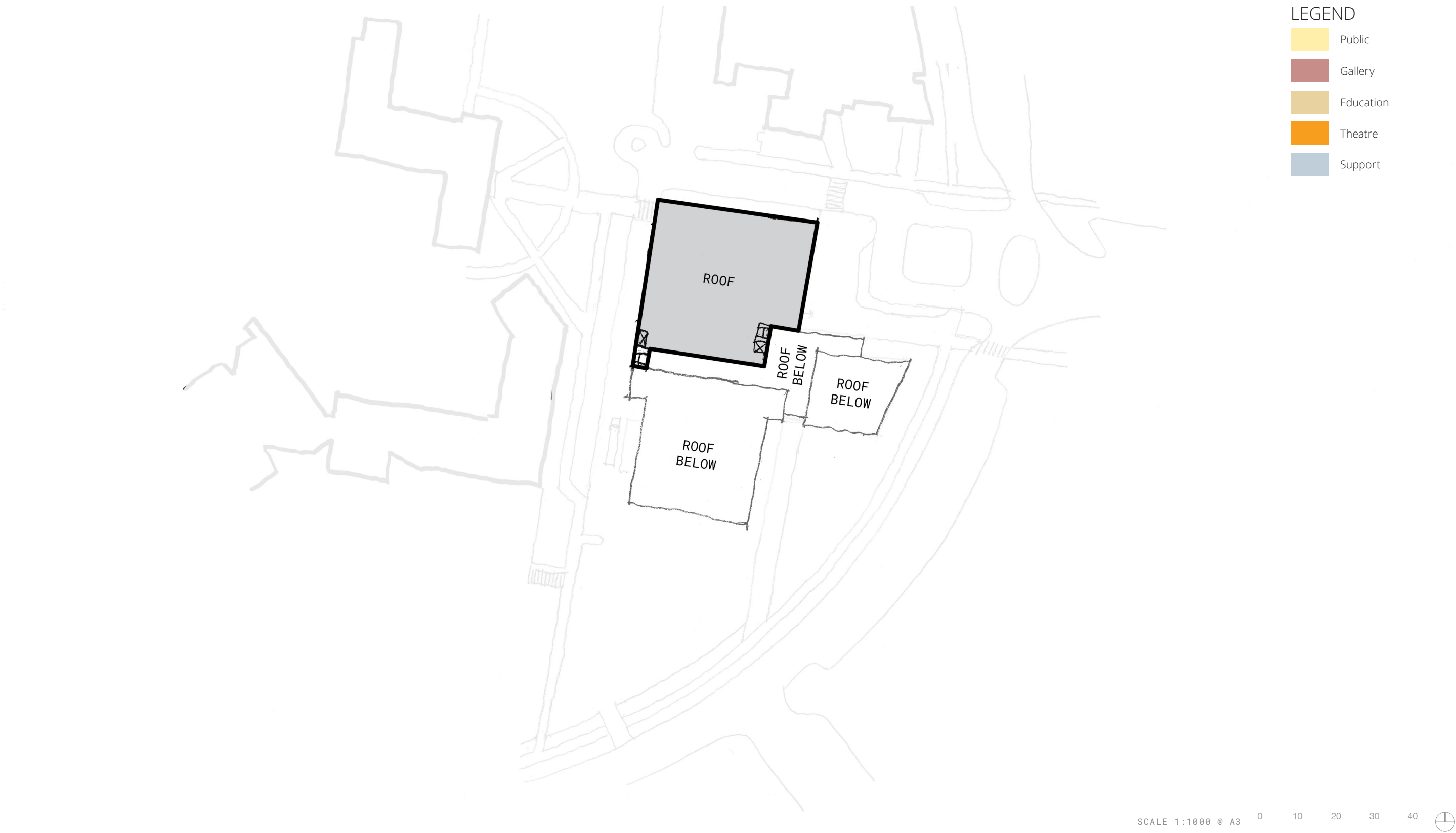
TYPE	AREA (SQM)
Mechanical Plant	650 m ²
Function (Internal)	200 m ²
Function (External)	200 m ²
Services / Support	230m ²
Total:	1280m²

NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.

