



**FEASIBILITY STUDY:
STAGE ONE**

**PROPOSED
HORSHAM REGIONAL MUSEUM**



24 March 2018

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PROPOSED HORSHAM REGIONAL MUSEUM

STAGE 1

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1 INTRODUCTION

1.1 PREAMBLE

Recognition of our land's Traditional Owners

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people.

This study has been funded by the Horsham Rural City Council (Horsham RCC) in line with four-year outcomes, 1.3 of Goal 1, Community and Cultural Development, in the Council Plan 2017-2021. The study has been managed by the Horsham Regional Museum Working Group, comprised of Horsham Historical Society, Horsham RSL (RSL Military History and Heritage Group), Council and community representatives.

A number of significant heritage collections are dispersed throughout the greater Horsham region, held by community organisations and by individual community members. Included among this, for example, are over 1500 militaria items (some with known national significance) at the Horsham RSL, and an extensive collection of cultural, civil and military items held by the Horsham Historical Society Inc. Individuals, also with very substantial heritage collections, have expressed a desire for an opportunity to share their displays.

An urgent need for improved storage, care and display of items is acknowledged by each organisation so interested individuals and representatives from these community groups formed the Horsham Regional Museum Working Group in 2016.

Horsham city remains one of the few major regional cities in Victoria without a dedicated centre for display of heritage collections.

Regional museums, indeed any public heritage centre, increasingly perform a role of social cohesion and assist in strengthening increasingly diverse communities by engaging and celebrating all community.

1.2 THE DOCUMENT

This document contains the outputs of Stage 1 of the Feasibility Study for a proposed Regional Museum in Horsham. The tasks required by the brief were:

- Review existing collections within the municipality
- Situational analysis - review collections and museums in the wider region i.e. Wimmera and regional Victoria
- Undertake a benchmark analysis of the features of other regional museums in Victoria and Australia
- Undertake a SWOT (strengths, weaknesses, opportunities, threats) analysis for the Museum proposal
- Develop options for a Horsham Regional Museum that reflect the strength of our regional collections and provide a "point of difference" for the market place
- Develop functional brief for the museum - ie. this would map out the functional areas required for a museum and floor space.
- Undertake a high level cost/benefit analysis of the proposal, including analysis of economic benefits to the region of development the museum
- Provide a clear recommendation as to the feasibility of the museum project - and moving forward to Stage 2 (Concept Design and Business Plan).

1.3 ACKNOWLEDGEMENTS

Grateful acknowledgement is extended to the Working Group, Horsham Historical Society, Horsham RSL, Horsham RCC and other interested stakeholders for their enthusiastic and valuable assistance with the project. Specifically, the following people are thanked:

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- Di Bell, Horsham;
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- Peter French, Arapiles Historical Society;
- Adam Harding, Horsham Art Gallery;
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- Debra Shipway, Horsham Visitor Information Centre;
- Lindsay Smith OAM, Horsham Historical Society;
- Hartley Stephens, Working Group;
- Michael Stewart, Barengi Gadjin Land Council;
- Susan Surridge, Horsham RCC and Working Group;
- Dave & Leonie Tyson, Horsham RSL, Horsham Historical Society and Working Group.



Members of the Working Group in the Horsham Historical Society Museum
(The Wimmera Mail-Times, 14 June 2017)

2 REVIEW OF EXISTING COLLECTIONS WITHIN THE MUNICIPALITY

2.1 HORSHAM HISTORICAL SOCIETY

Horsham Historical Society has an extensive paper collection, including:

- Hundreds of files of information on people, businesses, buildings and organisations; Thousands of photographs dating from the 1870s to the present day, currently being indexed;
- The Horsham Times newspaper index up to 1900 of births, deaths, marriages and businesses;
- Government Gazettes; Town and district maps;
- Horsham burial records from 1920 to 1999, completely indexed;
- Original Horsham Times and Wimmera Mail-Times newspapers from 1886 to 1999. (Editions before 1960 inaccessible to the public due to their fragility but available on microfilm at Wimmera Regional Library, Horsham or the State Library of Victoria, Melbourne);
- District history and family history books;
- Oral history tapes;
- Borough and water rate books;
- History of all Horsham hotels;
- History of all lawyers and law firms.¹

Horsham Historical Society Collections

Museum items include:

- Aboriginal collection and Breast Plate
- Horsham Bottle collection
- Agricultural Display
- Accounting Machines
- Badge Collection etc
- WW1 Collection
- Municipal & civic Honour Boards
- Antique household, commercial & industrial items

Some collections are catalogued on a database. The bulk is still to be recorded digitally.

2.2 OTHER COLLECTIONS WITHIN HORSHAM RURAL CITY COUNCIL AREA

Horsham R.S.L.

Military Collection – about 1500 items in collection, some of high significance. The collections include the ANZAC Reference Library, an extensive collection of service records, a military

¹ From <https://cv.vic.gov.au/organisations/horsham-historical-society-inc/>

uniform collection, weaponry, medals, a collection of models and a wide range of other militaria including pennants and shields. Some of the collection is currently stored in a container in the RSL carpark because of display space limitations.

The collection items that are on display are spread out and occupy various spaces within the RSL premises. The library, service records and the rest of the paper collection are housed in a small room within the premises.

Arapiles Historical Society, Natimuk:

- Show Grounds – an agricultural machinery collection
- Former Freemasons Hall – Various; includes household, commercial, civic & municipal items as well as items associated with climbing in the Arapiles.

The Arapiles Historical Society is currently retrieving their collection from storage and cataloguing the collection. The society had previously displayed their collection in the Court House but the collection had to be stored when major repair works were carried out. These works were accomplished over an extended period lasting several years. The society has new premises in the old Freemasons Hall and adjacent large shed, which were purchased for the society by a local benefactor.²

Other locally-held collections:

- Dave Tyson Military Collection - memorabilia, documents, photographs etc related to WWI and the Australian Light Horse (private)
- Late Ray Buckley Collection – historical photographs etc relating to local area (private)
- Ray Buckley Military Collection – some vehicles (eg motorbike); uniforms & memorabilia principally related to WWII and Vietnam (private)
- Hartley Stephens Military Collection – extensive collection of military vehicles (private)
- Horsham Fire Brigade – Collection of their History
- Horsham Agricultural Society - Collection of their History
- Horsham Golf Club - Collection of their History (Lost in 2009 Fire)
- Bottle collection – local & regional bottles from cordial manufacturers etc (private)³



Part of the Horsham Historical Society's collection on display, January 2018.

² Information from Peter French, President, Arapiles Historical Society, 21 Nov 2017

³ Details of bottle collection available from Helen Curkpatrick, Horsham HS & National Trust (Victoria)



Part of the Horsham RSL's military collection on display, January 2018.



Premises of the Arapiles Historical Society, Natimuk, Horsham RC (image from Google Maps)

3 SITUATIONAL ANALYSIS - REVIEW OF COLLECTIONS AND MUSEUMS IN THE WIDER REGION

3.1 COLLECTIONS IN THE WIMMERA – DEFINING REGION

Regions can have many definitions – geographical, governance etc as well as such things as Victoria’s ‘tourism regions’. The Wimmera is a broad geographical region characterised by flat fertile agricultural land in Western Victoria. Horsham is often referred to as the capital of the Wimmera and that is partly justified by it being by far the largest town in the geographical region.

In terms of a Regional Museum based in Horsham, it is necessary to examine how the Horsham region might be defined. Horsham did not grow in isolation and its growth to become the largest town in the Wimmera was due to many factors. The site favoured growth, being on the Wimmera River and at the junction of two major colonial roads. And it received an early, generous gift of land. But that is not enough to grow a city - it was built by the region it served.

For the purposes of a possible future Regional Museum in Horsham, the region is defined as the economic sphere of influence around Horsham. That is, the area containing the communities, farms and industries in the Wimmera that relied on the services offered by the growing city of Horsham, and contributed to building the city. These communities of course had their own identities, towns and municipalities, their own shops and other businesses, but Horsham was effectively their capital and offered a range of services that could not be matched in small towns. The Horsham region would also include areas such as the northern part of the Grampians and into the Mallee scrubs to the north, outside the flat agricultural areas. *In any development of a Regional Museum, this definition may be reviewed and altered by people with a more intimate historical knowledge of Horsham and the Wimmera.*

Consequently the collections within that sphere have been examined here in more detail. It may be that towns such as Charlton, Donald, Hopetoun and Harrow are more closely linked historically to other regional centres but they have been included here simply because they strongly share many historical themes with Horsham. St Arnaud to the east and Stawell to the south are not included as historically they are strongly rooted in the gold story.

The following presents a summary of museums in the broader region, outside the municipal boundaries of Horsham Rural City.

3.2 LARGE MUSEUMS

The two largest museums in public hands are the Wheatlands Warracknabeal Agricultural Machinery Museum at Warracknabeal and the Wimmera Mallee Pioneer Museum at Jeparit. The privately-owned Woods’ Heritage and Farming Museum at Rupanyup has extensive machinery and other collections but is currently not open to the public without appointment.

WHEATLANDS WARRACKNABEAL AGRICULTURAL MACHINERY MUSEUM

Situated on the Henty Highway on the southern edge of Warracknabeal, the museum features a collection of machinery pertaining to the cereal growing industry, particularly the Wimmera. It has a few exhibits pertaining to the wool industry and smaller collections including some indigenous tools. A rally featuring working exhibits is held annually at Easter.

The building is designed as an open-plan, unlined shed consisting of four large octagonal hubs, with a foyer and several rooms at the entry. Funding is assisted by the operation of the Wheatlands Warehouse, a second-hand business run by the society.



The Wheatlands Warracknabeal Agricultural Machinery Museum complex viewed from the Henty Highway (photo R Kaufman, Nov 2017).



Left: Large octagonal hub. Right: Machinery exhibits (photos R Kaufman, Nov 2017).

WIMMERA-MALLEE PIONEER MUSEUM

Dimboola Rd,
Jeparit VIC



Left: Outside displays of agricultural machinery. Right: Rescued historic buildings from the local area. (photos R Kaufman, Nov 2017)

The museum consists of 4ha complex containing many historic buildings, antiques, machinery and furnishings. The Wimmera Mallee Pioneer Museum has a collection of original buildings from the Jeparit and district which house a huge collection of household items, tools and many artefacts. The main entrance of the Museum is an old home known as Brierly House. Albacutya Homestead, Werrap Hall, Tarranyurk Hall, Woorak Church, Detpa State School, a Chemist and a Blacksmith's shop are situated in the grounds of the Museum, along with the HV McKay shed, Harvesting machinery shed, gaols and other sheds. The museum has some

exhibits relating to Mallee scrub clearance for farming ('Mallee Rollers') and the timber industry (eg re-constructed sawpit).



Left: Purpose-built machinery display shed at the Wimmera Mallee Pioneer Museum. Right: Example of collection display within an historic building. (photos R Kaufman, Nov 2017)

WOODS' HERITAGE AND FARMING MUSEUM

Rupanyup

Woods' Heritage and Farming Museum consists of a 60m by 30m metre shed that houses a wide range of collectables and antiques, from tractors to sewing machines. It has a street of mock shops including a general store, post office and butcher. The machinery collection is extensive. It is currently only open by arrangement, in the evenings (Nov 2017).

