

**AMANDA CHADWICK**  
**CITY OF PARRAMATTA COUNCIL**  
**NSW LEGISLATIVE COUNCIL INQUIRY INTO MUSEUMS AND GALLERIES**

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**29 AUGUST 2017 HEARING**

**CORRECTION**

I would like to correct a factual error in one of my responses to a question during the hearing on 20 August 2017.

During the hearing I tabled a copy of the "Hill PDA, 2017 MAAS Museum Relocation Study" – see Page 4 of the Transcript. I stated that the document "is published and is available on council's website". This was my understanding at the time, but was incorrect.

I have asked Council officers to place a copy of the report on the website.

It is available at the following webpage on Council's website:

<https://www.cityofparramatta.nsw.gov.au/culture-and-our-city>

(Scroll to bottom of page).

This is the full link:

<https://www.cityofparramatta.nsw.gov.au/sites/council/files/2017-09/Parramatta%20Museum%20Economic%20Impact%20Study%20Final.pdf>

Amanda Chadwick

Administrator City of Parramatta Council

AMANDA CHADWICK AND REBECCA GRASSO

CITY OF PARRAMATTA COUNCIL

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RESPONSES TO QUESTIONS ON NOTICE

Question - Page 4 –

Mr DAVID SHOEBRIDGE: *It seems to me the only difference between the cultural plan or the \$100 million dollar project that the council is doing without a business case, compared to the \$1.5 billion project the State Government is doing without a business case, is a series of zeroes. How is it that neither you nor the State Government has a business case before you enter into this heads of agreement and these two multimillion dollar projects? How do you do it without a business case? People keep asking me. I say we have an inquiry and that we are trying to find out how these things happen without a business case. How does it happen without a business case?*

Ms CHADWICK: Again I allude to the number of studies that have been done for the options to upgrade Riverside Theatre over an extended time.

Mr DAVID SHOEBRIDGE: *But none of them has been costed.*

The Hon. BEN FRANKLIN: Mr Shoebridge, let Ms Chadwick finish.

Ms CHADWICK: There are three of those studies that I have seen that have been costed that were prepared by the former council. The budget that was in the council's CBD infrastructure strategy for the upgrade of the theatre was based on those and I believe that \$100 million is adequate for that project.

Mr DAVID SHOEBRIDGE: *Will you provide us with those three costed studies about which you have spoken?*

Ms CHADWICK: They relate to Riverside Theatre. I would need to seek clarity as to whether or not those are within the terms of reference. But those documents are in the public domain and I will be happy to provide them to you.

Mr DAVID SHOEBRIDGE: *Thank you.*

ANSWER

I refer you to page 9 of the 27 July 2017 Deloitte report 'Review of the Heads of Agreement between City of Parramatta Council and the NSW Government to establish an Arts and Cultural Precinct' which I tabled at the hearing on 29 August 2017 (copy attached).

Section 2.1.3.7 on page 9 includes information on Riverside Theatre business planning and outlines how in late 2014, the Parramatta City Council considered a market analysis, developed by Deloitte, of the potential to upgrade the Riverside Theatre.

The 2014 Deloitte report found a prima facie case for an upgrade to the Riverside Theatre based on projections of population and proposed plans for the region.

Following consideration of the 2014 Deloitte report, Parramatta City Council resolved in principle to the redevelopment of Riverside Theatre including providing for a larger capacity theatre (1,200 – 1,600 seats), the retention of complimentary spaces, expanded multipurpose facilities and accommodation for a resident theatre company.

Following the 2014 Deloitte market analysis, the Riverside Advisory Board and PCC undertook a planning process to further consider Riverside Theatre options. The process considered four options for the redevelopment of the Riverside Theatre summarised below.