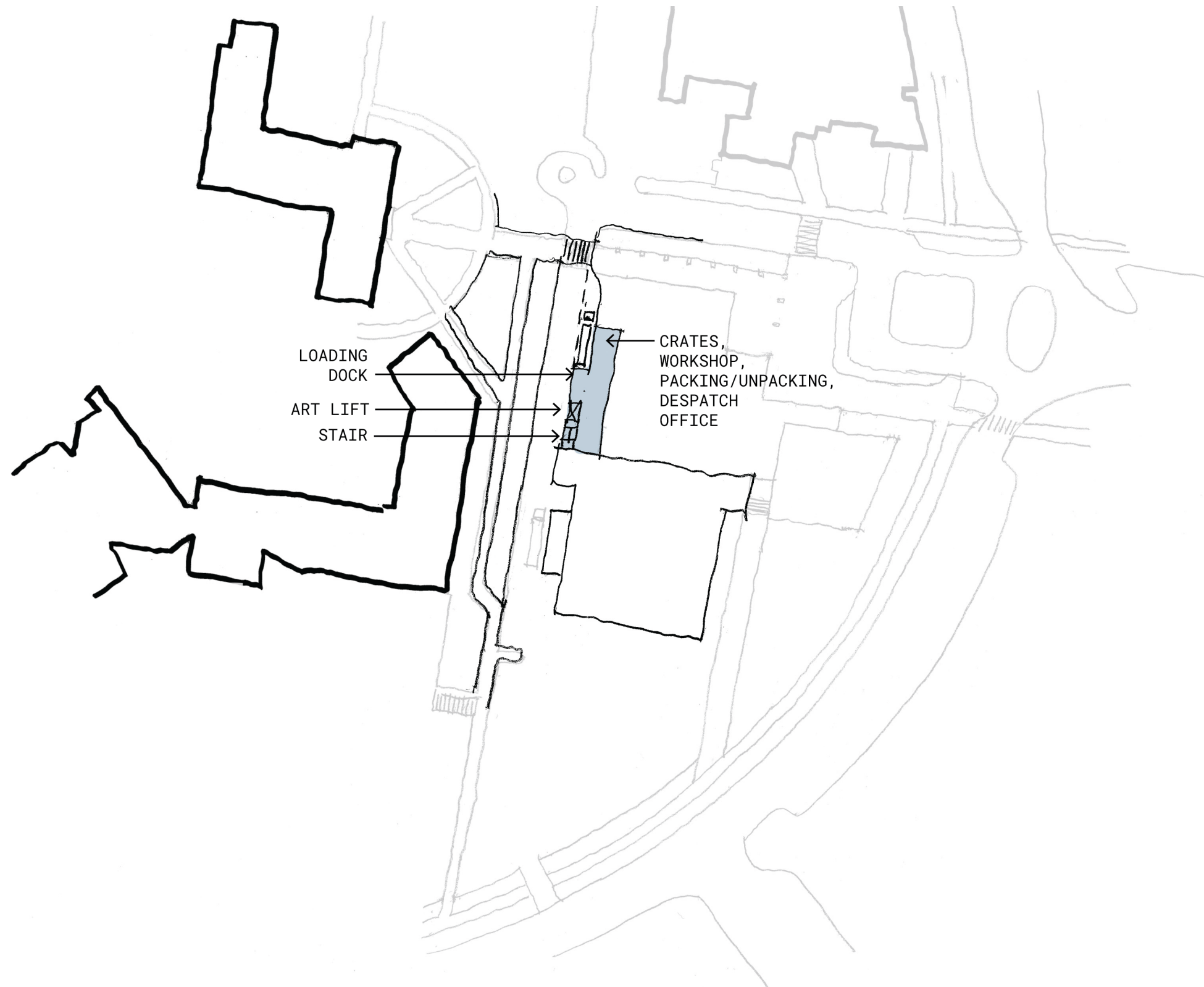
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Concept Design Option for Proposed New Art Gallery: Site Two (Theatre)

Proposed Roof Plan



Proposed Basement Floor Plan



LEGEND

	Public
	Gallery
	Education
	Theatre
	Support

Basement Area Schedule

TYPE	AREA (SQM)
Loading Dock (Internal)	170 m ²
Loading Dock (External)	50 m ²
Services / Support	25m ²
Total:	245m²

NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.

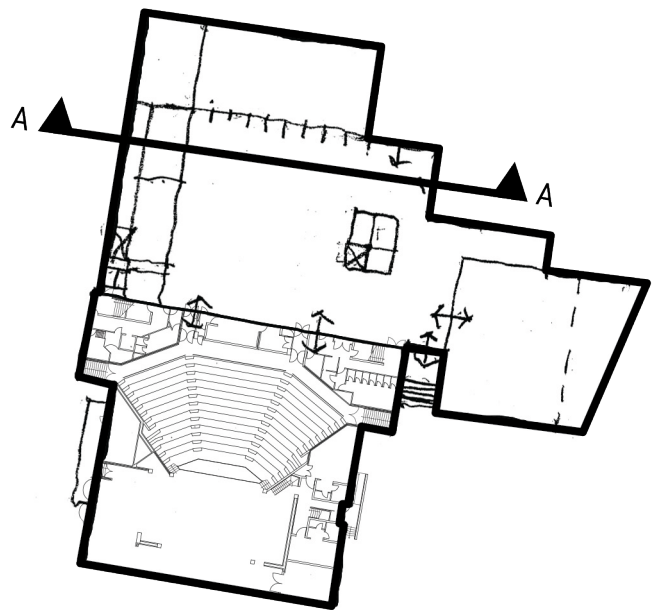
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Concept Design Option for Proposed New Art Gallery: Site Two (Theatre)