3.3 SMALLER WIMMERA MUSEUMS

WARRACKNABEAL AND DISTRICT HISTORICAL SOCIETY

Warracknabeal

The society oversees the management and operation of two museums in Warracknabeal: the Warracknabeal Historical Centre, located in the old Bank building, and the Wheatlands Warracknabeal Agricultural Machinery Museum (see previous). They also look after the Court House, Log Lock-Up and the old Railway Water Tower.

Warracknabeal Historical Centre

The Historical Centre houses collections including:

- Household Items
- Chemist equipment
- Clothing
- War Memorabilia
- Cemetery records
- Photo collection
- Historical records
- Warracknabeal Heralds

The building has the original Banking Chamber and the society undertakes research on a fee basis.

MURTOA & DISTRICT HISTORICAL SOCIETY AND MUSEUM

Murtoa

Murtoa and District Historical Society operate the Water Tower Museum and the Concordia Memorial Cottage & Bell Tower. The collection includes:

- Books;
- Maps;
- Items of significance from farms, schools, churches, etc;
- James Hill taxidermy collection which consists of over 500 birds and animals, including many rare species.

DUNMUNKLE SUMPOILERS ENGINES MUSEUM

Murtoa

The museum consists of historic working engines maintained and operated by the Dunmunkle Sumpoilers group.

DIMBOOLA & DISTRICT HISTORICAL SOCIETY INC

Dimboola

The Dimboola & District Historical Society is based in the Old Dimboola Courthouse and the society also runs the Dimboola Print Museum at the former *Dimboola Banner* premises.

The society's collection includes:

- Household items - confirmation certificates, domestic equipment, organ
- Sporting room - equipment, trophies, documentation, photographs
- Business room - shop displays, advertising shop goods, photographs

The Courtroom features displays relating to:

- Local cultures, namely Koori and Chinese
- The Boer War, First World War, Second World War;
- Agriculture, judicial, railways, and clothing
- Honour boards;
- Framed photographs;
- Some magistrates memorabilia.

The Print Museum features:

- A collection of 'as it operated' printing presses and associated machinery
- Complete working printshop
- A historical collection of print history and memorabilia

All machinery is still operable.

NHILL & DISTRICT HISTORICAL SOCIETY INC.

Collection includes:

- Archive collection of photographs;
- Nhill Free Press newspapers 1882 to present day;
- Shire rates, cemetery records, family histories.

The Museum has a collection of:

- Household items;

- Wedding gowns and other personal articles;
- A John Shaw Neilson (Australian poet) collection.

AUSTRALIAN PINBALL MUSEUM, NHILL

The Australian Pinball Museum advertises itself as the largest collection of pinballs available for public play, open 7 days a week, in Australia. The interactive museum's main focus is in showcasing a collection of quality pinball machines.

NHILL AVIATION HERITAGE CENTRE

Displays of local aviation history and memorabilia, and a fully restored Avro Anson aeroplane.

KANIVA HISTORICAL MUSEUM

Kaniva is at the north-western edge of the Horsham region. The Kaniva Historical Museum has been recently restored. Collections include:

- Extensive range of household items;
- Farming memorabilia.
- A horse trough donated by Annis and George Bills is a feature. The Bills bequeathed approximately 70,000 horse troughs to communities all over Australia.

BIRCHIP HISTORY MUSEUM

Birchip History Museum is housed in the former Courthouse built in 1914. The collection includes:

- Small domestic and agricultural artefacts;
- War Memorial Room.

Documents include:

- Family, school, church, district, shire, sports and railway histories as well as individual files; Minute books of local organisations.

Family research for inquiries is undertaken, using local resources and index of papers.

RAINBOW

Local collections include the Rainbow Archive which houses local historical documents, records and photographs; Yurunga Homestead which has furniture, antiques and historical displays; a Doll Collection in Federal Street; historical displays at the Pella Church manse and primary school.

DONALD HISTORY AND NATURAL HISTORY GROUP

The collection is housed in the grounds and in four buildings:

- The Agricultural Museum contains machinery and other items from the early days of district settlement;
- The original Police Camp, from which mounted troopers kept watch on the town, includes the original house and office with detached kitchen, stables, and cell;
- The previous Court House, built 1884, is a museum of objects of district social history;

- In two buildings which were solicitors' offices built 1895 and 1906 the Donald District Archives preserves historical documents and carries out research for those requiring information about ancestors who lived in this district, or other information from its past history;
- In the grounds are a number of other historical objects, such as a shepherd's hut from the 1840s

OLD POLICE STATION, DONALD

The Museum is the restored original Police Station. It is gradually being developed and at present includes the original portable cell, stables and a kitchen. An original shepherd's hut has been re-erected on this site along with an original camp oven.

CHARLTON GOLDEN GRAINS MUSEUM INC

The museum is housed in the former Mechanics Institute building in Charlton. Collection includes historical artefact, documents, newspapers, photographs etc relevant to Charlton & the surrounding districts. A family historical research service is offered. Local family history services are available.

HARROW AUTO MUSEUM

The Harrow Transport Museum has a selection of rare vehicles, garage equipment and transport memorabilia.

HARROW DISCOVERY CENTRE

The Harrow Discovery Centre - Johnny Mullagh Interpretive Centre was officially opened by Geoff and Helen Handbury OAM on 18th April 2004.

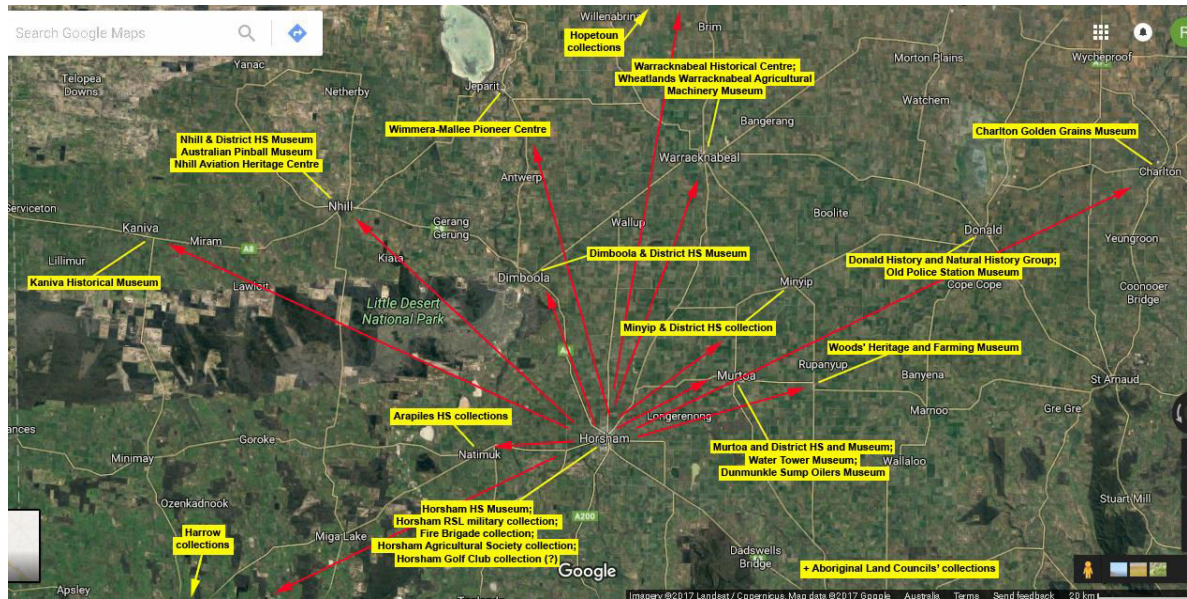
The Johnny Mullagh Interpretive Centre tells of the unique journey and history of Unaarrimin (Johnny Mullagh) and the Australian Aboriginal cricket team that toured England in 1868, Australia's first international cricket team. The 1868 Aboriginal cricket teams tour of England has been named as a "Defining Moment in Australian History" by the National Museum of Australia. It also has an extensive Bradman exhibition, dedicated to the great cricketer Don Bradman.

The Harrow Discovery Centre also has an exhibition space that hosts regular exhibitions encompassing many artistic mediums such as photographic, painting, artisan quality handcrafts and embroidery.

HOPETOUN AND DISTRICT HISTORICAL SOCIETY MUSEUM

The society has a museum in the Old Primary School. Collection includes photographs and small items. Corrong Homestead is an original homestead and houses displays such as farm machinery.

4 ANALYSIS OF LOCAL AND REGIONAL COLLECTIONS



Spatial distribution of principal museums and collections in the region

4.1 NATURE OF THE COLLECTIONS

Most of the historical society collections in the region are typical of those throughout the State. They consist of an accumulation of local artefacts, memorabilia, documents, photographs and small specialist collections that have been donated to the societies or been sourced from the local community by society members over time. The collections have great significance as a social legacy to the local communities they serve.

In common with other regions of the State, the displays are object-based. Most tell more about the way of life in the past and none present a coherent history of a place from Aboriginal occupation through European contact and settlement to the present day, backed by collection items. But this has not been the traditional role of historical societies. They have been primarily custodians of community heritage, not story-tellers. More information is however available in publications and pamphlets the societies prepare, which disseminate historical information researched by members and also raise much-needed funds.

In the past, societies have generally been accepting of any items that the local community donates, and with that comes an expectation that these items will be displayed for other people to appreciate. Hence over time the displays have become clogged with duplications and many items that have no particular historical relevance to the local area, and this is evident in many historical society collections in the Wimmera. In the modern era, with ever-growing collections, storage & display space limitations and often aging & shrinking volunteer bases, societies across Australia are being forced to develop collection and display policies in order to manage their operations successfully.

The private collections are different because they arise from the particular interest the collector may have. Some have strong historical connections to the local area (eg agricultural machinery used in wheat and cereal farming) while others that may be significant in themselves, have little local historical relevance (eg military vehicle collections, pinball machine collection).

4.2 STRENGTHS

In examining strengths and weaknesses, the term 'points of difference' is used. This relates to historical themes that are particularly strongly developed in Horsham and the region but may be weak or absent in other areas. The term is useful in considering the content of displays in any future Horsham Regional Museum, where visitors may be able to see things they can't see elsewhere. In terms of a Regional Museum display, a point of difference obviously needs to be interesting to the wider public and backed up by suitable collection items.

Particular collection strengths are:

- **Agricultural:** large amounts of historical agricultural machinery relating to wheat and cereal farming in the Wimmera are evident across the region. The scale of wheat farming in particular is a 'point of difference' with other regions of the State. Wheat growing in the Wimmera is very historically significant to Victoria and Australia but does not necessarily ignite the imagination like some of the other historical themes adopted by Regional Museums in the Victoria and Australia, eg gold rushes, shipwrecks, stockmen, the riverboat trade etc. Those themes are strongly inculcated into Australian bush folklore.
- **Militaria:** several large and small military collections exist in the region and most local historical society museums carry some measure of military displays, donated by local veterans or families of veterans. The Horsham RSL has an impressive collection of about 1500 items of militaria. The impact of war on small rural communities, particularly in the carnage of the First World War, is a universal one. The military items in the smaller society collections are duplicated throughout the State and do not represent a point of difference. Military vehicle collections sourced from outside the region, or at least not used for military purposes within the region, have little historical relevance to Horsham and the region. Some military vehicles were, however, sourced from local farms where they had been adapted for agricultural use. There are points of difference and the Australian Light Horse association with Horsham and the Wimmera is one of these. There are some items relating to the Light Horse in local collections. But the Light Horse is a big story that encompasses all Australian States and extends overseas. Mention has been made of a rare type of armoured vehicle which was tested in Horsham but the only surviving example is in South Australia. Taken as a whole, the military collections are not particularly strong in points of difference.
- **Municipal, civic & business items:** These relate to local councils, community organisations and local businesses. They consist principally of documents and photographs, but Horsham Historical Society, for instance, has an extensive collection of rescued Honour Boards and most local historical society museums have a range of objects relating to these themes. These sorts of collections are very significant locally but are duplicated in towns and cities across Victoria.
- **Household items:** All local historical society museums are strong in household items (crocery, glassware, kitchenalia, antique tools & appliances etc). These strongly communicate a past way of life and are universal.

