



Westralian Centre | Financial proof of concept

November 2016

Prepared for City of South Perth

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DRAFT ONLY

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15 December 2016

Cover image source: SIA Architects, Westralian Centre Concept Plan August 2016

Executive summary

Overview

The Westralian Centre development will provide an opportunity for a unique development and activity node on the Swan River Foreshore; a development that links across cultures and ages to recognise and respect our heritage and also to ensure that a critical part of our heritage is kept alive in the hearts and minds of the community.

Western Australians are renewing and enhancing their engagement with the Swan River through various activity nodes including Elizabeth Quay, Riverside Waterbank, the Point Fraser development, a new footbridge across the Swan to the Perth Stadium and a sustained increase in ferry patronage across Perth Waters. A next step in this engagement is to enhance the activity nodes on the South Perth Foreshore, providing a primary destination linking activity from the water side and the land-side of the precinct.

The Westralian Centre as a concept could comprise the following uses:

- **Museum**
There is the potential for a museum that commemorates the history of the South Perth area and foreshore, especially given that heritage tourism is a significant component of the tourism market.
- **Function Centre**
Sir James Mitchell Park given its location and views hosts many external functions each year and there is the potential for the Westralian Centre to host these functions.
- **Restaurant / Café**
There is the potential for a restaurant / café given the location, views and passing traffic to this area each day.
- **South East Asian Tourism Destination**
Given Perth's proximity to South East Asia, there is the potential to capitalise on this with attractions that would be of significant interest to this market.
- **Retail**
There is the potential for a retail component within the Westralian Centre, similar to the retail attractions at Kings Park (Aspects).

Figure 1. Concept plan, artist's impression (August 2016)



Source: City of South Perth; SIA Architects Auditorium

Public activity space

Toilets

Café

Case studies

The State War Memorial in Kings Park has primacy in the role as a place of reverence and recognition of the sacrifices of the members of our community have made to uphold our common values. At the same time, there is a growing need for memorials that are 'activated' to provide interpretation of that cultural heritage.

A number of case studies from around Australia are provided in an Appendix.

The key message from the case studies is that they tend to be initiated by the local community (concept, initial donations for capital works), then once there is a sufficient and established level of support, the state and federal government may provide additional financial resources.

Another message is that almost all memorials in the case studies have either expanded or been redeveloped at some point in the past decade. This is driven by

an increasing need for memorials to provide education and interpretation in addition to being a place for reflection. This same need means that most memorials also have a significant online presence which provides educational materials as well as access to historical research materials ('online cenotaph').

Financial proof of concept

This document forms a financial proof of concept to support the project. It draws on the work by SIA Architects Pty Ltd, 3D Projects Pty Ltd and Tamram Pty Ltd.

At this stage of the project development, this report considers the capital requirements to get the project developed as well as the operational financial model to provide long-term financial sustainability.

There is an opportunity to attract capital funding from the ANZAC Centenary Public Fund, which is open until May 2019 and has been used for a range of capital works associated with memorials across Australia for amounts typically between \$1 million and \$5 million.

All memorials in the case studies ultimately depend on a level of underwriting by government to fund operations. In most cases, this responsibility is undertaken by the respective local government (often with the assistance of local charitable groups), unless the memorial is the state primary memorial in which case the respective state government generally provides recurrent funding.

Given the location of the Westralian Centre, it will serve the community across a wide geographic area, well beyond the City of South Perth. This will boost the case

to obtain funding from other sources that encourage projects which benefit a cross-section of the community (such as LotteryWest).

The more established memorials tend to have built up trust funds which are invested to provide interest revenues which support the operational requirements of the memorials. These funds can also be also used for capital projects as required.

Net community benefits

The Westralian Centre would provide **recognition** and **interpretation** of the stories of the members of the community that have not previously had their story told comprehensively. It could explain the contributions and stories of the West Australian contingents of the Australian Imperial Force (AIF) and their influence in forging our unique local identity.

The Centre would also enhance the Coode Street Jetty precinct as a destination, not just with 'more cafes', but as a place with a **rich heritage**. This would also enhance the justification of a reintroduction of regular ferry services to Coode Street Jetty.

The location is also ideally suited for school groups wanting to access the Centre by coach (or ferry). The Centre would provide an **education** role, not only for students but also adults.

Table of contents

Executive summary.....	iii	Revenue projections.....	6
Overview.....	3	Net community benefit.....	8
Net community benefits.....	4	Education and interpretation.....	8
Project purpose, overview and methodology.....	1	Participation and awareness.....	8
Project overview.....	1	Community cohesion.....	8
Purpose.....	1	Activity node on the South Perth Foreshore.....	8
Approach.....	1	Appendix: Case studies.....	9
Potential capital funding opportunities.....	2	Australian Ex-Prisoners of War Memorial – Ballarat, Victoria.....	9
Case studies.....	3	Shrine of Remembrance - Melbourne, Victoria.....	10
Roles of memorials.....	3	HMAS Sydney II Memorial Garden – Geraldton, Western Australia.....	11
Australian military memorials of national significance.....	3	Auckland War Memorial Museum.....	12
Summary of case studies.....	4	National ANZAC Centre, Albany, Western Australia.....	13
Revenue projection model.....	5	References and data sources.....	14
Visitors.....	5	References.....	14
Revenues.....	5	Data sources.....	14
Expenses.....	6		

Project purpose, overview and methodology

Project overview

The Westralian Centre would acknowledge the contribution of the WA AIF and provide a complement to the State War Memorial in Kings Park.