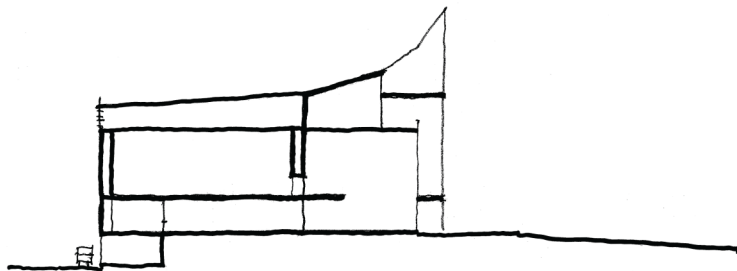
Proposed Section

LEGEND

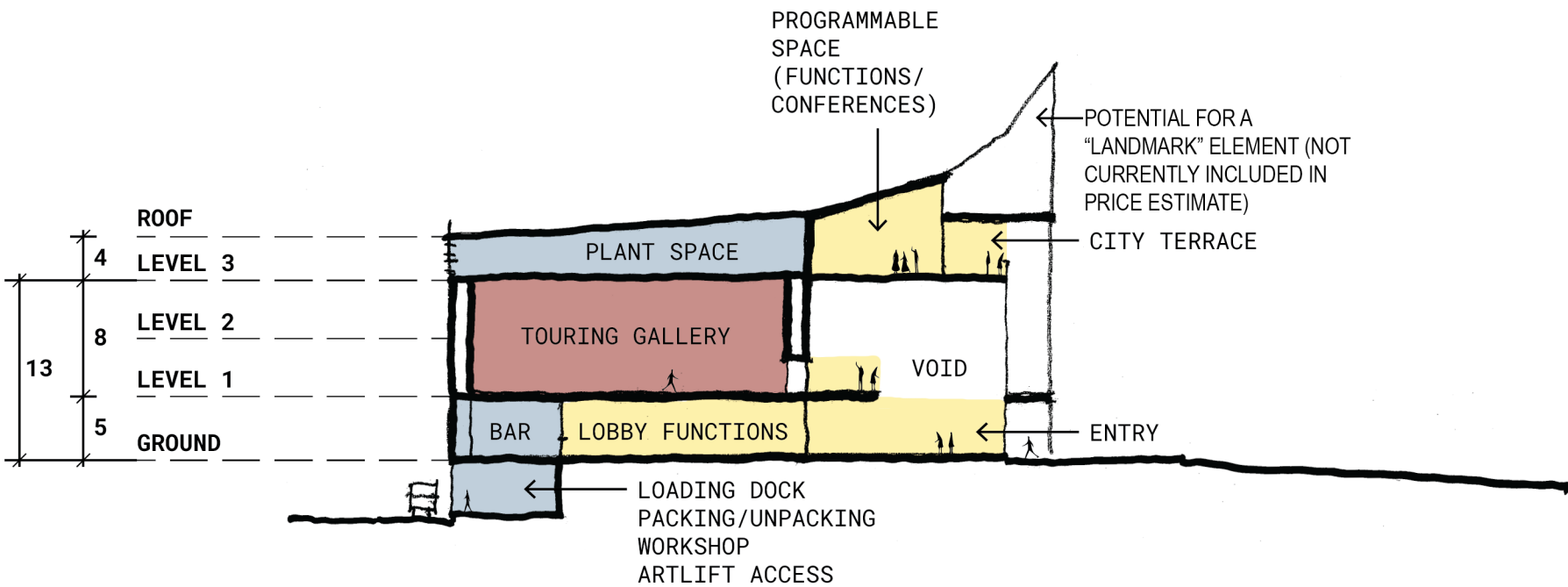
- Public
- Gallery
- Education
- Theatre
- Support