4.3 WEAKNESSES

Many historical activities in Horsham and the Wimmera have not generated artefacts and objects to the extent, say, of late nineteenth and early-mid twentieth century wheat and cereal farming, and the collections rely largely on documents to evidence those activities and eras. For visitors to the museums, the object-based displays tend to communicate a lop-sided view of history. Some of the weaknesses identified in Part 1 of the project are outlined below.

- **Earliest European settlement and the squatting era:** These activities generated few lasting artefacts and this is reflected in the collections.
- **The wool industry:** The wool industry has been historically important to the Wimmera and appears under-represented in local collections. Some examples exist – for instance the Wheatlands Warracknabeal Agricultural Machinery Museum has a wool press and a portable shearing rig on display.
- **Post-contact Aboriginal experience:** Many museums in the region contain small collections of Aboriginal artefacts (stone tools, spearheads, grinding stones, boomerangs, spears etc) but without the context of culture and landscape they inevitably assume the mantle of ‘curiosities’. There is little to show of the post-contact era and the breast-plate in the Horsham Historical Society Museum is a rare and valuable survivor. The Ebenezer Mission has artefacts relating to the post-contact era but is currently closed to the public.
- **The timber industry:** The timber industry has been important historically in the Wimmera-Mallee and diverse activities included sawmilling, firewood collecting and charcoal burning. As with the wool industry, artefacts relating to the timber industry appear under-represented. Examples of timber industry artefacts include a reconstructed sawpit with original double-handled saw blades and two Mallee-scrub rollers (land clearance) at the Wimmera-Mallee Pioneer Museum at Jeparit.

4.4 SUMMARY

The Horsham and other collections in the region are diverse and probably contain sufficient material to illustrate the entire history of the city and region, notwithstanding weaknesses in certain areas. The collection of the Horsham Historical Society is a relatively small one and has gaps that will need to be covered if they are to tell the full story in a Horsham-based Regional Museum.

While it is anticipated that a very targeted acquisitions program would be undertaken to obtain suitable items that fill the gaps, this is also where partnerships of mutual benefit will need to be formed with similar organisations across the region. Examples include local historical societies, private museums, private collectors, Traditional Owner groups etc.

“Similar establishments in the locality may be seen as competitors **but they also bring the benefits of the development of a critical mass of businesses that enhances the market’s awareness and exposure to that particular product. It also brings the potential for collaborative marketing** and greater opportunities for passing trade.”

p23, *Tourism Investment Guidelines – Your Guide to Tourism Investments in Victoria*, Tourism Victoria, Sept 2008

These partnerships need to be real and demonstrably of benefit. A Regional Museum can serve as a conduit to smaller museums and cultural organisations within Horsham Rural City and the Wimmera region. It can offer advertising of other facilities, exhibition space on some sort of regular or rotational basis and advice or expertise in certain matters.

A Regional Museum should be seen as a partner, not a competitor. A Regional Museum would showcase the story of Horsham and the region but not, for instance, mount an extensive agricultural machinery display that would compete with the Wheatlands Warracknabeal Agricultural Machinery Museum or Woods at Rupanyup. Nor would it re-create an early farming settlement and compete with the Wimmera-Mallee Pioneer Museum at Jeparit.

A Regional Museum in turn would seek the assistance of partner organisations to help secure display items that are missing from its collection (a very targeted process that seeks only particular items), and turn to them when historical advice on local matters is needed.



Water Tower Museum at Murtoa, Nov 2017.

5 REGIONAL MUSEUMS IN VICTORIA AND AUSTRALIA

5.1 WHAT IS A REGIONAL MUSEUM?

For the purposes of this Feasibility Study, a Regional Museum is not simply a museum in a regional area (away from capital cities) or even a large museum in a regional area ('regional scale'). A Regional Museum goes beyond the custodianship and curation of items and documents of local community history and tells the wider story of a region. The wider story told may relate to a significant historical theme in local and regional history, or to a particular significant era. For themes or significant eras, they must be related to the strongest historical themes of the region and appear logical to visitors. Hence Ballarat is a logical place for a gold-themed museum, but not Mildura. Warrnambool is a logical place for a maritime & shipwreck museum, but not Bendigo.

A 'Discovery Centre' type of Regional Museum may be appropriate where either the stand-out historical themes of a region (points of difference) may not necessarily ignite the interest and curiosity of the wider public, or where there are several very significant themes or eras and the selection of one for branding diminishes the others. A Discovery Centre can tell the whole story of a town and region and has flexibility for communicating other types of information beyond the historical (eg natural: geology, climate, geography, flora & fauna).

The emphasis in operation of a Regional Museum broadens from custodianship and curation as with local historical society museums, to presentation, education, entertainment, merchandising, advertising and tourism. This is because of the high cost of a new state-of-the-art facility and the need to demonstrate economic benefit (including job creation) in order to obtain grant funding in a very competitive environment. A Regional Museum has to be a profitable business. A benchmark analysis of Regional Museums is included later in this section.

A modern Regional Museum tells stories and showcases the region's history through the use of selected collection items and state-of-the-art displays. It is not just a large museum that displays collections. That is a fundamental point that resonates in the ability to gain funding and operate sustainably.

5.2 EXAMPLES OF REGIONAL MUSEUMS IN VICTORIA AND AUSTRALIA

Flagstaff Hill Maritime Village

Warrnambool (population 34,618, 2016 estimate, ABS)

Flagstaff Hill Maritime Village is both a museum with Australia's richest shipwreck collection and an 1870's village located on the state heritage listed and still operating Lady Bay Lighthouse precinct. The village provides a glimpse into the maritime lifestyles and trades of the 1870's era, the peak of Australia's maritime heritage. *Information from Flagstaff Hill website.*

Sovereign Hill, Ballarat

Sovereign Hill is an outdoor museum presenting the story of Australia's fabulous goldrush history. Its particular focus is the impact of the great 19th century gold discoveries on the growth of Ballarat, which was a small pastoral settlement when gold was discovered in 1851. Sovereign Hill is a living museum with working exhibits brought to life by costumed characters and over 40 horses. Set on 25 acres of an original mining site, Sovereign Hill is a goldfields town with shops, hotels, a theatre, schools, factories, a gold diggings and underground mines to explore.

Sovereign Hill is administered by The Sovereign Hill Museums Association - a not-for-profit, community-based organisation. The Association is controlled by a Board elected by members and serving in a voluntary capacity. Management is in the hands of an Executive Director and professional staff. In all, some 350 people are employed, and their work is supported by over

250 volunteers who help bring the Outdoor Museum to life and assist the Gold Museum with its curatorial work and tour guiding. *Information from Sovereign Hill website.*

The Museum of Australian Democracy Eureka

Ballarat, Vic

On the site of the Eureka Stockade, Australia's newest museum dedicated to democracy. The Eureka Flag, on loan from the Ballarat Fine Art Gallery, is the centrepiece of the museum's exhibitions. *Information from The Museum of Australian Democracy website*

Swan Hill Pioneer Museum

Swan Hill, Vic (population 9984, 2011 Census)

Set on three hectares of land on the banks of the Little Murray River, the Pioneer Settlement consists of Mallee cottages, a hotel, schools and shops, plus a large collection of working tractors and machinery – sourced mostly from the local area. The blacksmith's shop operates daily and activities include a ride through the Mallee township on a horse and cart. Riverboat cruises can be booked. The Museum has received a large grant to develop a sound-&-light show. Volunteers are integral to The Pioneer Settlement's operations. *Information from the Swan Hill Pioneer Museum website.*

The Australian Stockman's Hall of Fame and Outback Heritage Centre

Longreach, Qld (population 3137, 2011 Census).

The centre has five themed galleries, each depicting an important aspect of pioneering history. There are about 1200 items on display and there is a reserve collection of archival material, photographs, artworks and various other items which are used for research and development of new displays. The exhibits comprise a combination of objects, images, audiovisual presentations and open displays. The centre can host conferences and a variety of events, with full catering services available. *Information from the Australian Stockman's Hall of Fame website.*

Shear Outback - The Australian Shearers Hall Of Fame

Hay, NSW, (population 2298, 2011 Census).

Exhibition consists of a multi-million dollar interpretative centre, the Murray Downs woolshed, cafe, gift shop and a range of special events and exhibitions.

Shark Bay World Heritage and Discovery Centre

Denham WA (population 607 – 2006 census)

The centre has state of the art displays, including soundscapes, historical and contemporary film footage, interactive multimedia and objects of rare scientific and historical significance. The centre focuses on the World Heritage values of Shark Bay and early European landings on the West Australian coast, but includes local Denham history.

Gum San Chinese Heritage Centre

Ararat, Vic (Population: 11,184 – Rural City of Ararat website).

Interpretive centre detailing the founding of Ararat by Chinese Gold Miners in 1857. It also tells elements of the wider Chinese experience on the goldfields as well as communicating aspects of Chinese culture. The building is an authentic recreation of a traditional two-storey Chinese building, set in established Chinese gardens and forecourt. It offers a range of activities and can host conferences and other events. It has full catering facilities.

5.3 BENCHMARK ANALYSIS OF REGIONAL MUSEUMS

Information on the above examples is tabulated below:

MUSEUM	SHOP, CAFÉ	ERA	STAFFED	ACTIVITIES/ TOURS
Flagstaff Hill, Warrnambool	Café	Early ports & shipwrecks	Yes	Yes

MUSEUM	SHOP, CAFÉ	ERA	STAFFED	ACTIVITIES/ TOURS
Swan Hill Pioneer Museum	Souvenir shop	Early European settlement; riverboat era	Yes	Yes
Port of Echuca Discovery Centre, Echuca	Gift shop	Riverboat era	Yes	Yes
Shear Outback the Australian Shearers Hall of Fame	Café and gift shop	Themed – outback & shearing	Yes	Yes
The Australian Stockman's Hall of Fame and Outback Heritage Centre	Wool Bale Café; Outback Store	Themed – outback and stockmen	Yes	Yes
Sovereign Hill, Ballarat	Shops & cafes	Gold era	Yes	Yes
The Museum of Australian Democracy Eureka	Gift shop; Saltbush Kitchen Café	1854	Yes	Yes
Shark Bay World Heritage and Discovery Centre, Denham WA	Gift shop	Early European navigators; local history; World Heritage	Yes	No
Gum San, Ararat	Gift shop, conference venue, commercial kitchen	Gold era; Chinese immigrants	Yes	Yes

All are open 7 days, have exhibition space and host events.

In order to attain and maintain a level of profitability that justifies their capital cost, the benchmarks for modern Regional Museums are summarised below:

- Relate to eras or historic themes or events that are of wider interest than that generated by civic or community collections (can accommodate the latter though);
- Tell stories backed by collection items and enhanced with audio-visual and interactive displays, rather than simply displaying their collection. Display items are carefully selected from the collections to illustrate the stories with the remainder kept in storage;
- Rotate displays and have regular exhibitions to offer new experiences for return visitors;
- Cater to a wide range of ages, interests and demographics;
- Are open 7 days;
- Have paid and voluntary staff;
- Offer activities or tours;

- Have café and/or gift shop;
- Can accommodate large groups and are capable of holding events and special exhibitions;
- Many have conference & catering facilities.