The Centre is proposed to be located on the South Perth (south) Foreshore (facing Perth CBD) in the vicinity of the existing Australia Flag flagpole and original Paper Bark grove.

Table 1. Proposed elements – concept plan

Element	Area (sqm)
AIF, Anzac, South Perth community, internal interpretation & exhibition space	350
Theatrette/lecture room - capacity for min 40 people	250
Store room & office	80
Refreshments sit-down café - capacity for 40-60 patrons with terrace	350
Controlled access ablution block capacity male & female toilets	90
Total building area	1,120
Outdoor assembly area recreation and interpretation space	2,200

Source: SIA Architects (August 2016)

A preliminary estimate of cost, based on current proposal stands at \$6,547,000 excluding GST.

After construction, it is proposed that the City of South Perth would provide security, manage and maintain the Centre and manage and arrange lease of the café to a private operator.

Purpose

MacroPlan Dimasi has prepared this report to establish the financial proof of concept for the proposed Westralian Centre at the Coode Street Jetty Precinct on the South Perth Foreshore.

To support the next step of this project, this reports addresses a ‘financial proof of concept’ covering the development and operation financial parameters for the proposed facility. This considers the capital and revenue model for the facility.

Approach

The elements of the assessment are:

- (i) Capital funding opportunities
- (ii) Long term financial sustainability
- (iii) Net community benefits

A key part of this assessment is to establish the evidence base for the financial assumptions, with an emphasis on establishing the visitation numbers, price points, visitor expenditure and operational costs. This component will draw on case studies to demonstrate realistic assumptions and projections.

The community benefits component considers a number of groups, including the local South Perth community and the broader Perth community.

Potential capital funding opportunities

This section looks at some of the potential sources of capital funding that could be used to develop the Westralian Centre. The project will require seed funding that will likely require a special allocation from the State and local government.

The project funding could also rely on a combination of funding sources that could recognise the overall contribution of the development to the community or reflect individual components of the project (such as contributions to the arts). Potential sources include:

- private sources:
 - individual donations and bequests – including donations of either money or memorabilia for exhibition
 - business donations
- community groups including:
 - Returned Services League (RSL)
 - Rotary Club
- public funding sources – funding programs with relevant criteria to a project of this type and *ad hoc* funding opportunities (ie. funding sources that are based primarily on demonstrating a ‘net community benefit’). Examples include the LotteryWest Grant Program
- State and Federal grants programs, for example:
 - Anzac Centenary Public Fund
 - Department of Veterans Affairs (Saluting Their Service Commemorations Grants)
 - CAN WA (Catalyst Community Arts Fund)
- Australian War Memorial – exhibition memorabilia from its extensive collection

Whole of life and maintenance costs also need to be addressed by the financial model. For example, the HMAS Sydney II Memorial Garden in Geraldton, WA uses a trust fund created by the local Rotary Club to receive donations. The three trustees

are the local mayor, president of the local Rotary Club and the secretary of the local RSL.

Anzac Centenary Public Fund

The Anzac Centenary Public Fund was established in 2013 to contribute to projects across Australia. The fund will be accepting donations until 1 May 2019. Major projects funded to date include:

- \$300,000 to a Flame of Remembrance at the Cenotaph in the City of Hobart.
- \$1.70 million to support the Albert Borella Ride in the Northern Territory.
- \$5.50 million to the Memorial Walk project in Adelaide, which opened in April 2016.
- \$3.00 million to the Hobart Pedestrian Bridge. The Fund has committed up to \$8.00 million for this project.
- \$3.85 million to the redevelopment of Anzac Square in Brisbane. The Fund has committed up to \$6.00 million to this project.
- \$1.10 million to the Soldiers’ Memorial Avenue in Tasmania.
- \$3.00 million to the redevelopment of the Hyde Park Anzac Memorial in Sydney. The Fund has committed up to \$19.60 million for this project.
- \$8.30 million to the redevelopment of the Shrine of Remembrance’s Galleries of Remembrance in Melbourne. The Fund has committed up to \$22.50 million to this project.
- \$350,000 to the Queensland Remembers Gallery and Exhibition. The Fund has committed up to \$6.90 million to this project.

Case studies

Roles of memorials

Case studies provide a crucial part of the evidence base for the visitation and operational cost assumptions for the Westralia Centre. The case studies also cover the relevant non-financial aspects of the development.

The case studies used in this assessment consider two types of memorials which are considered relevant to the Westralian Centre concept:

- Significant places of remembrance that are public open spaces that are not staffed on a part or full-time basis (other than volunteer guides)
- Memorials with specific opening hours, exhibitions, on-site staff and provide a wider range of interpretive and educational functions.