Ground Floor Plan
Scale 1:1000



Section A-A
Scale 1:1000



Enlarged Section A-A
Scale 1:500

5.6.13 Analysis of Site Two (Theatre)

Strengths

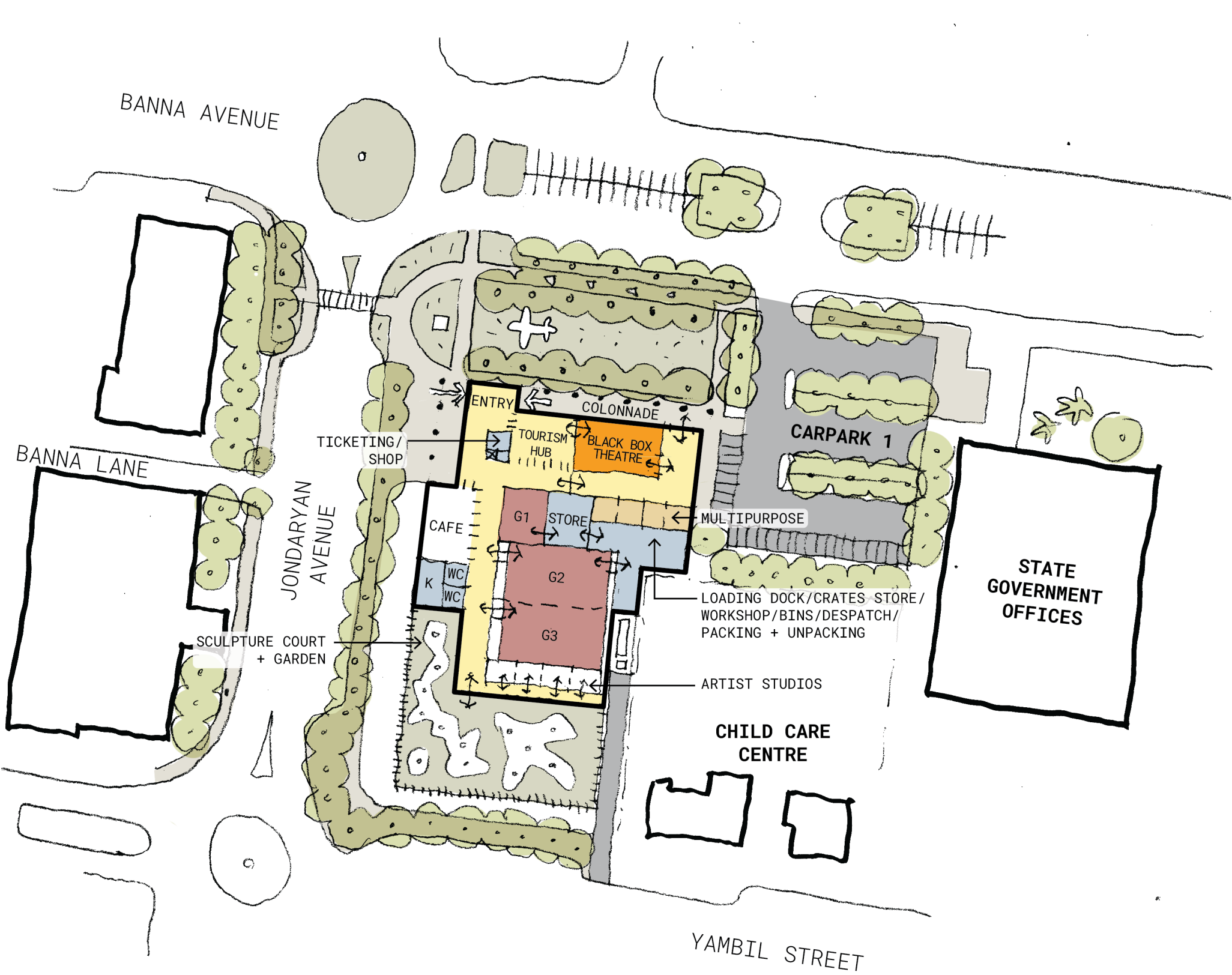
- **New arts hub:** The proximity to the theatre offers great opportunities for shared resources, shared spaces, and programming;
- **Day and night programming:** This location permits the theatre and gallery to operate seamlessly, providing continuous activity from day to night;
- **Co-location with TAFE (and education precinct):** This offers great opportunities for mutual benefits including future synergies with education programs and curriculum;
- **High visibility and landmark Status:** Its elevated location on the top block site on Banna Avenue offers the potential to develop a prominent and visible landmark for a new gallery and for the city (reinforcing the Burley Griffin Vision). Good for gallery profile and to draw in visitors and sponsorship;
- **City function terrace:** A multi-level gallery offers the opportunity for an elevated city function space. An outdoor terrace would provide a unique new offering for the city with views across the city and to the ranges. Furthermore it raises potential for additional income generation / leasing opportunities to support the arts hub;
- **Proximity to the council chambers:** Close proximity to the council chambers facilitates streamlined operations, resource-sharing and staff management;
- **Refresh of theatre public spaces and amenity:** a co-located gallery would enable upgrades to the theatre;
- **Ownership advantage:** As the site is already council-owned, this eliminates the process of site acquisition;
- **Additional Gallery offering:** A shared black box theatre with the theatre;
- **Proximity to City Park:** Walking distance from city park and the sculpture garden.

Weaknesses

- **Identity management:** There could be challenges in maintaining distinct identities for the gallery and theatre;
- **Crossover of events:** Coordinate event planning will be necessary to manage crowd flow, way-finding, and accommodation when events are happening simultaneously;
- **Potential reduced activation in lower block (eastern cultural node):** Locating the gallery in the upper block (Central cultural node) could diminish the vibrancy of activities in the lower block (Eastern cultural node);
- **Expansion constraints:** Apart from the TAFE site, the location offers limited opportunities for future expansion;
- **Lack of outdoor spaces:** The site currently lacks outdoor areas and courtyards;
- **Need for construction staging:** The building process may disrupt the theatre's programming and function.