Shark Bay World Heritage Discovery Centre, Denham WA (image from Google Maps)



Newly-opened Orange Regional Museum, Orange, NSW (image from Google Maps)



Shear Outback – Shearers' Hall of Fame, Hay NSW (image from Google Maps)

6 SWOT ANALYSIS

6.1 INTRODUCTION

A SWOT analysis is a structured planning process that allows a business or organisation to assess internal and external factors that are favourable or unfavourable to the success of a particular objective. SWOT is an acronym for *strengths*, *weaknesses*, *opportunities* and *threats*. The first two are essentially internal, while the latter two are external.

For the purposes of this Feasibility Study, two SWOT analyses have been prepared: one for the existing Horsham Historical Society museum and one for a new Regional Museum in Horsham. Acknowledgement is given to the Horsham Historical Society for their submission of a workshopped SWOT analysis of the existing museum, and to members of the Working Group who individually submitted several SWOT analyses for a new museum.

6.2 SWOT ANALYSIS FOR THE EXISTING MUSEUM

STRENGTHS:	• Central location, convenient to volunteers & locals
	• Established premises, provided and maintained by HRCC
	• Very strong paper collection (municipal, civic, & commercial documents; newspapers, photographs etc)
	• Active, enthusiastic Historical Society with trained & skilled volunteers capable of performing a variety of museum tasks eg cataloguing, database entry, digitising etc
	• Excellent working relationship with Wimmera Association for Genealogy allowing family researchers access to both organisations, which share the premises
	• Files, archive records, library (over 3,000 books) and photographs (36,715 photos) are indexed on the computer system.
	• Situated in the largest town in the region with a good range of accommodation options
WEAKNESSES:	• Limited opening hours
	• Limited display, archival, exhibition and storage space
	• No off-street parking
	• Shared premises, with impacts on security etc
	• Limited ability to raise funds & reliance on grant funding
	• Limitations of premises make it difficult to attain <i>National Standards for Australian Museums and Galleries</i> (1.5)
	• Audio tapes (interviews etc) not backed up
	• No space for group visits
	• Only a small percentage of collection catalogued

	<ul style="list-style-type: none"> • Aging volunteer base and difficulties with succession planning • Heritage building will require more maintenance as time goes on • Situation is within the CBD of Horsham and not on a highway where it might attract passing tourist trade
OPPORTUNITIES:	<ul style="list-style-type: none"> • Improve publicity and find new ways to engage locals and visitors • Tap into the 'Grey Nomad' market as they travel the region • Take over the back section of the building (Wimmera Legacy) to augment space • Add to range of historical publications • Refresh historical displays to improve attendance
THREATS:	<ul style="list-style-type: none"> • Fire – paper collection is very vulnerable • Environmental – collections are stored and displayed without temperature, humidity and light controls • Volunteer burn-out • Regional Library is offering free photographs and public records on line for family historians. • Possible future highway bypass of Horsham

6.2 SWOT ANALYSIS FOR A NEW REGIONAL MUSEUM IN HORSHAM

STRENGTHS:	<ul style="list-style-type: none"> • Purpose-built facility designed for use • Ample display, archival, workshop, theatre, storage, exhibition and other required space • Salaried staff to support volunteers • Dedicated off-street parking • Ability to handle large groups (and conferences?) • Ability to meet <i>National Standards for Australian Museums and Galleries</i> (1.5) in display and operation – 'state-of-the-art' displays • Horsham is the regional centre for the Wimmera and is a city that serves a large regional population base • Horsham is situated at the junction of major highways with daily traffic flow of 5000 vehicles on the Western Highway linking Melbourne and Adelaide • Will attract passing traffic if strategically located beside Western Highway • Strong collection base in Horsham and region
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	<ul style="list-style-type: none"> • Active and enthusiastic Historical Society
	<ul style="list-style-type: none"> • Solves both Horsham RSL & Horsham HS space and display problems
WEAKNESSES:	<ul style="list-style-type: none"> • Distance of Horsham from capital cities (Melbourne, Adelaide) and major regional population centres (eg Ballarat, Bendigo, Albury/Wodonga) inhibits day-trip options
	<ul style="list-style-type: none"> • No major complementary tourist attractions in Horsham
	<ul style="list-style-type: none"> • Not a short term fix for the Historical Society or the RSL's space problems
	<ul style="list-style-type: none"> • Development of a new regional museum needs to be driven by a strong and resilient group over an extended period
OPPORTUNITIES:	<ul style="list-style-type: none"> • Form partnerships of mutual benefit with museums and organisations within the region
	<ul style="list-style-type: none"> • Grow Horsham and the region's tourism product and increase visitation rates and length of stay
	<ul style="list-style-type: none"> • Tap into touring exhibitions and hold special events
	<ul style="list-style-type: none"> • Form partnerships with departments such as Parks Victoria or DELWP for permanent ancillary displays
	<ul style="list-style-type: none"> • Combine with visitor information service
	<ul style="list-style-type: none"> • Improve publicity and local knowledge of the collections that exist in Horsham and the region, and foster community interest in the history of Horsham and the Wimmera
	<ul style="list-style-type: none"> • Provide a conduit to other museums, collections and attractions within Horsham RC and the region
	<ul style="list-style-type: none"> • Attract more volunteers – develop community/individual well-being through new volunteering opportunities (personal development, self-esteem etc)
	<ul style="list-style-type: none"> • Potential to link museum to Silo Art Trail as it extends in the future
	<ul style="list-style-type: none"> • Develop merchandising and examine opportunities for out-sourcing catering services
	<ul style="list-style-type: none"> • Offer conference facilities
	<ul style="list-style-type: none"> • Develop training opportunities for volunteers and the community
THREATS:	<ul style="list-style-type: none"> • Possible future highway bypass of Horsham
	<ul style="list-style-type: none"> • High capital cost, very competitive grant funding environment and the need for large Council co-contributions – cost may appear threatening to local ratepayers
	<ul style="list-style-type: none"> • Council priorities in support of grant funding applications
	<ul style="list-style-type: none"> • Volunteer burn-out

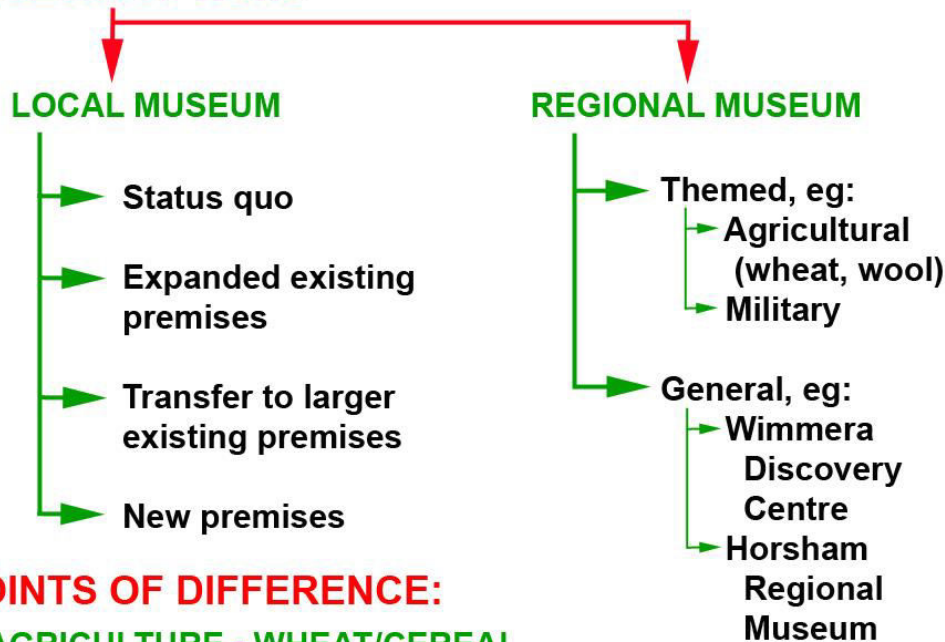
On balance, the SWOT analyses show considerable benefits for the Horsham Historical Society, the Horsham RSL collection and Horsham Rural City in the construction of a new Regional Museum.

7. OPTIONS FOR A MUSEUM

“We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live.”

Goal 1, Community and Cultural Development, Horsham RCC Council Plan, 2017-2021

MUSEUM OPTIONS



POINTS OF DIFFERENCE:

AGRICULTURE - WHEAT/CEREAL

Some aspects of Military

Some aspects of pre-contact Indigenous history

Minor aspects: eg AFL, radio etc

7.1 A REGIONAL MUSEUM

WHAT STYLE OF REGIONAL MUSEUM?

As stated in the benchmark analysis, Regional Museums often relate to a significant historical theme in local and regional history or to a particular significant era, where these themes and eras are capable of igniting the interest and imagination of the public (eg Sovereign Hill in Ballarat, or Flagstaff Hill in Warrnambool). The other model is less focused and is usually styled a Regional Museum (eg Orange Regional Museum, NSW) or a Discovery Centre (eg the Shark Bay World Heritage Discovery Centre, Denham, WA).

Horsham's stand-out theme and point-of-difference is agriculture and the Wimmera is famous for wheat-growing. Whether this theme can be worked to capture the public imagination in the same way that gold rushes, shipwrecks and outback stockmen have is open to question. The best option for Horsham may be a Discovery Centre type of museum. The story of Wimmera agriculture and wheat-growing can still be told within the broader history of Horsham and the Wimmera but there is flexibility to tell many stories. There is also the flexibility to form additional partnerships with organisations such as

Parks Victoria, DELWP and Longeronong Agricultural College in mounting small displays that communicate more than just the history of Horsham and the region.

Various other points of difference have been raised in Working Group meetings and other discussions, including some aspects of local military history (eg Light Horse associations), local radio history⁴ and aspects of AFL (Australian Football League) history⁵. In addition, the fish traps used by Indigenous people in the wider district are a distinct and unique feature that could be interpreted in the museum.

The style of museum proposed will offer a coherent, interesting and diverse experience of Horsham's history. While there may be different galleries within the museum there should not be separately-functioning museums within the facility.

Aside from the commercial operations of the museum, the Horsham Historical Society members will be able to undertake their normal functions of research, cataloguing etc in a more spacious environment with better facilities, and the workshop is a feature not currently available to them. The RSL Military History and Heritage Group intend to move operations to the museum and they will also have full use of the facilities. A small part of their collection will remain on display at the RSL's McLachlan St premises. Skills training will be an important focus.

THE BUILDING

Options for the building will be examined in more detail if planning progresses. Most modern Regional Museums benefit from some degree of architectural expression for aesthetic and branding purposes at least and it would be expected that Horsham would create a unique and recognisable building for its museum. However it would also be expected that a reasonably tight rein would be kept on architecture so that expenses do not spiral and lead to designs that require very costly engineering solutions, well beyond the costings allowed for in this study. The Cost/Benefit analysis allows for a relatively modest, single-storey building.

7.2 ALTERNATIVE SOLUTIONS – LOCAL MUSEUM

While the project Brief was specific in terms of the feasibility of a proposed Horsham Regional Museum, the Horsham RCC communicated a desire that other options that solve the space problems of the Horsham Historical Society should be examined, in the event that a Regional Museum is not gone pursued further. An expanded or new premises in which the Horsham Historical Society can continue their present operations as a local museum does not necessarily solve the Horsham RSL's display problems.