Australian military memorials of national significance

The *Military Memorials of National Significance Act 2008* recognises memorials that are not located in the Australian Capital Territory to be declared a Military Memorial of National Significance if they meet the following criteria:

- the memorial is of a scale, design and standard appropriate for a memorial of nationally significant status, and is appropriately dignified and symbolic;
- the memorial commemorates Australia's military involvement in a significant aspect of Australia's wartime history, and that is its sole purpose;
- the memorial has a major role in community commemorations;
- Commonwealth flag protocols are observed in relation to the memorial;
- the memorial is owned or managed by a State or Northern Territory authority that has responsibility (including financial responsibility) for the ongoing maintenance of the memorial, and for any refurbishments;
- the memorial complies with applicable planning, construction and related requirements;
- the memorial is located on public land within a State or the Northern Territory;

- the memorial is publicly accessible and there is no entry fee;
- the memorial is a completed and functioning memorial; and
- the memorial is not associated with a commercial function that conflicts with its commemorative purpose.

Eight memorials have been declared Military Memorials of National Significance under the *Military Memorials of National Significance Act 2008*:

- Australian Ex Prisoners of War Memorial (Ballarat, Vic)
- HMAS Sydney II Memorial (Geraldton, WA)
- Shrine of Remembrance (Melbourne, Vic)
- Anzac Memorial in Hyde Park (Sydney, NSW)
- Korean War Memorial in Moore Park (Sydney, NSW)
- Cenotaph in Martin Place (Sydney, NSW)
- Korean War Memorial (Broadbeach, Qld)
- Desert Mounted Corps Memorial (Albany, WA)

There are no financial benefits for memorials declared under the *Military Memorials of National Significance Act 2008* and the Commonwealth does not have any responsibility (financial or otherwise) for a declared memorial. Despite this, the Commonwealth Government has delivered funding to these projects as one-off grants and maintenance over a fixed time period, however, the Commonwealth has no on-going accountability for funding.

Details of the five case studies are provided in the Appendix..

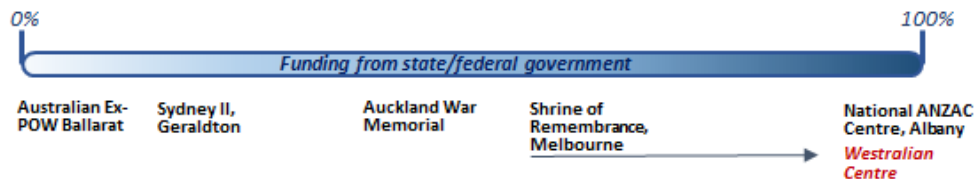
Summary of case studies

Visitors



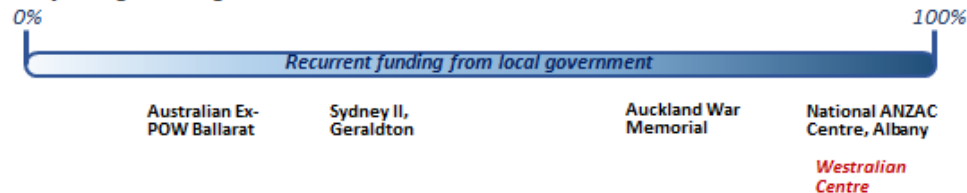
- The National ANZAC Centre has averaged 74,000 visitors per year over the first two years since opening.
- Notably, the Australian Ex-Prisoners of War Memorial in Ballarat is in the Lake Wendouree precinct which gets more than 700,000 visitors per year. This is similar to the proposed Westralian Centre
- This assessment has assumed that the Westralian Centre will get around 75,000 visitors per year given its prime position and the existing visitor numbers to the South Perth Foreshore.

Capital funding (initial stage)



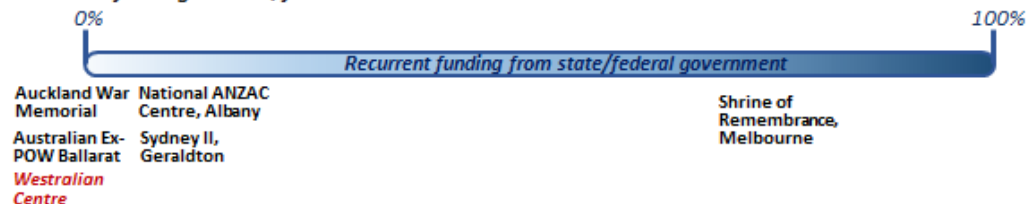
- Most war memorials were seed-funded by donations, bequests and charitable foundations/ trusts.
- The National ANZAC Centre was an exception given it was built for the 100-year anniversary and capital funding was provided by the Federal Government (75%) and WA State Government (25%).
- The most recent capital funding for the redevelopment of the Shrine of Remembrance was due primarily to a \$45 million commitment from the Victorian Government.
- Recent capital works have benefitted from the Federal ANZAC Memorial Centenary fund.

Recurrent funding – local govt



- The City of Auckland uses a levy to fund about two-thirds of the memorial operations.
- Part of the recurrent funding is provided from operations (gold coin donations, venue hire, retail, online retail) and grants from charitable donations.
- The National ANZAC Centre in Albany is funded primarily by entry fees managed by the City of Albany. It is the only memorial in the case studies that charges for entry.
- The recurrent funding for the Westralian Centre is likely to need to be underwritten by the City of South Perth, however, other recurrent funding is possible from grants and charities.