5.6.14 Concept Design option for Proposed New Art Gallery: Site Four (Tourist Hub)

Proposed Ground Floor Plan



LEGEND

- Public
- Gallery
- Education
- Theatre
- Support

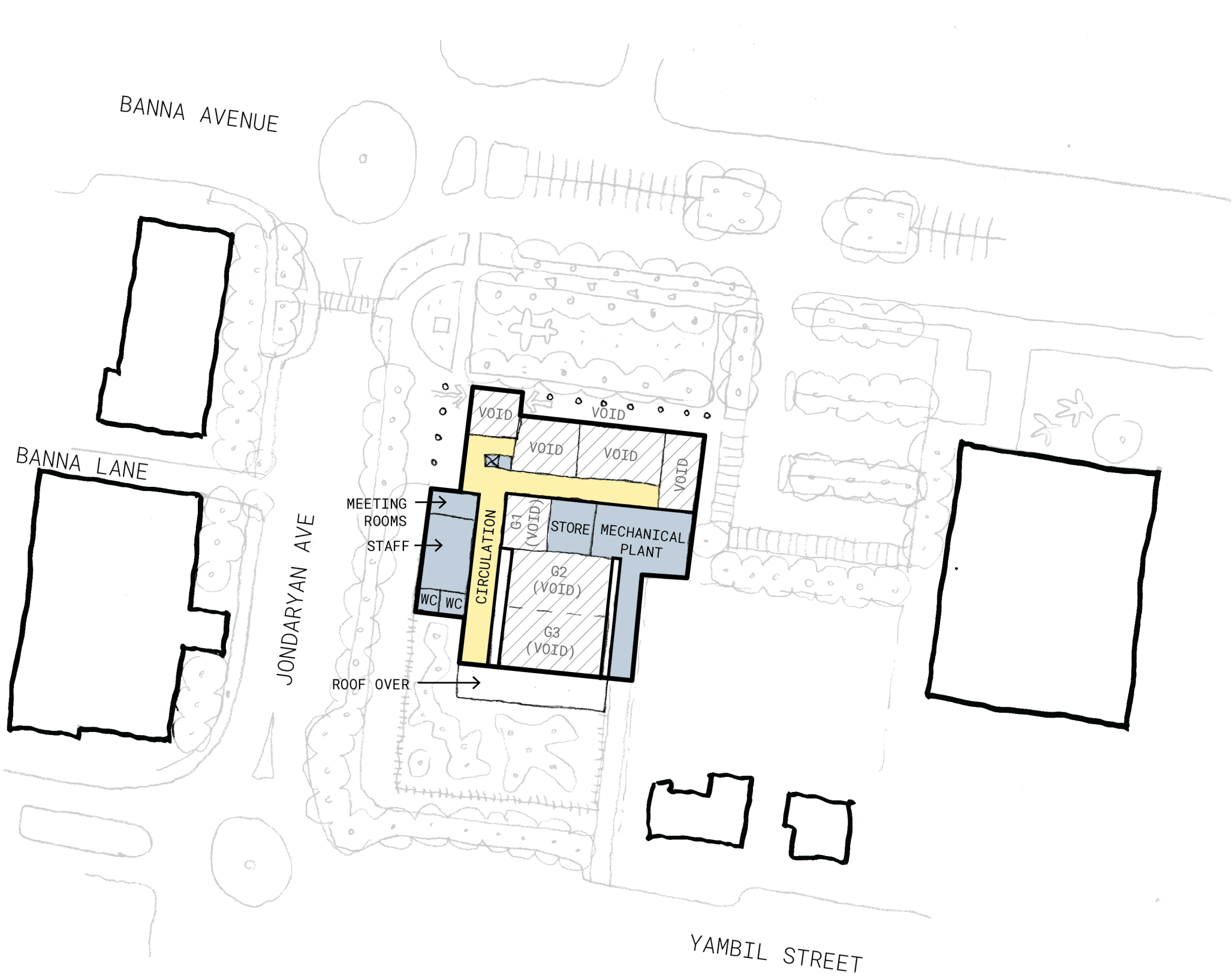
Ground Floor Area Schedule

TYPE	AREA (M ²)
Foyer	200 m ²
Ticketing / Shop	20 m ²
New Tourism Hub	145 m ²
Black Box Theatre	220 m ²
Multipurpose	130 m ²
Gallery 1	120 m ²
Gallery 2	300 m ²
Gallery 3	300 m ²
Store	120 m ²
Artist Studios	130 m ²
Cafe	180 m ²
Services / Support	250 m ²
Circulation	700m ²
Subtotal	2,815m ²
Sculpture Court + Garden	1200 m ²
Total:	4015m ²

NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.

SCALE 1:1000 @ A3 0 10 20 30 40

Proposed First Floor Plan



LEGEND

Public

Gallery

Education

Theatre

Support

Level 1 Area Schedule

TYPE	AREA (M²)
Staff + Meeting rooms	220 m²
Store	120 m²
Mechanical Plant	410 m²
Services / Support	70m²
Circulation	500m²
Total:	1320m²

NOTE: AREAS SPECIFIED ARE APPROXIMATIONS FROM PRELIMINARY SKETCH EXPLORATIONS AND ARE INTENDED FOR PLANNING AND DISCUSSION PURPOSES ONLY.



5.6.15 Analysis of Site Four (Tourist Hub)

Strengths

- **Co-location with the visitor centre:** shared staffing, reception, ticketing, etc;
- **Additional gallery offering:** A shared black box theatre with the visitor centre can serve as an extension of the gallery's space;
- **Visibility:** Good visibility for vehicle arrival into Griffith. Location on Jondaryan Avenue is the main vehicle arrival into Griffith;
- **Landscape integration:** The location offers the potential to incorporate landscape elements, including forecourts and sculpture gardens, into the gallery's design;
- **Expansion opportunities:** The site offers options for future expansion, including the state government office site or carpark;
- **Banna Lane connection:** This connection can promote public art displays such as murals;
- **Commercial centre proximity:** Close proximity to the commercial centre can help to attract more visitors;
- **Nearby facilities:** Proximity to essential amenities such as the library, train station, and car parking offer convenience to visitors.