#### Riverside redevelopment options

Theatre Option	Theatre Gross Floor Area (m2)	Cost (\$m)
New 1600, 400 and 2 x 150 seat theatres and residential	18,500	116
New 1600 theatre and residential	10,329	70
New 500 and 2 x 150 seat theatres and residential	7,650	50
Refurbishment of existing theatre (750, 350 & 150 theatres) and residential	6,100	40

**Source:** City of Parramatta Council, *'Review of the Heads of Agreement between City of Parramatta Council and the NSW Government to establish an Arts and Cultural Precinct'*, Deloitte, 27 July 2017 p 9

I am also providing copies of the following documents:

- Parramatta City Council, Market Analysis for Riverside Theatres, Deloitte, November 2014
- Riverside Masterplan, Formulation and Consolidation Report, January 2013
- Riverside Theatre Master Plan, Stage 2 Report, July 2015

These documents show a substantial body of work by the Council over a number of years analysing various options for the Riverside Theatre.

**QUESTION - Page 8 –**

The CHAIR: *Ms Chadwick, was that survey taken after you endorsed the "We want Powerhouse Museum" campaign or before?*

Ms CHADWICK: Much of that consultation was undertaken before then.

Mr DAVID SHOEBRIDGE: *But it also included consultation after your council had endorsed it and then started publicly pushing for the MAAS relocation.*

Ms CHADWICK: I would need to take it on notice to give you a time line.

The CHAIR: *Can you also take on notice how much the council spent on that campaign using ratepayers' funds?*

**ANSWER**

I can confirm that the survey was undertaken prior to the "We want the Powerhouse Museum" campaign.

Significant community engagement was undertaken through the development of Council's Cultural Plan between July 2015 and July 2017. Specifically, the Online survey was conducted between 14 March and 10 April 2017 and the "We want the Powerhouse" media release and video were issued on 20 April 2017.

Regarding the amount spent on the campaign, a total of \$7,436.75 was spent on the video. The media release was prepared as part of a broader communications plan to promote the Cultural Infrastructure needs and Cultural Plan for the City of Parramatta. There were no costs associated with posting on social media.

**QUESTION - Page 9 –**

The Hon. BEN FRANKLIN: *Would you provide us with a copy of the questionnaire that went to the 528 people?*

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Ms CHADWICK: I would be happy to provide that document.

**ANSWER**

A copy of the questionnaire is provided.

**Question - Page 10/11 –**

Mr DAVID SHOEBRIDGE: *Ms Chadwick, I accept that for any cultural project there is more than just economic outcomes. But I am reading this Deloitte analysis and it says that for a \$500 million build of the museum, which is potentially a significant underestimate, the economic impact of the project on the gross regional product could be as low as \$106 million. That is a terrible outcome, is it not, of a cost-benefit analysis for Parramatta? They would be better off digging a hole and filling that up again at that rate.*

Ms CHADWICK: That is in addition to the construction impacts?

Mr DAVID SHOEBRIDGE: *No. It has been estimated that the economic impact of the project fully could be an increase of around \$106 million for the gross regional product. That is including the construction. I am assuming that much of the benefit will flow outside the region.*

Ms CHADWICK: First, I would draw your attention to the fact that that is in net present value [NPV] terms. That is their lower estimate and that is for a visitation to the Museum of Applied Arts and Sciences [MAAS]. That is, from memory, one-quarter of that which was otherwise estimated by Destination NSW, which is why it is at the lower end. I will take it on notice because I believe it is exempt of the construction.

**ANSWER**

The Deloitte analysis is explained at pages 17 and 18 of the Deloitte Report titled *'Review of the Heads of Agreement between City of Parramatta Council and the NSW Government to establish an arts and cultural precinct'* and at Appendix A and B of the report.

Deloitte estimates that the economic impact of the project could lead to an increase to the Gross Regional Product of City of Parramatta Local Government Area of around \$106 million (low scenario) to \$422 million (high scenario) by 2028. This is for the Local Government Area only and does not include benefits for surrounding areas.

This estimate is based on:

- The low scenario assumes 250,000 visitors
- The high scenario assumes 1,000,000 visitors.

The modelling indicates that employment is expected to increase strongly under both options.

The level of additional arts and cultural activity would also lead to indirect impacts from greater activation of the surrounding economy. Specifically, it is expected that the precinct would bring forward the activation of the local economy by:

- Inducing additional tourism to the area
- Activating pedestrian and visitor usage of the river frontage
- Increasing demand for retail, dining, and entertainment
- Supporting the activation of the CBD's night time and weekend economy
- Attracting younger professionals and families to the City centre
- Changing perceptions of the region as a place for living, not only work
- Faster provision of infrastructure.