Recurrent funding – state/federal



- Recurrent funding is typically the responsibility of the local government unless the memorial is the primary state memorial (such as the Shrine of Remembrance).
- The ANZAC Memorial in Sydney is funded and managed directly as part of the Department of Premier and Cabinet.
- Established memorials tend to have significant financial assets gained from grants and bequests, which means that interest revenues on those funds are used to help fund operations.

Revenue projection model

Visitors

The Westralian Centres will be located on Sir James Mitchell Park which attracts over 500,000 people each year. Given this significant volume of people, it is believed that the Westralian Centre would be an extremely popular attraction for passing traffic, with the potential to prove a diverse range of attractions.

Each year, around 600,000 children and 5.2 million Australian adults visit a museum or art gallery. In Western Australia, 556,800 residents aged 15 and older (or 27.7 per cent of the resident population) attended a museum in 2013-14. Attendances by children is considerably higher and in 2012, 127,000 (42.7 per cent) children aged between 5 and 14 attended a museum or art gallery. Note that these figures do not include visitors from outside Australia.

The time of day of the visits vary with type of memorial and memorials with peak visits occurring between around 10am through to 3pm.

Given the prime location of the proposed Westralian Centre, this assessment assumes that the number of visitors is likely to be similar to the National Anzac Centre in Albany. This Centre has had an average of 74,000 visitors per annum over the first two years since opening. This represents around 10 per cent of the number of people that visit the South Perth Foreshore. Growth in the number of visitors is assumed to be around 1.5 per cent per annum based on the actual visitor growth at the Perth Zoo.

The Westralian Centre is ideally located to become a focal point for informal socialising, as well as for visitors to the memorial. It has prospects of being developed as a highly sought after venue for more formal functions.

Note that these visitor numbers are for people actually entering the Westralian Centre during its open times. There are likely to be a number of people that are in the area for other activities early or late in the day when the Centre is closed, but the development should provide something for those people to access as well.

Revenues

The case studies show that the respective local government is ultimately responsible for the financial and operational functions of most war memorials, even memorials that are of national significance or where the construction costs were funded by the State and Commonwealth governments.

Recognition of memorials under the *Military Memorials of National Significance Act 2008*, does commit any funds from the Commonwealth Government to the capital or operational costs of memorials.

Base revenues

The base revenue for all memorials in this assessment is that public funding provides between 60 and 100 per cent of all operational requirements. Unless it is a state memorial, this responsibility rests with the local government.

Donations and bequests

Donations and bequests are very important for memorials, particularly as seed funding. Although the actual amounts of funding raised from donations can be relatively small, it is one of the best ways to demonstrate community sponsorship for a project. Therefore, many small donations can help to demonstrate a wide support for a memorial. This then provides the basis to justify additional public funding as required. The memorials in Ballarat and Geraldton in the case studies are particular examples of this type of funding.

Entry fees

Memorials are generally free for all visitors and a statutory requirement of the *Military Memorials of National Significance Act 2008* is that the memorial is publicly accessible and there is no entry fee.

The National Anzac Centre in Albany is an exception to this typical model and charges entry fees of up to \$24 per person (adult entry) which funds the operational and maintenance requirements of the facility.

Australian households spend an average of about \$8 per year on museum and art gallery fees and charges.

Lease revenues

The café is assumed to have a net lettable area of 120 square metres, although with the additional terrace space the actual café use would extend to some 350 square metres. This would cater for a capacity of some 40-60 persons.

Venue hire

Venue hire costs would be in line with the City of South Perth's policy for venue of community spaces. From the case studies, interest in hiring unique venues is increasing and two key examples are the National Anzac Centre and the Auckland War Memorial Museum.

The design of the Westralian Centre should cater for functions to be able to use both the indoor and outdoor spaces for events. In most cases, net revenue from venue hire would be modest as it would also involve additional expenses (cleaning, utilities, and management).

Other revenues

Trusts, charitable foundations and corporate sponsorships are all sources of revenue commonly used to supplement revenues for memorials. Many of these sources are associated with arts or community funding. From the case studies, these sources can contribute anything from around 3 to 20 per cent of total revenues.

Expenses

From the case study information, staff and security costs will be the largest expenses of the development and will make up around 75 per cent of all costs.

The costs have been indexed to an assumed CPI of 1.75 per cent per annum.

The costs of running the memorial have been managed by relying on volunteers and docents to help run the Centre. The case studies provide a number of examples of volunteer contributions to the centre and the expenses include an amount to provide for training and managing volunteers as well as providing for travel expenses for volunteers.

Revenue projections

This component provides a revenue model for the project for the first five years of operations. The model includes:

- Projected visitor numbers:
 - Memorial visitors – people visiting primarily to see the memorial and exhibitions
 - Special event visitors (Australia Day, car show, cycling/walking events, etc.)
 - 'Passer-by' visitors – taking advantage of the existing high level of visitation to the South Perth foreshore
- Projected visitor expenditure
- Projected lease revenues for the development:
 - Café lease revenues
 - Theatrette lease revenues (potential use of the space by the local community with fees charged to cover operational costs)
- Projected operational costs of the development (staff, utilities, insurance, etc.)