Weaknesses

- **No elevated position:** The site lacks an elevated position, ruling out the possibility for a city terrace;
- **Adjacent sites:** Adjacent sites may detract from the aesthetic appeal and prominence of the new gallery;
- **Acquisition requirement:** The council will need to secure additional sites to develop this location into a new gallery;
- **Resource sharing challenge:** Sharing resources with other cultural facilities may be more complicated due to distance;
- **Different departments:** Tourism is a seperate Council department, therefore collaboration may be more difficult;
- **Identity management:** There could be challenges in maintaining distinct identities for the gallery and tourism centre.

5.6.16 Further Information

For more detailed information on the consultation outcomes and the preferred site according to the project team and community input please see:

- “8.1 Consultation Outcomes Report” on page 72
- “8.2 Art Gallery Site Recommendation” on page 101
- “8.3 Griffith Cultural Precinct Master Plan Community Responses” on page 102

06

Master Plan: Citywide Strategy



6.1 Implementation Plan

In the context of the Cultural Precinct Master Plan, the terms “short term”, “medium term”, and “long term” denote different phases of the plan’s execution, associated with specific timelines.

Immediate and Short Term Plan (0-2 Years)

“Short term” refers to the initial phase, extending from the present up to the next 2 years.

Medium Term Plan (2-5 years)

“Medium term” encompasses actions to be undertaken in the 2 to 5-year range. It is during this phase that the framework established in the short term is expected to evolve further.

Long Term Plan (5-10 years)

The “long term” phase, from 5 to 10 years, embodies the eventual realisation of the precinct’s overarching objectives. Activities during this phase will solidify Griffith as a vibrant cultural hub.

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Establish a Griffith Cultural Advisory Group (steering committee)	Form a steering committee with representatives from each cultural facility in Griffith, including the Art Gallery and War Memorial Museum. This group would meet regularly to guide the development of these facilities.	High	0-1 year
Short	Feasibility Assessment and Business Case	The assessment should provide for the New Griffith Regional Art Gallery (and is applicable to major updates or additions of any other cultural facility). The Business Case should refine the Functional Brief(s) and site concept plan, produce a floorplan and cross section / render(s) critical to describing the proposal, staging plan, development costing, refined visitation and financial forecasts, high level social impact assessment, economic impact assessment, risk analysis, procurement strategy and communications plan. — Base Case: A Functional Brief, site concept plan, market testing and community consultation. — Economic Impact Assessment: High level development costings, visitation and financial forecasts, high level cultural, environmental and view field comparative issues identification, high level economic impact assessment, and recommendations on whether to proceed at all and if so with which option and why. Refer also Indigenous Engagement Plan.	High	1 year
Short	Indigenous Engagement Plan	Stakeholder engagement identified the strong desire for recognition of the significance of Wiradjuri culture, and a call for its inclusion in the gallery's spatial planning, potentially through the creation of a dedicated gallery space or naming conventions.	High	1 year
Short	Indigenous Cultural Competency	Invest in Indigenous cultural competency training for all council staff and volunteers at the cultural facilities, ensuring respectful and inclusive communication and understanding of Indigenous culture.	High	1 year
Short	Visitor Monitoring System	Implementation of a pedestrian counter system at key entry points of the cultural precinct is advised. It is also necessary to assign a designated officer for consistent monitoring and analysis of the collected visitor data. This data will then be instrumental in forming the business plan, providing insights on visitor profiles, determining the audience segments that are underrepresented, and developing a better understanding of visitor behaviour and spending patterns. For additional guidance on collecting and analysing visitor data, please refer to: — Slover Linett Audience Research — ‘Of / By / For All’s ‘Who’s Coming? Respectful Audience Surveying Toolkit’ — ‘Crafting Regional Growth: A Guide to Evaluating Cultural Tourism’	Moderate	1 year
Short	Resource Management Strategy	Address the limitation of human resources by expanding existing resources or considering co-location / sharing resources between cultural facilities.	High	1 year
Short	Identity and Branding	Develop a cohesive branding and identity for the cultural offerings, presenting them as a collective experience. This will enhance the ‘experience package’ for the visitors.	High	1 year
Short	Expand Mural Program	Extend the existing mural program in Griffith based on community feedback. This will further enhance the cultural identity of the city.	Moderate	1 year
Short	Capacity Building Workshops & Training	Create a comprehensive plan for workshops, mentoring, and training programs to foster growth in the cultural, industrial, product development, and event management sectors.	Moderate	1 year