Various options could be available, including:

1. Status quo – existing museum space retained;
2. Allotting more room in the present premises;
3. Moving to a suitable, larger existing premises; or
4. Construction of new premises at an appropriate location. This option would need to be considerably less costly than the proposed Horsham Regional Museum.

Obviously the least costly of these would be the first option but it would be unsatisfactory as the present space is demonstrably too small. The second option would involve minimal disruption to the Society's activities and costs would be the least of options 2 to 4. Preserving the convenient central location would be a benefit in terms of a local museum. Fit-out costs would be minimal.

⁴ Refer Dave Lennon, ABC Western Victoria.

⁵ Refer Greg Schultz, Horsham Historical Society.

The second option may be suitable if larger council-owned premises were available. If not, purchase and fit-out of an existing premises on behalf of the society could be costly and involve considerable disruption to their activities.

The third option of building a new premises involves purchase of land, construction and fit-out. It is possible that a suitable museum building of around the 400-500 sqm size, or more than twice the size of the present space available to the Society, could be built for around \$1 million but the standard of finish would be less than that of the proposed Regional Museum.

Option 2 is favoured, and given that there would be a long lead-up time to the construction and operation of the proposed Regional Museum in any case, it is recommended that this option be exercised if possible. Expert curatorial advice from a museum professional may be necessary in any re-configuration. Both the Horsham Historical Society and the Arapiles Historical Society at Natimuk have expressed a need for such curatorial advice in their present operations.

7.3 MANAGEMENT

There are a large number of management models available. Many regional museums of the scale of the Horsham proposal are Council-owned and operated, usually through a Director/Manager/Co-ordinator.

Gum San Chinese Heritage Centre is owned & operated by the Ararat Rural City Council, and similarly the The Pioneer Settlement at Swan Hill is owned and managed by Swan Hill Rural City Council. The Shark Bay World Heritage Discovery & Visitor Centre in Denham, WA, is owned and operated by the Shire of Shark Bay. Some larger facilities operate independently. Sovereign Hill is administered by The Sovereign Hill Museums Association, a not-for-profit, community-based organisation. The Australian Stockman's Hall of Fame and Outback Heritage Centre in Longreach, Qld, is an incorporated, self-funding, not-for-profit company.

For Horsham, a Council-owned and operated Regional Museum is an option, but the collections to be displayed and managed belong to other organisations and therefore it is a reasonable expectation that they should have a say in operations. Therefore a Council-owned premises operated by a Council-convened Committee of Management (Section 86 Committee) with a Director/Curator in charge of day-to-day operations may be the optimum model. A CoM could consist of:

- The museum Director;
- Horsham Historical Society rep/s;
- Horsham RSL rep/s;
- Horsham RC Council rep;
- Horsham business community rep.

The Director/Curator would co-ordinate all displays and ensure consistency and quality throughout the museum.

“Local government is a critical segment of the 1000 plus organisations that care for Victoria’s Distributed State Collection, estimated to comprise at least 43 million artefacts and artworks. The care of collections by Victoria’s 79 local government organisations is an essential part of the creative industries ecology across the State of Victoria. Local government employ many talented and committed

staff who deliver collections activities in a resource-constrained environment.”

Local Government & Cultural Collections in Victoria,
Museums Australia (Victoria), 2016

7.4 VISION & MISSION STATEMENTS

The Vision & Mission Statements were provided with the project brief. In the statements below, the original text has been retained and additional sections have been attached (italics). These still need work and both the Vision and Mission Statements should be workshopped in Stage 2 to better reflect the commercial and tourism roles of the museum.

2.2 Vision

We envision a museum that creates a community that is increasingly vibrant, engaged and resilient because it respects culture and different views, re-connects with the past, illuminates the present and imagines the future.

2.3 Mission

1. To promote an understanding of the history of Greater Horsham, and an awareness of future possibilities by:
 - Developing, preserving and exhibiting a significant heritage collection using best practice and state of the art techniques;
 - *Telling the story of Horsham and the region through artefacts and interpretive material;*
 - Taking a leadership role in research and scholarship, and engaging communities and individuals and providing access for audiences nationally (and internationally), and
 - Delivering innovative programs.
2. *To contribute materially to economic advancement of Horsham Rural City and the surrounding Wimmera region through the growth of a quality, professionally-run, sustainable tourism product and provision of the inspiration to explore.*
3. *To form partnerships of mutual benefit with other organisations in Horsham Rural City and the surrounding Wimmera Region.*

7.5 NAMING

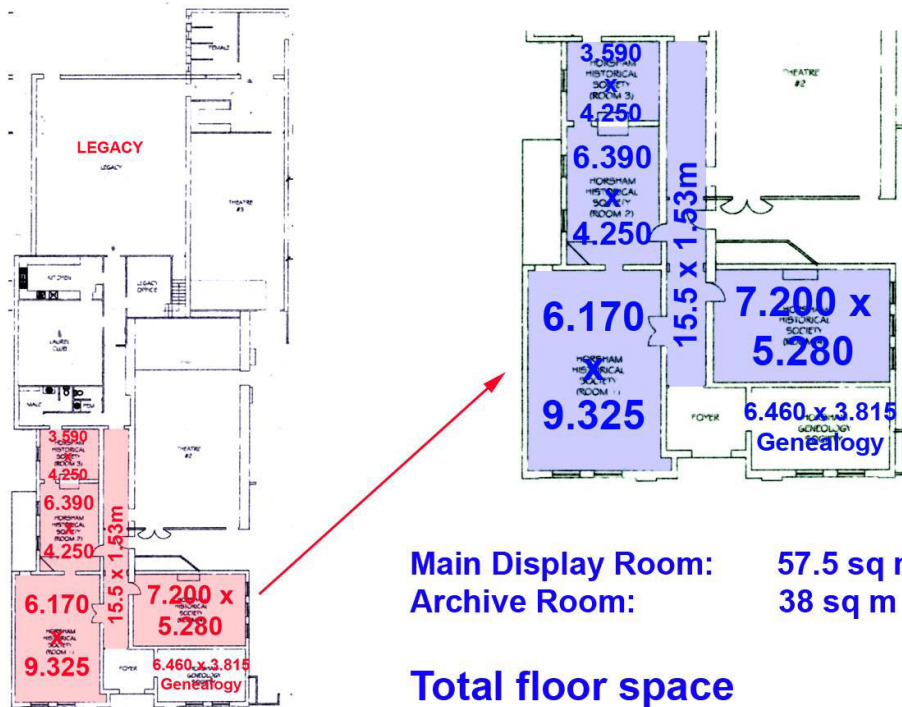
No decisions have been made regarding the name of the proposed Horsham Regional Museum. If a 'discovery centre' style of museum is the final selection, a suitable name could be the Horsham-Wimmera Discovery Centre. In discussions within the Working Group, there was some feeling that the word 'museum' may be limiting in attracting visitors. All name options remain open for discussion.

8 FUNCTIONAL SPACE

8.1 EXISTING SPACE

The following plan shows the space currently available to the Horsham Historical Society for display and other functions of the society.⁶ The Horsham RSL collection is housed within a much smaller space than this, with the remainder of the collection in storage in a shipping container.

HORSHAM HISTORICAL SOCIETY CURRENT PREMISES



Main Display Room: 57.5 sq m
Archive Room: 38 sq m

Total floor space
(exc Genealogy): 162 sq m



Premises of the Horsham Historical Society, Pynsent St, Horsham, January 2018

⁶ Plan supplied by Lindsay Smith OAM, Horsham Historical Society.



Horsham RSL premises, McLachlan St Horsham (Google Maps – 2010 imagery)

8.2 FUNCTIONAL SPACE ESTIMATION - BUILDING

DO YOU NEED MORE AND MORE SPACE AS TIME GOES ON?

Local historical societies have traditionally been the custodians of community heritage and without collection policies in the past, many have outgrown premises as they accepted all donations. With a Regional Museum, the focus changes. Displays are story-based, using selected items from collections to illustrate those stories, the remainder kept in storage and used for rotations or exhibitions. Simple display of the collection items is not an option because the cost of large state-of-the-art museums and the level of grant funding necessary dictates that they have to be sustainable and generate economic benefit. They need wide appeal and need to not just interest, but educate and entertain through a variety of programs.

A REGIONAL MUSEUM - WHAT SORT OF DISPLAY?

STORIES.....



OBJECTS.....

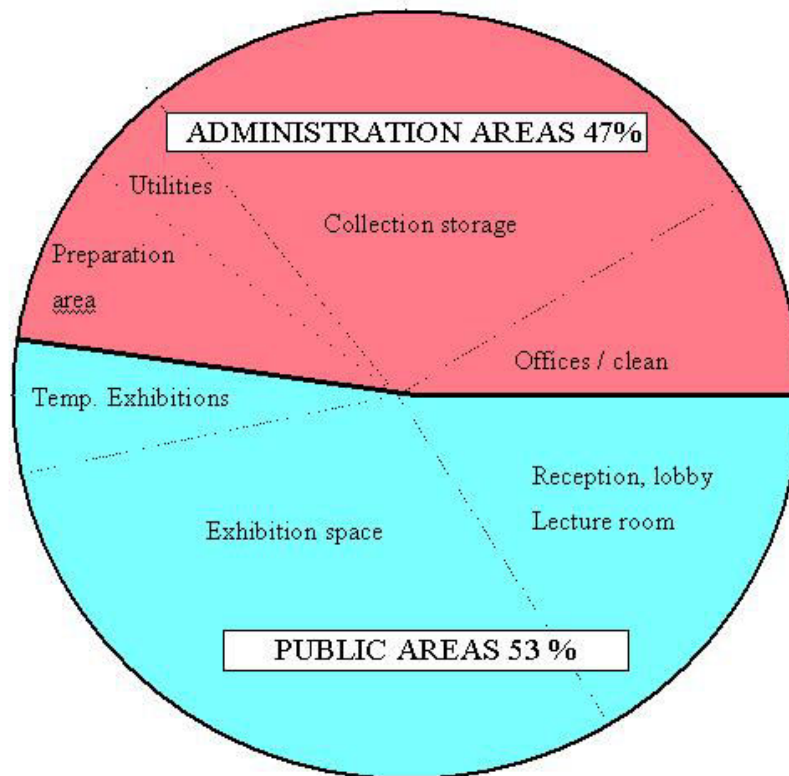


Except for exhibitions, the stories told will largely remain the same although there is opportunity to refresh the stories and items, and even weave in new and interesting stories. Collection policies limit acceptable donations to those items which, for instance, might be missing from the collection and are crucial to the stories told, or items which because of condition or rarity may be suitable for substitution for existing display items. Therefore a line is drawn under the existing collections that are on display or in storage and acquisitions from that time onwards are limited and targeted. There may be opportunities to prune the existing collections where there are duplications or items which are not historically relevant to Horsham or the region. Guidance can be obtained from a De-accession Policy.

All this means that space requirements should not grow significantly after operations commence, so planning for significant expansion of space requirements in the future is not necessary.

INTERIOR SPACE

Floor space estimation is vital to a cost benefit analysis as it yields the size of building required. In this section, the space needed to carry out the various functions of a Regional Museum is estimated.



The above pie chart prepared by the Museum of Western Australia shows a recommended relative space allocation in a museum. While useful, it does for instance allot equal space to the main display area and the storage area, based on having 10% of the collection on display and 90% in storage. This is good for large museums with huge collections but does not apply in the case of Horsham where the historical society and RSL collections are relatively small. It is a case of fine-tuning the proportions needed to accommodate the various functions.