Indicative revenue projections

	Notes	Year 1	Year 2	Year 3	Year 4	Year 5
Memorial visitors		74,000	75,100	76,200	77,300	78,500
Revenues						
Baseline funding (local govt + grants)	-1	\$109,100	\$100,670	\$102,290	\$103,930	\$105,560
Donations and sponsorship		\$37,000	\$37,550	\$38,100	\$38,650	\$39,250
Venue hire	-2	\$50,000	\$50,880	\$51,770	\$52,680	\$53,600
Café lease	-3	\$55,200	\$56,170	\$57,150	\$58,150	\$59,170
Total revenues		\$251,300	\$245,270	\$249,310	\$253,410	\$257,580
Expenses						
Staff (including on-costs)	-4	\$100,000	\$101,750	\$103,530	\$105,340	\$107,180
Security		\$65,000	\$66,140	\$67,300	\$68,480	\$69,680
Exhibitions and curatorial expenses	-5	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000
Utilities (electricity, water, gas)		\$15,800	\$16,080	\$16,360	\$16,650	\$16,940
Cleaning		\$6,000	\$6,110	\$6,220	\$6,330	\$6,440
Depreciation		\$25,000	\$25,440	\$25,890	\$26,340	\$26,800
Other	-6	\$14,500	\$14,750	\$15,010	\$15,270	\$15,540
Total expenses		\$251,300	\$245,270	\$249,310	\$253,410	\$257,580

Notes:

- 1) Baseline funding refers to the 'balancing item' revenue. This is essentially the amount of money that will be required to break even. This amount would need to be underwritten by the body accountable for managing the Centre. From the case studies, the amount of baseline funding required typically decreases over time as the memorial builds up a trust fund made up of donations and bequests.
- 2) The Venue hire is based on market rate research including the following venues: Frasier's, Old Brewery, Raffles, BWG, and South Perth Yacht Club.
- 3) The café lease is based on 120 m² of net lettable area at a retail market rate of \$460 per m².
- 4) Two full-time equivalent staff (FTE) are assumed for the centre including one person as the "Manager" of the Centre and one person as "Volunteer Coordinator". Given the key role of volunteers in running the Centre, two FTEs will be sufficient to run the centre and allow it to open seven days per week.
- 5) The initial costs of setting up the exhibitions would be higher in the first year. These costs include website materials (all case studies indicated the importance of online information and educational materials).
- 6) Other includes: fees for services, insurance, audit fees, printing & stationery, supplies and materials, volunteers programme (training and expenses), food and catering, in-kind expenses, etc.

Net community benefits

The Westralian Centre could deliver benefits to the broader community, ranging from the local and Perth communities through to intrastate, interstate and overseas visitors.

Education and interpretation

Memorials have evolved over time to reflect the changes in the community. Major redevelopments of memorials, particularly in Melbourne and Sydney have evolved to address the need to better relate to a community that is diverse in age range, cultural background and experience.

School groups make up a significant number of all visitors and many memorials provide specific education materials for student activities and learning.

Participation and awareness

A key benefit will be to encourage participation in cultural events and social activities. The extended period of peacetime means that new generations of Australians have not got the same personal experience of war as their parents and grandparents.

Community cohesion

Intergenerational and intercultural awareness is critically important to the cohesion of the community. Volunteering is considered to be one of the benefits of projects that are seen to be significant. This provides not only a service to the community, but also an intrinsic benefit to the volunteer.

Activity node on the South Perth Foreshore

The South Perth Foreshore is already a very popular location for visitors and it attracts people all year round. In the warmer months, in particular the foreshore is active early in the morning, through to the evening and night.

Another potential benefit may be to help justify a public transport ferry service to Coode Street Jetty as a 'destination' location. Coode Street is unlikely to justify a regular transit-related patronage for commuters, however, a less-frequent service for the tourism visitors may be justified given sufficient visitation to the Westralian Centre.

Appendix: Case studies

Australian Ex-Prisoners of War Memorial – Ballarat, Victoria

Dedicated in February 2004, the Australian Ex-Prisoners of War Memorial in Ballarat, Victoria recognises and remembers the 36,000 people that were POWs in wars fought by Australian forces. It is located near the Ballarat Botanical Gardens and Tramway Museum, adjacent to Lake Wendouree.

Funding

The current memorial replaced a far more modest plaque that had been in its place. Following 8 years of planning and fundraising, \$1.8 million was raised to commission and construct the 130-metre granite memorial wall, including the etching of some 35,000 names.

The capital costs of the other elements of the memorial were kept low as most of the labour and materials were donated. Maintenance costs for the memorial are estimated around \$40,000 per annum.

The next stage of development of the memorial that is currently in the concept planning phase is a storey centre which would provide film/photographic exhibition



Image source: <http://www.powmemorialballarat.com.au/media-and-photos.php>

display and interpretation areas. Initial estimates indicate a capital cost of \$700,000 to construct and then annual costs of \$60,000 to \$80,000 to operate. The trustees of the memorial have around \$200,000 to contribute to the story centre.

Visitors

The City of Ballarat estimates more than 700,000 people use Lake Wendouree each year (approximately the same number of visitors as the South Perth Foreshore).

In 2008, the memorial became Australia's first Military Memorial of National Significance outside of the ACT. It has since been added to the Victorian Heritage Register and the War Heritage Trail.

Donations and sales of commemorative DVDs provide recurrent funding for maintenance and upkeep of the memorial. Although the memorial is not staffed on a regular basis, guided tours are available on request. In addition, the memorial website (<http://www.powmemorialballarat.com.au/>) provides an important function to provide additional information for visitors to the site (therefore helping to fill the role that on-site staff would otherwise do).