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Canals for Leisure Activities	Investigate the potential to use Griffith’s irrigation canals for leisure activities, such as gondolas, to enhance the cultural precinct and offer unique recreational experiences.	Moderate	1 year
Medium	Indigenous Engagement Opportunities	Develop programs and opportunities for Indigenous artists, staff, and training to further enhance cultural representation and engagement.	High	2-3 years
Medium	Asset Consolidation and Future Management	Perform a thorough assessment of the current collections to consolidate them and develop a future strategy for storage and donations. Refer also Digitisation of Assets.	High	2-3 years
Medium	Digitisation of Assets	Reference Guide: Museums and Galleries of NSW ‘Crystal Clear: Standards and Guidance for Digitising Regional Collections Held in Museums, Galleries, Keeping Places and Cultural Centres.’ 2021.	High	2-3 years
Medium	Cultural Venue Connections – Design and Promote	Design strategies to promote connectivity between different cultural venues and develop promotion strategies to enhance visibility.	High	2-3 years
Medium	Sustainability Assessment	Conduct a sustainability assessment to evaluate the environmental impact of the proposed developments and identify ways to mitigate them.	High	2-3 years
Medium	Language and Naming Overlay	Apply a language and naming overlay for sites, streets, and places to enhance cultural connections and enrich the cultural identity of the precinct.	Moderate	2-3 years
Medium	Technology	Integrate contemporary and future technologies into gallery and library operations and design to support sustainable construction and operation.	Moderate	2-3 years
Medium	Educational Development and Vocational Training Opportunities	Explore partnerships with educational institutions to offer vocational training opportunities related to the cultural precincts.	Moderate	2-3 years
Medium	Additional Multipurpose Spatial Offerings	Investigate the addition of multipurpose spaces that can be used for various cultural events and activities.	Moderate	2-3 years
Long	Support Destination Development	Expand accommodation facilities within the cultural precincts to accommodate growth in cultural, business, sports, and leisure events.	High	5 years
Long	Develop Accommodation Facilities	Develop and expand accommodation facilities in the cultural precincts of Griffith to cater to future growth in business, leisure, cultural, and sports events. (Reference “Destination Tourism Plan 2021-2024” Visit Griffith)	High	5 years
Long	Introduce Integrated Active Transportation Paths	Develop a network of cycling, walking, and running paths / trails throughout Griffith to facilitate connectivity within the cultural precinct and offer recreational opportunities for visitors.	High	5 years
Long	Partnerships between Cultural Venues (local and across the region)	Looking to harness collective resources, sharing planning and data via: — Peer networks — Local councils — Destination networks — Regional Arts NSW — Regional Arts Development Organisations — Museums and Galleries in NSW — Other business in the town or region — Commercial and retail — Transport providers — Accommodation providers	Moderate	5 years
Long	Digital Expansion Strategy	Develop a digital marketing strategy to increase online visibility of the precinct and provide digital experiences for remote visitors.	High	5 years

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Long	Funding Opportunities and Grants (for small projects and events)	All arts and cultural organisations are strongly advised to subscribe to the mailing lists of regional arts development organisations and local government grants. This action aims to secure funding opportunities that will aid in the implementation of the cultural precinct Master Plan. Additional resources: — NSW Cultural Tourism Toolkit: www.regionalartsnsw.com.au/networks — www.communitybuilders.nsw.gov.au — www.business.gov.au/assistance — www.clubsnsw.com.au/community/clubgrants/about-clubgrants — Community GrantGuru: www.community.grantready.com.au	Moderate	Ongoing
Ongoing	Sustainability Integration	Integrate sustainability considerations into every aspect of the cultural precinct's operations, from building design and construction to daily operations and events.	High	Ongoing

While not specifically part of the scope of this report, some items noted with respect the Griffith War Memorial Museum for consideration include;

TERM	ACTIONS	EXPLANATION	PRIORITY	TIMING
Short	Develop a Strategic Plan for the War Memorial Museum	In parallel to the planning for the new Art Gallery, create a strategic plan for the War Memorial Museum that outlines the future vision, goals, and development plans for this facility, ensuring its continued relevance and growth.	High	0-1 years
Medium	Implement a Conservation and Maintenance Plan for the War Memorial Museum	Develop a conservation and maintenance plan to ensure the ongoing preservation and display of the Museum's collections, including potential improvements to climate control, security, and display methods. The Museum requires extensive work cataloguing the collection as well as research into the significance and providence of the items in the collection additional to the conservations and exhibitions work	Medium	2-5 years
Long	Undertake Renovations of the War Memorial Museum	Based on the strategic plan, undertake any necessary renovations or enhancements to the Museum space, to improve its functionality, visitor experience, and display capabilities.	High	5-10 years

07

Next Steps

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7.1 Next Steps

Overarching actions for all cultural facilities and citywide cultural planning:

- Seek community comment and feedback on this Cultural Precinct Master Plan (CPMP);
- Endorse the final draft of this Cultural Precinct Master Plan (CPMP);
- Establish a Griffith Cultural Advisory Committee (a steering committee) to meet regularly and to guide the strategic development of the cultural facilities;
- Consider the appointment of a Griffith City Council Community Development Officer - Aboriginal Liaison (ALO);
- Undertake a Designing with Country engagement process with Traditional owners for all new cultural facilities.

For the Library the next steps and actions are to:

- Develop a brief and undertake a test fit for the clock building (Zecca's tenancy) to confirm its suitability for accommodating the future needs (dedicated local history spaces and exhibitions, areas for genealogy, multipurpose and programmable spaces, a business hub with meeting rooms, a space that could be set up as a recording studio, a better dedicated VR space);
- Undertake a compliance review and consider opportunities for a parent's room;
- Consider opportunities for better access from Railway Street and a covered loading dock area;
- Develop a budget and business case;
- Pursue funding applications and opportunities.