While proportions based on existing museums provide useful guidelines, the space needed for each function has to be estimated and again existing museums provide good models. For Horsham, it would be pointless planning for a large-scale museum along the lines of capital city museums or national museums such as those in Canberra, simply

because Horsham Historical Society and the Horsham RSL do not have collections to fill it, even allowing for a modest acquisitions program, and the costs would overwhelm benefits because of Horsham's location and tourism profile. Using current figures for the Horsham Historical Society's Pynsent St museum and the RSL's current space usage and adding an increment will lead to an under-estimation because the use of space will change in the transition to Regional Museum.

The Orange Regional Museum in NSW probably provides a good model to follow. However not all museum functions (eg storage) are carried out within the 1000 sqm building so allowance has to be made for these at Horsham. Keeping this in mind, the following functional space estimates have been made. *All are nominal figures as is the total area of 1600 sqm and all or any may be varied to some degree in any final design.* However a building of this approximate size is suggested as the optimum for carrying out the benchmark functions of a Regional Museum in Horsham while remaining sustainable.

Entry foyer	100
Display space (main museum)	500
Special exhibition space	100
Visitor information centre/gift shop + office/store (stock)	130
Café inc servery & seating	100
Theatrette	60
Archive room (paper collection).....	80
Reading room	30
Storage room (remainder of collections not on display).....	200
Workshop/loading area.....	100
Multi-purpose room.....	150
Toilets inc disabled	40
Cleaner's room	10
TOTAL	1600

As an example, the main display space is eight times the area of the Horsham Historical Society's main display room and it will offer sufficient space for the RSL collection. In addition, an allowance has been made for exhibitions. Display/exhibition space is slightly larger than that of the Orange Regional Museum. The archive/reading rooms in total are almost three times the floor area of the archive room at the Pynsent St premises. The current archive space used by the RSL is much smaller than the society's and the room is very cramped. The proposed museum would offer more space for the RSL Military History and Heritage Group's archive than they currently have.

A small theatrette has been allowed for but it was decided in discussions that a conference room and associated commercial kitchen were not necessary as Horsham is already well catered for in that respect. However a "multi-purpose room" has been provided, sufficient to accommodate student and other groups for various activities and to serve as a room for training courses. Other uses may become apparent.

8.3 OUTSIDE SPACE

Outside space (land area) will have to accommodate:

- The building footprint;
- Car/bus parking;
- Landscaped area for events, plus allowances for garden and other possible features such as picnic tables and childrens' playground;
- Allowance for possible outside historical displays.

Building footprint

1600 sq m = 0.16 hectares (assuming single-storey).

Parking:

The area required for car/bus parking, accessways etc has been addressed in general terms in order to produce an approximate figure. A precise figure is not necessary at this stage of planning because parking can absorb more or less of a substantially larger outdoor area and can be fine-tuned at a later date.

Particular Provisions Clause 52.06 of the Horsham Planning Scheme gives a figure of 4 parking spaces per 100 sq m of floor space (Art & Craft Centre). At 1600 sq m, 64 parking spaces would be required. With 90° parking and, say, 3m x 4.9m bays and 5.2m width accessway, this gives almost 2000 sq m. An estimate of 3000 sq m (0.3 hectares) will be used to allow for accessways between ranks, driveways and dedicated bus spaces.

Landscaped/Event area:

Minimum of 1 hectare of grassed, landscaped area required.

Sundry:

Other areas may include

- Set-backs, curtilages;
- Garden area, possible outside display areas and allowances for a modest picnic area and childrens playground, etc.

Minimum of 1 hectare recommended.

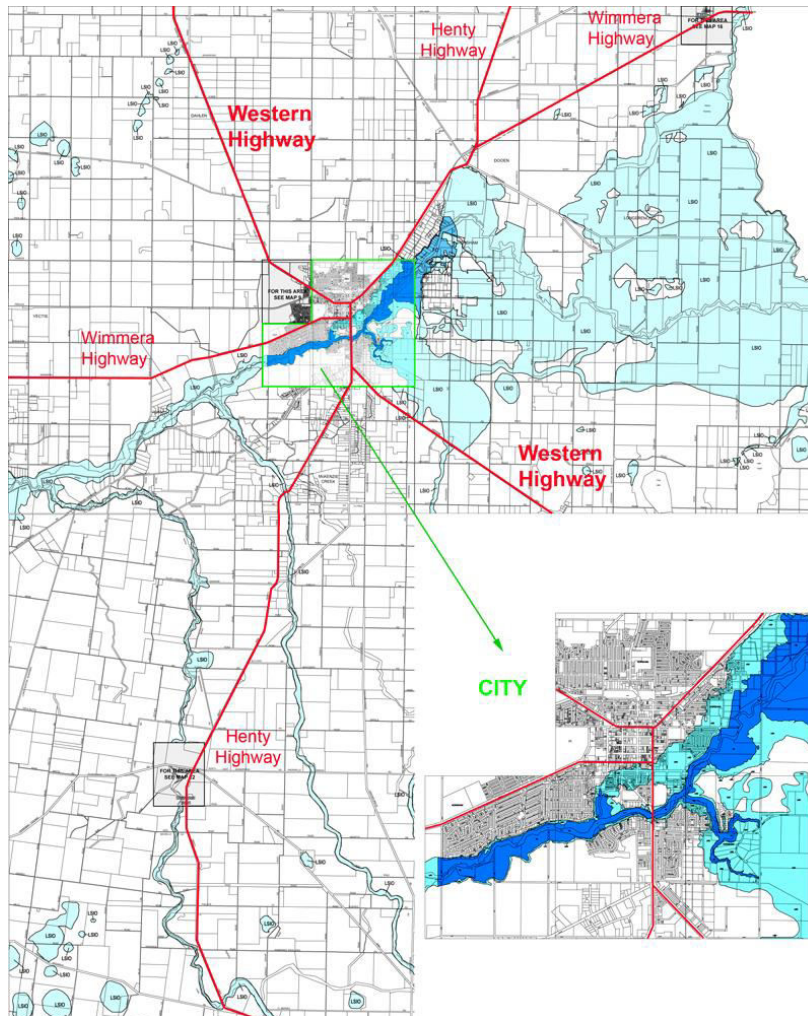
8.4 TOTAL AREA

Minimum total area required = $0.16 + 0.3 + 1 + 1 = 2.46$ hectares, or ~ 2.5 hectares.

Recommended area is between 2.5 and 4 hectares, ideally around the 3 hectare size.

9. SITING

Detailed examination of the siting options for the proposed Horsham Regional Museum does not form part of this Stage 1 study. However it should be established that siting options do exist before moving forward. The following map shows Horsham and its principal arterials – flood zones are marked in dark blue and inundation zones are marked in pale blue.⁷



Various options for siting were identified in the Stage 1 study. Suitable zoning includes Multiple-use, Industrial and Farming. However Farming has signage limitations. As a last resort, a Special Use Zone could be created via a Planning Scheme amendment but this is a complex process.

For a Western Highway location, suitably-zoned blocks of an appropriate size do exist on the southern approach to the city. On the northern side, residential zones give way to large farming blocks and there do not appear to be any options without rezoning and/or subdivision. Leasing of areas of farming land is an option.

The Venue Manager of the Horsham Agricultural Society has sent an Expression of Interest in hosting the proposed new Regional Museum on their land, beside the Wimmera River.⁸ The land is in an Inundation Zone and flood-mitigation works would be required. The location is a very picturesque one and aesthetically the best of all the

⁷ Base maps from the *Horsham Planning Scheme*.

⁸ *Expression of Interest – Horsham Regional Museum*, 19 November 2017. Copy held by Working Group.

options available. Suggestions were also made that a large existing premises on the north-east end of the city could be altered for use as the Regional Museum. Neither of these options have any significant ability to capture passing trade. The Horsham CBD appears to have no realistic options for siting.

All options will be examined if Stage 2 progresses, although the 'greenfield' option along the Western Highway is favoured and forms the basis of the Cost/Benefit Analysis.

10 COST/BENEFIT ANALYSIS (CBA)

10.1 CASH FLOW ANALYSIS FOR A PROPOSED REGIONAL MUSEUM

The data used in the following cash flow analysis is based on assumptions and reasonable estimates that have been abstracted to Appendix 1 of this report. Two sheets are shown, one with data input and the other a Net Present Value (NPV) analysis. An Excel spreadsheet has been supplied separately. Prices are in 2018 dollars and the analysis is from the start of 2018.

Because this is the first stage of planning and size, type, design, location and programs of the proposed Horsham Regional Museum have only been addressed in general terms, all figures used can be considered variables. This CBA should be revised in Stage 2 if planning for a new Regional Museum is taken further.

CASH FLOW ANALYSIS - PROPOSED REGIONAL MUSEUM IN HORSHAM											
Data Input											
Start year	2018										
Visitor numbers growth rate	2%										
Sponsorships growth rate	5%										
Annual wages	280,000										
Annual insurances/rates/utilities etc	125,000										
Annual repairs, replacements, consumables, maintenance etc	125,000										
Discount rate	7%										
Terminal discount rate	25%										
Terminal years	15										
Capital outlays											
Total building cost	7,200,000										
Total grounds cost	1,000,000										
Land	250,000										
Project management, consultancies, insurances etc + contingency	1,000,000										
Total capital outlay	9,450,000										
Grant funding											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
RDV or other grants	6,300,000	-	-	-	-	-	-	-	-	-	-
Council grant	3,150,000	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-	-
Total grants	9,450,000	-	-	-	-	-	-	-	-	-	-
Revenues											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Visitor numbers	-	26,667	40,000	45,000	50,000	51,000	52,020	53,060	54,122	55,204	56,308
Average yield per head	-	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Entrance & other fees	-	346,667	520,000	585,000	650,000	663,000	676,260	689,785	703,581	717,653	732,006
Sponsorships & fundraising	20,000	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540
Café lease	-	14,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Shop revenue	-	49,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total revenue	20,000	439,667	671,500	738,075	809,729	824,465	839,548	854,988	870,794	886,976	903,545
Expenditures											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Wages	-	196,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Inventory	-	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Advertising	-	80,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Museum costs: acquisitions, display, exhibitions, conservation etc	-	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Insurances/rates/utilities/phone etc	-	87,500	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Sundry: Repairs, consumables, replacements, maintenance etc	-	87,500	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Total expenditures		626,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000
Apportionment of capital outlays											
	2018	2019									
Building	5,760,000	1,440,000									
Grounds	300,000	700,000									
Land	250,000	-									
Management	750,000	250,000									
Total	7,060,000	2,390,000									

CASH FLOW ANALYSIS - PROPOSED MUSEUM												
Net Present Value Analysis												
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Terminal
Capital outlay	-7,060,000	-2,390,000	0	0	0	0	0	0	0	0	0	0
Grant funding	9,450,000	0	0	0	0	0	0	0	0	0	0	0
Revenues	20,000	439,667	671,500	738,075	809,729	824,465	839,548	854,988	870,794	886,976	903,545	
Expenditures	0	-591,000	-740,000	-740,000	-740,000	-740,000	-740,000	-740,000	-740,000	-740,000	-740,000	
Net cash flow	2,410,000	-2,541,333	-68,500	-1,925	69,729	\$4,465	99,548	114,988	130,794	146,976	163,545	631,165
Net present value	713,971											
Cumulative cash balance	2,410,000	-131,333	-199,833	-201,758	-132,030	-47,564	51,984	166,972	297,766	444,742	608,288	

Various yields per head were tried and, for instance, \$10 showed insufficient returns. \$15 returned unrealistically optimistic returns while \$12 offered encouragement. \$13 was used in the above tables and shows positive cash flows from the fourth year of operation (third full year) and a positive cumulative cash balance from the sixth year.