Shrine of Remembrance - Melbourne, Victoria

The Shrine of Remembrance in Kings Domain, Melbourne was opened in 1934. At that time, it provided a place for friends and family to honour those that served in World War One, and particularly those that did not return to Australian soil.

Funding

The Shrine has expanded to recognise subsequent wars and a major redevelopment of the visitor centre was completed in November 2014. The redevelopment cost \$45 million with the Victorian Government funding half the cost, with matching funds sought from the Commonwealth Government.

Over time, the function has evolved and an increasing need for interpretation and education has seen the Shrine develop a larger online presence (www.shrine.org.au) to provide materials for school students as well as adult visitors. The Shrine has permanent, special and travelling exhibitions.

Sources of supplementary funding include donations and a shop providing a range of educational materials and memorabilia.

Visitors

Annual attendances of 850,000 are made up of 55,000 school students, 80,000 attendees and at the Dawn service and 120,000 throughout Anzac Day.

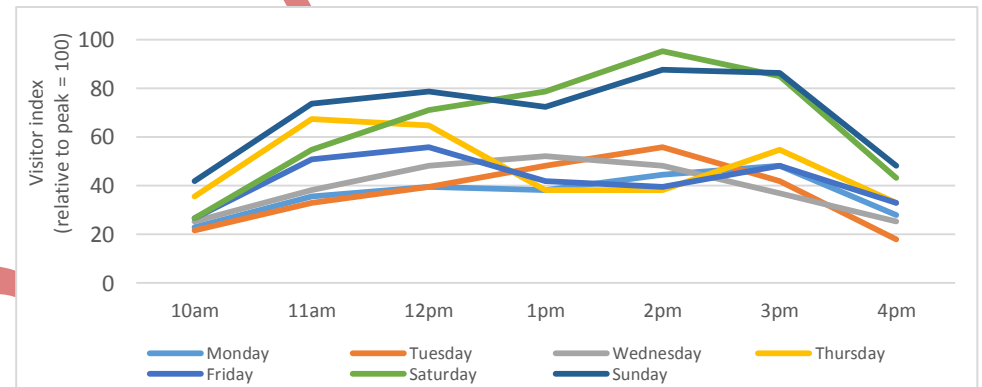
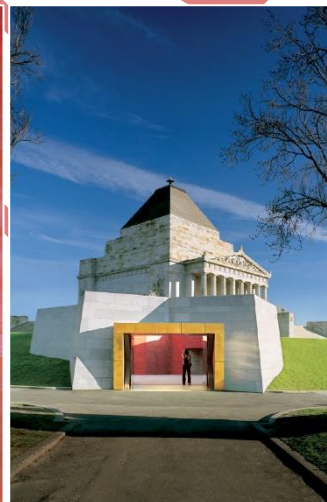


Image source: www.shrine.org.au



HMAS Sydney II Memorial Garden – Geraldton, Western Australia

The memorial commemorates the disappearance of the HMAS Sydney II and all 645 personnel on board on 19th November 1941. The memorial is located at Mount Scott in open space on Gummer Avenue, Geraldton, WA. It consists of four discrete elements dedicated in 2001 – Wall of Remembrance, The Sanctuary, The Stele and the Waiting Woman; with a fifth element – Pool of Remembrance.

Funding

Initiated by the Rotary Club of Geraldton, the initial development of the HMAS Sydney II Memorial was funded by donations of between \$5 and \$3,000 from local individuals and businesses that supported the idea. This was followed by funds from the City of Geraldton and the Shire of Greenough to enable work on the Wall of Remembrance and the Waiting Woman.

The State Government provided an initial grant of \$70,000, followed by an additional \$200,000 to match a commitment from the Minister for Veterans Affairs that the Federal Government would grant \$200,000 to the project. The Pool of Remembrance was the last element with a construction cost of \$405,000.

Ongoing management and maintenance is provided under a conservation framework managed and implemented by the City of Greater Geraldton.

Volunteers provide guided tours of the memorial every day at 10:30am and it is a popular location in the evening.