For Pioneer Park the next steps and actions are to:

- Develop a clear strategic plan (and a road map forward) through workshop sessions with stakeholders. This strategic plan should include understanding how the site should be best utilised (utilisation of buildings and spaces) and where to focus the attention and resources moving forward (priorities);
- Consider opportunities (in addition to history and storytelling) for the site including enhancing and consolidating the event spaces, providing low cost rehearsal spaces for multicultural endeavours, Wiradjuri cultural education, dormitory accommodation, secondary art spaces and 'artist in residence' accommodation;

- Develop a set of prioritised projects and associated budgets (as an outcome from the Strategic Plan);

- Undertake a compliance review;

- Develop a business case;

- Pursue funding applications and opportunities.

For the Theatre the next steps and actions are to:

- Develop a brief and undertake a test fit on the existing Theatre site to confirm the potential for accommodating the future needs (bigger Foyer, additional smaller performance and rehearsal spaces (a Black Box theatre to seat 100 with retractable seating or flat floor), extra staff spaces, commercial kitchen for events and improved events spaces and upgraded conferencing facilities);

- Undertake a compliance review and consider opportunities for enhancing accessibility for the carpark, wardrobe, laundry and stage;

- Develop a budget and business case;

- Pursue funding applications and opportunities.

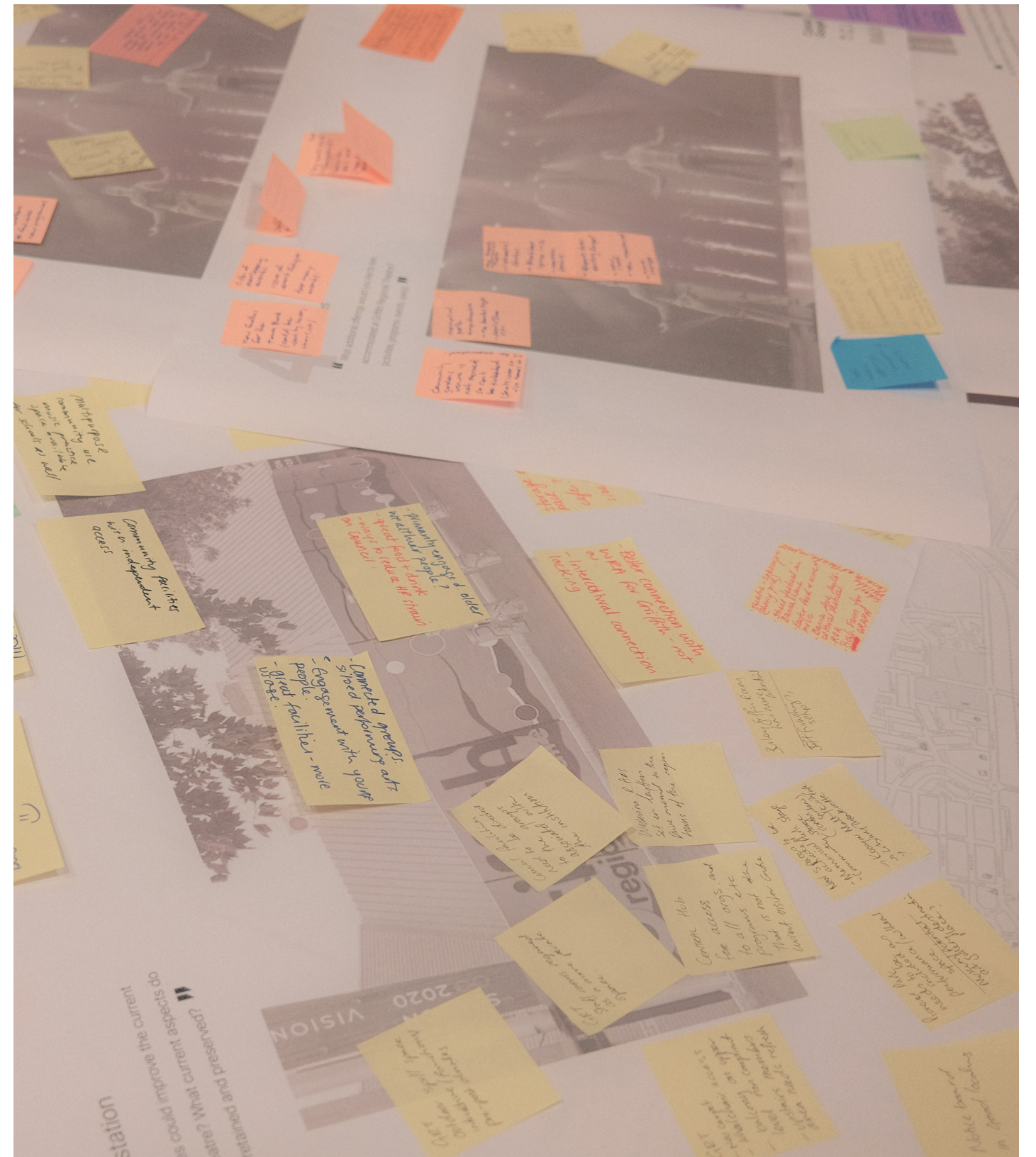
For the Art Gallery the next steps and actions are to:

- Further consult with the community to confirm a preferred new gallery site;

- Secure the new site;

- Develop a Business Case (which is required to support funding applications). This will include a detailed brief and costing;

- Undertake a funding campaign and funding applications for a new Art Gallery to secure State and Federal Government Funds (ideally a three-way funding arrangement).



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