10.2 ECONOMIC BENEFITS TO HORSHAM & THE REGION

The proposed Horsham Regional Museum will generate considerable economic benefit to Horsham RC beyond expenditure in the museum. Based on Horsham's Local Government Area Profile⁹, for every 1000 new domestic day visitors that are encouraged to visit the Horsham and the museum, \$162,000 will flow into the local economy. For every 1000 new domestic overnight visitors to Horsham, \$220,000 will flow into the local economy.

Horsham is currently not a major tourism destination in State terms and has ample scope to increase its visitor volume, as compared to more-saturated markets where yield becomes more important. Tourism currently (2016) pumps \$78 million into the local economy. Because Horsham is close to the big tourism market at the Grampians and situated on a major, busy interstate highway, new visitors will be a major thrust of marketing the museum.

NEW VISITORS TO HORSHAM								
VISITOR TYPE	No.	Yield (\$ '000)	No.	Yield (\$ '000)	No.	Yield (\$ '000)	No.	Yield (\$ '000)
Domestic day-trip	1000	162	2000	334	5000	810	10,000	1620
Domestic overnight	600	132	1300	264	3200	704	6400	1408
International	15	4.5	30	9	80	24	160	48
TOTAL	1615	298.5	3330	597	8280	1538	16560	3076

Number of additional visitors to Horsham Rural City	1615	3300	8280	16560
Percentage increase over visitor 2016 volume	0.4%	0.8%	2%	4%
Percentage of estimated museum volume, 1 st full year	4%	8%	21%	42%

⁹ Local Government Area Profiles 2016 – Horsham (RCC), Tourism Research Australia.

The tables above show anticipated direct visitor spending benefits with minimal increases of visitor numbers to Horsham. The table below shows Horsham RC's approximate share of the wider Grampians Tourism Region's visitation and revenue.

	HORSHAM RURAL CITY (2016)¹⁰	GRAMPIANS TOURISM REGION (2016-17)¹¹
Domestic day visitors ('000)	254	1043
Domestic overnight visitors ('000)	162	867
Domestic visitor nights ('000)	372	2040
Total domestic visitor spend (\$ mill)	77	363
International visitors ('000)	4	52
Total international visitor spend (\$ mill)	1	(not available) 17 in 2015-16

Keys to economic benefit would be inclusion of the Visitor Information Centre within the museum complex, ultimately a decision of council, and the location of the museum in respect of attracting passing trade. On estimated visitor numbers to the museum, around three to four times the number of people currently visiting the VIC would be directly exposed to information about Horsham RC and the region.¹²

With a suitable location, diversity of interesting displays & programs and the inclusion of visitor information, the proposed Regional Museum has the potential to be the go-to place for all people who visit Horsham and the region, and the flagship of local tourism.

The proposed Horsham Regional Museum should be looking at at least 25% of its visitors being new to the Horsham RCC (passing trade and extra day trips from the Grampians) and expanding that number as time progresses. The attraction of new visitors to the City and region will be essential to economic benefit and success.

With revenue from the museum added, a baseline direct annual visitor spending benefit of well over \$2 million should be realisable, and would be expected to rise over the development years. Indirect flow-on benefits to Horsham other than direct job creation, and direct visitor spending in the wider Wimmera region as a result of the museum operation, have not been estimated at this stage.

10.3 JOB CREATION

Jobs within the Museum

Construction phase: 17.6 equivalent full-time positions over 16 months;

Operational phase: 6.5 equivalent full-time salaried positions

5.6 equivalent full-time volunteers positions (minimum)

Total Operational: 12.1 equivalent full-time positions

¹⁰ Local Government Area Profiles 2016 – Horsham (RCC), Tourism Research Australia.

¹¹ Grampians Regional Tourism Summary Year Ending June 2017, Business Victoria

¹² 2017 calendar year figures: 13,533 walk-in visitors, Horsham & Grampians Visitor Information Centre.

Outside jobs generation

Studies have been done on outside jobs creation from Arts/Cultural centres in Central-West regional NSW that indicate for every 10 full-time jobs created within the sector, 8.5 full-time jobs are created outside the sector.¹³ Using salaried staff estimates in the operational situation, this would translate to 5.5 equivalent full-time positions outside the sector. Adding the volunteer positions and assuming equal productivity, 10.3 equivalent full-time positions outside the sector may be created.

This ratio is not dissimilar to estimates for employment generated by tourism spending at Sovereign Hill, with 395 jobs within Sovereign Hill and 385 jobs outside Sovereign Hill generated as a direct result of visitor spending.¹⁴ A further creation of 492 jobs as a flow-on, indirect effect in the local Ballarat economy was identified.

No attempt at quantification of indirect employment in Horsham as a result of the proposed Horsham Regional Museum's operations has been made at this stage. Neither has additional employment in the Wimmera region as a result of the museum's operation.

Total Job Creation

In summary, the construction of the museum may generate almost 18 full-time jobs over a 16 month period. The operation of a new Regional Museum in Horsham should be expected to create 22 equivalent full-time jobs both within the museum and within the Horsham LGA as a direct result of visitor spending, with an unknown number of jobs created by the flow-on effect in the local and regional economy.

10.4 SOCIAL BENEFIT

Many studies have shown that public heritage centres increasingly perform a role of social cohesion and assist in strengthening increasingly diverse communities by engaging and celebrating all community. Various different ways of quantifying the social benefit have been attempted, including studies in England that concluded that every dollar invested in public heritage yielded four dollars in social benefit through better health and well-being, increased productivity, social cohesion, new skills etc. At that rate, the \$9.45 million dollar investment in a Regional Museum would yield almost \$38 million in social benefit to the Horsham Rural City (period not known).

However social benefit is very nebulous and at this very early stage of planning, it is sufficient to say that there will be significant dollar-value social benefit.

For the residents of Horsham Rural City, the proposed Regional Museum can be a place of pride where their story can be told, a place where they can reconnect with their history and develop new understandings of each other and the place in which they live.

¹³ *Value Added! The economic and social contribution of cultural facilities and activities in Central NSW*, Museums & Galleries NSW, 22 June 2010.

¹⁴ *Sovereign Hill Economic Study*, February 2015, Ernst & Young.

11 RECOMMENDATIONS

The Cost/Benefit Analysis and assessment of benefits to Horsham Rural City and the region are encouraging. They are sufficient to demonstrate the probable feasibility of a new Horsham Regional Museum and to progress to Stage 2 (Concept Design and Business Plan). Accordingly, the following recommendations are made:

1. That Stage 2 be funded and initiated by Council;
2. That the Working Group be re-structured to include interested representatives of the local business community and tourism industry, as well as the present historical society, RSL and Council members.

Two more recommendations have arisen as a result of this study:

1. That Council work with the Horsham Historical Society and Legacy to secure more space for the Society within the existing Pynsent St premises to enable effective operation of the museum, either as a temporary solution in an expected long lead-in time to the construction of a Regional Museum, or a longer term solution in the event of the Regional Museum not going ahead;
 2. That Council investigate the possibility of providing, on some basis, the services of a professional museum curator to assist the Horsham Historical Society and the Arapiles Historical Society in their displays and operations.
-

LRGM – Services has performed this study and analysis using publicly-available data from various sources which were accessed by them during the time-frame of this project. The data has not been independently verified and LRGM – Services makes no representation as to the accuracy or completeness of the data used.

Because this study is the first stage in what may be an extended planning process, the figures used are necessarily based on assumptions and approximations and may not represent an accurate assessment of the actual construction and operation of the proposed Horsham Regional Museum.

Therefore LRGM – Services accepts no liability for any loss or damage which may result from reliance on any research, analyses or information provided. LRGM – Services also accepts no liability for the use of this document for purposes outside its intended use as an advisory document for the Horsham Regional Museum Working Group.

APPENDIX 1 – DATA FOR COST/BENEFIT ANALYSIS

CONSTRUCTION COSTS

Assumptions

For the purposes of this study, a number of assumptions needed to be made with respect to construction costs and these are among the most speculative costs in the CBA. This is because:

- No building design has been entered into, only an estimation of floor space required. Cost may vary radically according to design and level of finish;
- The nature ('greenfield' or otherwise) of any possible future building sites has not been investigated except in the most general terms. Additional costs may arise if, for instance, flood mitigation works are required or if site preparation is required in the case of using a previously-developed site;
- The final fit-out will be dependent on future determinations, taking into account a Concept Plan and building design.

To this end, recent and current building projects of a similar type have been looked at as well as indicative costing for various building types in order to arrive at an indicative figure.

It should be stressed that the quoted figure is simply a reasonable estimate of the current cost to build and fit-out a modest, modern, fit-for-purpose, single-storey museum building of this given size. Construction costs will have to be re-visited if planning for a new Regional Museum is taken further, to take into account actual building design and fit-out requirements.

Building cost considerations

Basic, functional office space can be built in the low-mid \$2000s per square metre and clearly the square metre cost of a modern museum complex will be substantially greater. The recent Orange Regional Museum in NSW (2017) was built at an all-up cost of \$7 million. This included planning, design costs, 1000 sq m building and site costs. Land valued at \$1 million was donated by the Federal Government. The site was an already-developed one in the Orange CBD and within an inundation zone. Construction had additional costs for engineering in association with a partly below-ground design and a turf roof. While exact costings have not been obtained, square metre construction and fit-out costs for the building appear to have been around \$4000 - \$5000.

The proposed new Shepparton Regional Art Museum has been costed at \$3500 per square metre including fit-out.¹⁵ The building will be a 5-storey complex, built above-ground to satisfy flood management requirements.

Building cost estimate

A reasonable estimate for the proposed Horsham Regional Museum would be \$4500 per square metre, giving a total building cost of \$7.2 million, including architectural design and complete fit-out. An extra \$1 million would be allowed for grounds works including parking, giving a total construction cost of \$8.2 million.

Other Construction Costs

Other costs include consultancies, project management costs, insurances etc. An allowance of \$1 million has been made for these.

¹⁵ *Business Case for a New Art Museum in Shepparton* – Final Report, Simon McArthur & Associates, 28 January 2015.

LAND

In the absence of a determined site for the proposed Regional Museum, land value has been estimated using market-based value for suitably-zoned and vacant land on the approaches to Horsham. Other options may be available for less capital outlay. Examples include the Expression of Interest received from the Horsham Agricultural Society for use of a portion of their land, or Horsham RCC-controlled land that may become available at some time in the future. For the purposes of a CBA, options such as these would be treated as opportunity costs at current market value and hence do not impact on the results of the CBA. Options with greater cost such as privately-owned properties with central locations have not been investigated and are excluded from the CBA.

Suitably-zoned vacant land on the favoured southern Western Highway approach to Horsham, in a 2.5 - 4 hectare lot, currently sells for around \$50,000 to \$70,000 per hectare. For example, a 4-hectare development block on the eastern side of the Western Highway with a 206m highway frontage is currently available for \$200,000 (Feb 2018). However suitable properties rarely come on to the market.¹⁶

For the purposes of this CBA, the upper figure of \$70,000 will be used. This translates to a land cost of \$210,000 for a 3-hectare block. A contingency of \$40,000, in part to cover associated costs, will be added to round out to \$250,000.