## Introduction

The following questions provide the opportunity for you to give feedback on the Cultural Plan Discussion Paper and related cultural planning for the City of Parramatta local government area.

Please click 'Next' to continue.

Please indicate below how important you believe culture is in the City of Parramatta.

Extremely important

Very important

Somewhat important

Slightly important

Not at all important

Overall, I'm supportive of the Cultural Plan Discussion Paper.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Don't know / can't say

How supportive are you of a cultural facility being located in Parramatta?

Extremely supportive

- Very supportive
- Somewhat supportive
- Slightly supportive
- Not at all supportive

**Overall, I'm supportive of the Museum of Applied Arts and Sciences (i.e. Powerhouse museum) being in Parramatta.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know / can't say

**How important is the Museum of Applied Arts and Sciences (i.e. Powerhouse museum) or equivalent cultural facility located in Parramatta to you? (*Please indicate on a scale of 0 to 10 where 0 is not at all important and 10 is extremely important*)**

Not at all important Extremely important  
0 1 2 3 4 5 6 7 8 9 10

**Please write below any other feedback or comments you have on the Cultural Plan Discussion Paper.**

**What is your gender?**

- Male
- Female
- Prefer not to say

If you prefer to use your own term please let us know:



Please select your age:

What postcode do you live in?  
(Overseas visitors enter 9999)

The next 6 questions relate to the detail of the Discussion Paper which is 41 pages and should take you around 5 minutes to read. Please click this link to read the document. (New tab will open - **will insert link once up on website**)

***You must read the Discussion Paper to proceed to the next stage of the survey. If you select 'No', your survey will end here and your response recorded.***

**Have you read the Cultural Plan Discussion Paper?**

Yes

No

**Cultural Plan Discussion Paper**

**What are 3 words that summarise how you feel when reading the following statement? (Found on page 6 of the paper)**

***We share an ambition for a City that is...***

***Driven by culture, Parramatta will be a world-class city known for its diversity and energy, with people, ideas and creativity at its core.***

Word 1

Word 2

Word 3

## Strategic Goals

For each of the following strategic goals, please indicate what you like about the potential actions related to them and how they could be improved.

### Strategic Goal 1- *Always was, always will be a gathering place*

#### Objective:

- Create a place where people want to be.
- Acknowledge and love the place we are in.
- Share our heritage story and create new histories.

What do you like about these potential actions listed?

How could these potential actions be improved or added to?

### Strategic Goal 2- *Diversity is our strength and everyone is welcome*

#### Objective:

- We celebrate our City's culture as the sums of all our parts: ideas, faith, expertise, expression, ethnicity, race, age.
- We acknowledge and support the importance and value of our Aboriginal community.
- Our people are connected. Our city celebrates inclusivity. We all belong.

What do you like about these potential actions listed?

How could these potential actions be improved or added to?

### Strategic Goal 3- *Ideas and imagination are the heartbeat of our city*

#### Objective:

**- Artists, dreamers, designers, storytellers, digital innovators, curators, scientists, and architects inspire connections and transform the way we live, participate, come together, play, see ourselves and influence the world.**

What do you like about these potential actions listed?

How could these potential actions be improved or added to?

### **Strategic Goal 4- *By design, our city incubates creativity, industry and new knowledge***

#### **Objective:**

**- We support innovation, playfulness, experimentation and curiosity. We encourage leadership and learning.**

**- Our city is prosperous and a magnet for economic success. Creativity will be our agent of change, bringing people together and fostering new approaches to complex urban challenges.**

What do you like about these potential actions listed?

How could these potential actions be improved or added to?

**Please rate below the importance of each of the strategic goals.**

	Extremely important	Very important	Somewhat important	Slightly important	Not at all important
Always was, always will be a gathering place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity is our strength and everyone is welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideas and imagination are the heartbeat of our city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Extremely  
important

Very  
important

Somewhat  
important

Slightly  
important

Not at all  
important

By design, our city  
incubates creativity,  
industry and new  
knowledge

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