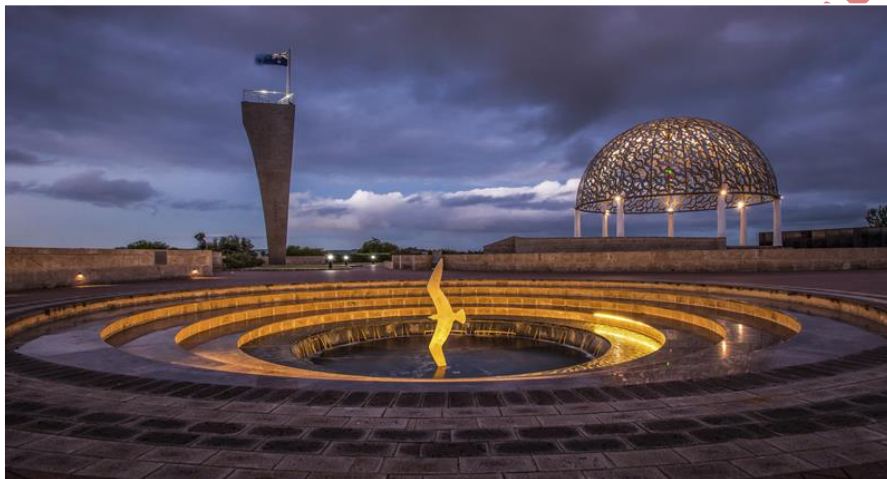
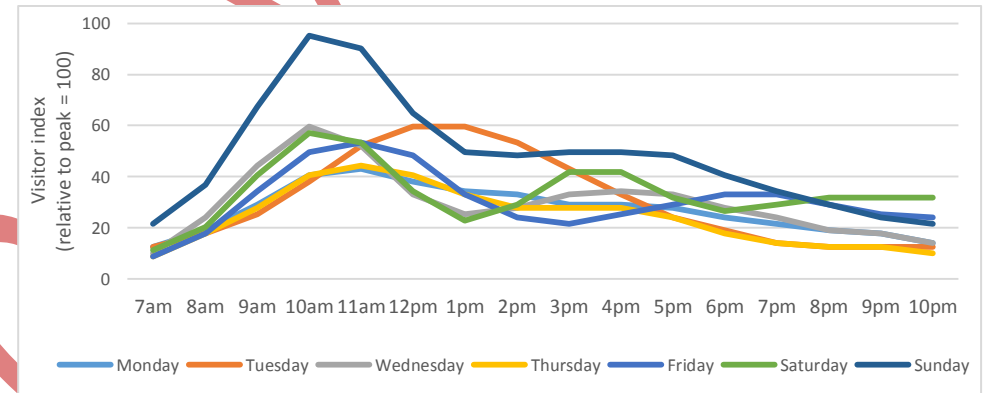


Image source: <http://www.hmassydney memorialgeraldton.com.au>

Auckland War Memorial Museum

The Auckland War Memorial Museum is a major development that provides a range of cultural activities associated with a principal museum in addition to the memorial itself. The key attractions of the memorial include the World War One Hall of Memories, World War Two Hall of Memories, Scars on the Heart, Spitfire & Zero exhibitions, Holocaust Gallery, Colours Gallery and The Armoury.

The facility has spaces that can accommodate from 22 people to gallery space for up to 200 (standing). These spaces are available for hire.

Funding

The memorial was built in 1929 with subscriptions from the local community and public funding. Recurrent costs are primarily met by an Auckland Council levy (providing 63 per cent of annual revenue), while bequests and charitable trusts make up around 20 per cent of revenue. Other funding comes from donations, retail revenue and venue hire. Staffing includes paid and volunteer workers.

Visitors

The site attracts around 850,000 visitors per annum. The Auckland War Memorial Museum is an example of an 'activated' memorial rather than a more passive place of reflection. It combines active curation of exhibits with events to create a place that people will revisit. This has seen a significant increase (>20 per cent) in children visiting as part of school educational programmes. The Anzac Day Dawn Ceremony attracts around 35,000 people each year.

A major initiative has also been to increase its online presence, which has led to a doubling of visits to the site. The Online Cenotaph lets visitors lay virtual poppies as a form of remembrance. The Memorial provides recognition of all New Zealanders, with the contributions of indigenous soldiers adding a significant component to the museum.

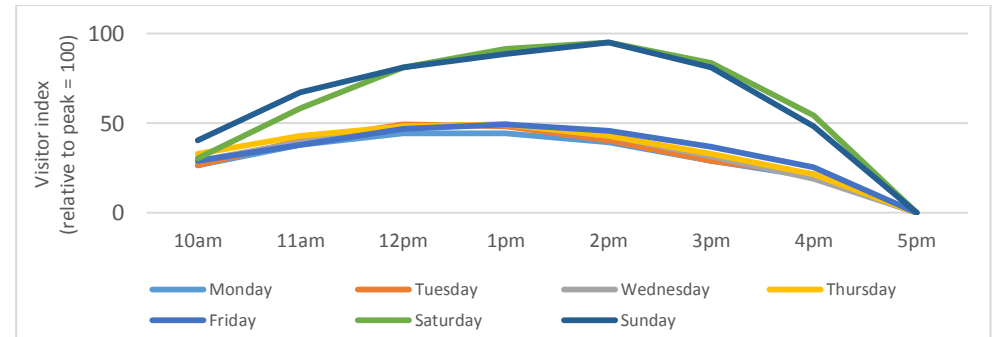


Image source: <http://www.aucklandmuseum.com/>

National ANZAC Centre, Albany, Western Australia

The National Anzac Centre was opened on 1 November 2014, which was the centenary of the first Australian and New Zealand convoy's departure for war from King George Sound, in Albany, Western Australia.

The Centre includes the names of more than 41,000 service men and women who departed Albany in the first and second convoys of the Australian Imperial Force and New Zealand Expeditionary Force.

Funding

The National Anzac Centre was jointly funded by the Federal Government (\$8 million) and State Government (\$2.65 million). The Centre is owned and managed by the City of Albany.

Entry fees (\$24 adults, \$20 concession, \$10 first child, \$5 additional children) are used to fund the operating and maintenance costs of the Centre and to provide for the upkeep of the Princess Royal Fortress and attractions in Albany Heritage Park. Other ongoing revenues include donations and corporate sponsorships to raise supplementary funds.

Visitors

The Centre attracts around 74,000 visitors per year (higher than the original estimate of 50,000 visitors) and it is open every day of the year (except Christmas) from 9am to 5pm. The park within which the Anzac Centre is situated - Albany Heritage Park – is estimated to attract around 150,000 visitors per year.

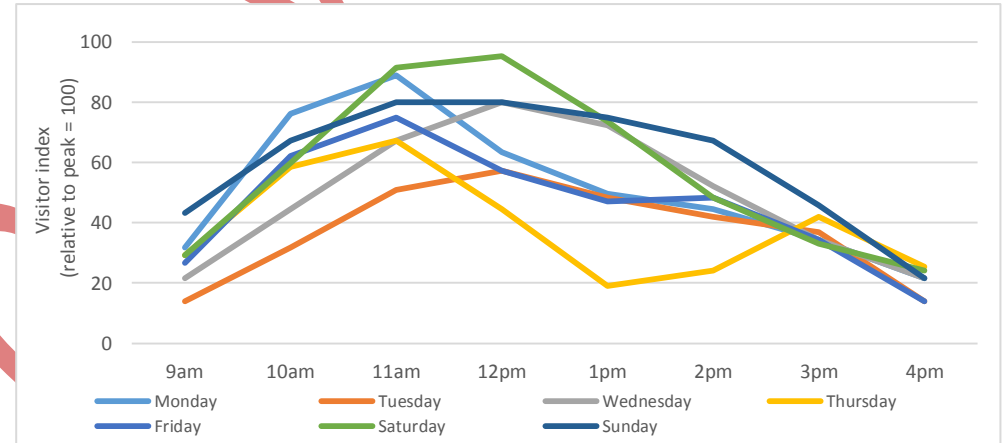


Image source: <http://www.nationalanzaccentre.com.au/>



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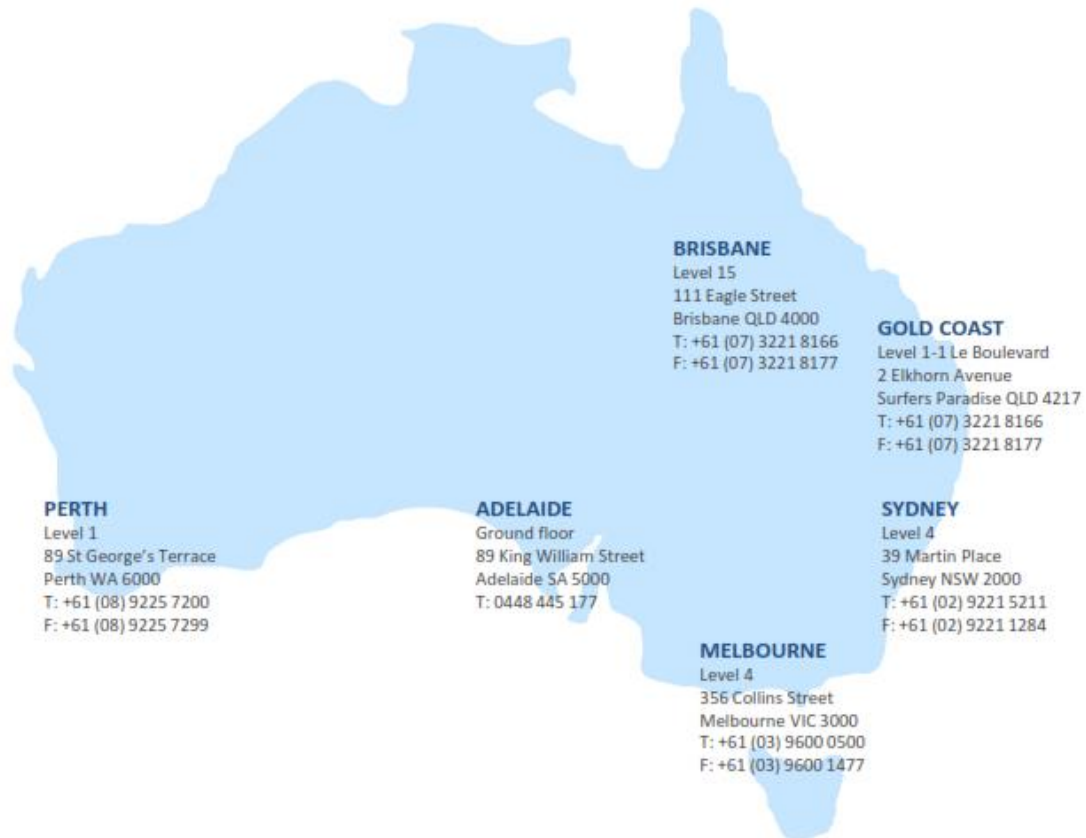
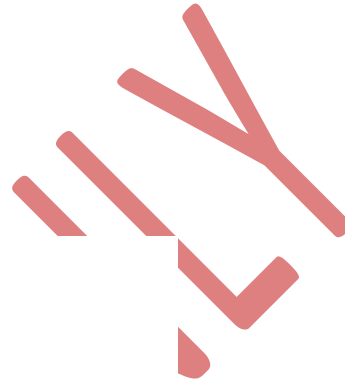
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