TOTAL CAPITAL COST

Construction (building and grounds): \$8.2 million

Land: \$0.25 million

Associated costs: \$1 million

Total: \$9.45 million

CASH FLOW:

Discussion:

Revenue is derived from four main streams:

- Entry and other fees – total amount is calculated from a nominal per head yield and consist of entry fees, special exhibition fees where applicable, special tour fees (not including normal guiding within the museum), fees for training hosted or carried out, income from special events either hosted or carried out, archival services fees, room rentals etc. Estimated visitor numbers are for normal entry and entry fee. Because of their nature, other fees and charges do not necessarily reflect in the estimated visitor numbers but serve to bump up the per head yield;
- Gift shop sales – set at a nominal \$100,000 per annum for the purposes of the CBA and may be conservative, depending on how the shop is stocked;
- Café lease;
- Sponsorship, fundraising, small grants etc – these depend largely on the amount of work undertaken by the relevant organisations (Horsham Historical Society and Horsham RSL).

Operational income can only be speculative, based on statistics available from Tourism Victoria, Horsham RCC, Australian Bureau of Statistics/Tourism Research Australia and data from the Horsham Visitor Information Centre, combined with models available from similar facilities. No entry prices have been set, nor program of special events, regular

¹⁶ Various properties on outskirts of Horsham, accessed online from various real estate agencies; pers comm, Tim Coller, Coller Rathgeber Property Group, Horsham, Feb 2018.

tours, merchandising arrangements, group fees, special exhibition fees, archival services fees, commissions etc.

There are many options for entry - Orange Regional Museum has opted for no entry fees and operations are subsidised by ratepayers. Similarly the Shepparton Art Museum will require a \$1 million dollar annual ratepayer subsidy to reach break-even, but this is a huge complex needing a capital outlay in excess of \$30 million dollars. Horsham RCC and its ratepayers may wish to investigate subsidy models in the future but they form no part of this CBA. No Willingness To Pay (WTP) surveys have been carried out to date. Many other museums charge a nominal entry fee while the major facilities such as Sovereign Hill can charge much larger amounts because of the huge range of programs and experiences offered.

Sponsorship and fundraising are important in the sustainable operation of many regional museums but cannot be directly addressed at this early stage of planning. If the proposal for a Regional Museum is gone ahead with, the earlier in the long lead-up time to construction that fundraising and sponsorship is entered into, the greater the benefits to the project. Any funds raised in the lead-up time cannot be anticipated and are not included in the CBA.

For Horsham, the preferred model is one that charges a modest entry fee, offers group discounts, may charge for special (travelling) exhibitions, may charge for special tours, merchandises and leases a small café. Sponsors would be actively sought, fundraising would be carried out and ratepayer subsidies would be an option of last resort in the event of unforeseen or intermittent operational shortfalls.

Ultimately, cash flow will be determined by market response to the price and quality of service including ancillary functions, the quality and interest generated by the museum displays and programs, the extent and quality of marketing, and the range and appeal of fee-based programs and merchandise available. ***The CBA assumes a very enthusiastic, active and creative management organisation and it is not simply a case of “build it and they will come”!***

Estimated revenue

In the most recent figures available from the Australian Bureau of Statistics (2010), 26% (4.5 million) of people in Australia had visited a museum in the previous 12 months. The percentage was the same for Victoria.¹⁷ In 2014, 48% of Victorian domestic overnight visitors had visited a museum or gallery, while the figure was 69% for international visitors to the State.¹⁸

The latest Horsham RC visitor number statistics are given below:¹⁹

<i>Horsham Rural City population</i>	International visitors	Domestic visitors, day-trip	Domestic visitors, overnight	Total visitors
19,801	4000	254,000	162,000	420,000

The visitors spent an average of \$186 and pumped \$78 million into the local economy.

Current available market of local and visitor persons is about 440,000 (2016 figures). An ambit goal of 40,000 visitations to the proposed museum in the first full year is reasonable, representing 9% of the currently-available market. While that may be reasonable in the short term (say, a year or two) it is not sustainable in the longer term from a total pool of 420,000 persons, even given return visitation. In order to grow the visitation as presented in the CBA, two other pools need to be tapped into.

¹⁷ *Art Gallery and Museum Attendance*, ABS, 2010. A more detailed *Libraries, Museums and the Arts* report was first compiled in 1996/97 and last updated in 2004.

¹⁸ *Cultural Tourism Market Profile Year Ending June 2014*, Tourism Victoria, 2014.

¹⁹ Tabulated figures from *Local Government Area Profiles – Horsham (RC)*, Tourism Research Australia, 2016.

The first of these is the much larger visitor pool that exists within adjacent tourism sub-regions. This may be done with targeted advertising, for instance encouraging more people visiting the Grampians to take a day trip up to Horsham. The second is from the huge traffic numbers passing through Horsham on the Western Highway every day.²⁰ While broader advertising may have some influence, it may not represent value for money using traditional media. The best strategy to tap into this market is through siting the proposed museum in a highly-visible position along the Western Highway.

Yield per head has been set at \$13 in the analysis, representing a modest entry fee (say, \$10 per adult) and an extra \$3 accumulating from other fees and charges. The extra \$3 may not seem much but it must be remembered that child entry will be less than \$10 and the yield does not include gift shop or café.

Café lease:

A grab-sample of vacant retail/office premises of similar size to the proposed small café and within the Horsham CBD returned an average lease asking-price of \$1190 per calendar month, plus GST and outgoings (Council Rates, Water Rates, Plate Glass Insurance and Public Liability Insurance). None were in prime locations within the CBD. In the museum setting, most outgoings would have to be included in the lease price, and allowance made for location. Arrangements could, for example, include a discounted lease for first three years, rising to commercial rate from the fourth year onwards, to cover a developmental period. Café fit-out may be complete, partial or none and this will affect the lease asking price.

It is not intended to calculate a recommended lease price, nor is it possible at this time. A discounted nominal lease price of \$20,000 p.a. will be used for the first three full years of operation, rising to \$25,000 in subsequent years. Café revenue and outgoings, including wages, are not included in the CBA as they do not reflect in the museum accounts.

Expenses:

Wages are costed for a minimum salaried staff of 3.7 equivalent full-time positions including Visitor Information Centre staff, but excluding café staff. Salaries are costed for a nominal Director's salary at \$100,000 with the remaining salaried positions at an average of \$60,000. Allowance is made for cost of wages (superannuation etc). Because the CBA is for the museum, wages costs of Visitor Information Centre staff are included. If the CBA was for Council's exposure, these would be deducted because staff are already employed in the existing VIC.

Advertising is costed for more in the first year of operation than for later years and all other expenditures are nominal amounts that are not untypical of museums of the proposed scale.

DISCOUNT RATE

A discount rate is applied to costs and benefits to attempt to put them on a common temporal footing. The choice is subjective and takes into account that money today is more highly valued by people than any returns in the future, as well as factoring in risk. Two rates have been applied – a high rate of 25% on terminal value, acknowledging that lots can change, and a lower general rate of 7%. 7% is quite low but recognises firstly that Regional Museums operate throughout Australia and the business models are known, and secondly that within Horsham City, competition from similar tourism/cultural enterprises is low compared to regional centres such as, say, Ballarat or Bendigo.

EMPLOYMENT

²⁰ A figure of around 5000 vehicles per day or over 1.5 million vehicles per year was passed on to this project by the Horsham RCC, Nov 2017.

Construction phase

Without building/landscape design and a construction timetable, jobs creation during the construction phase has been arrived at using general construction industry labour costs as a percentage of construction costs and the average total earnings of all people involved in the construction industry, phasing construction over 16 months. This allowance may or may not be feasible in any actual construction of the proposed Regional Museum.

Labour costs during construction: average 22% of total building costs (2014 figures, assumed to be comparable in 2018).²¹

Average total earnings in the construction industry: \$76,238 (May 2017).²²

Construction jobs for \$8.2 mill construction over one year = 22% of 8.2 million divided by 76,238 = 23.5 equivalent full-time jobs.

In construction over a 16 month period (used in CBA): 17.6 equivalent full-time jobs would be created.

Operational employment

Employment is based on 7 days/week operation.

- Café: Equivalent 2.8 full time positions minimum
- Director/Curator: 1 full-time position
- Visitor Information/Gift Shop: Equivalent 2.3 full-time positions (status quo)²³ + minimum 1.4 equivalent full-time unpaid (volunteer) positions.
- Cleaning: 0.2 full-time positions
- Groundskeeping/maintenance: 0.2 full-time positions
- Museum Volunteers: 3-person daily roster minimum = 4.2 equivalent full-time unpaid positions (guides, archive desk, conservancy, admin assistance etc).

More volunteers for the Visitor Centre and the Museum may be required in busier times (eg school holidays, special events). Final volunteer numbers can be fine-tuned as planning progresses.

²¹ *Victorian Construction – Labour Costs and Productivity*, Master Builders Association of Victoria, 4 Dec 2014 (Deloitte Access Economics)

²² Australian Bureau of Statistics, May 2017.

²³ Information from Debra Shipway, Horsham Visitor Information Centre, Jan 2018.

APPENDIX 2 - TOURISM OVERVIEW



SNAPSHOT OF HORSHAM TOURISM, 2017²⁴

Horsham & Grampians Visitor Information Centre

Calendar year 2017:
13,533 visitors walk-in; other inquiries: 14,856.

Approximate breakdown in origin:

- 40% Wimmera residents;
- 50% domestic from outside region;
- 10% overseas.

About 80% of walk-in visitors were on holidays.

Purpose:

- 9% business;
- 4% visiting friends & relatives;
- 31% staying in Horsham;
- 33% travelling through;
- 7% day trip/event;
- 5% purchasing products or planning trips.

The breakdown was similar in 2016 and the figures are probably a fair representation of Horsham tourism.

²⁴ Figures & background supplied by Horsham & Grampians VIC manager, Debra Shipway, 20/11/2017 & 17/01/2018.

Some general notes:

Visitation is year-round although there are tourism peaks during the year. Wide variety of demographics including 'grey nomads' and young couples. Families peak during school holidays. The Silo Art Trail appears to be working as a regional attraction and there are calls for extensions.

Some reasons for holiday visitation of Horsham (anecdotal):

- Have visited Grampians and take trip to Horsham;
- Stop at Horsham on the way through to Adelaide or Melbourne;
- Fishing/waterways activities (seasonal and subject to drought);
- Stay at Horsham and use as a base for exploring the region (eg Arapiles, Little & Big Deserts, Northern Grampians, Silo Art Trail).

TOURISM RESEARCH AUSTRALIA: HORSHAM RC PROFILE, 2016

Sourced from: <https://www.tra.gov.au/research/regional-tourism/local-government-area-profiles/local-government-area-profiles>



LOCAL GOVERNMENT AREA PROFILES, 2016*

HORSHAM (RC), VICTORIA
 AREA POPULATION^: 19,801



TOURISM BUSINESSES^	TOTAL
Non-employing	90
1 to 4 employees	100
5 to 19 employees	67
20 or more employees	11
Total	268

TOP INTERNATIONAL MARKETS		
COUNTRY OF RESIDENCE	VISITORS ('000)	NIGHTS ('000)
United Kingdom	np	np
United States of America	np	np
Germany	np	np

KEY TOURISM METRICS FOR HORSHAM (RC)

	INTERNATIONAL	DOMESTIC OVERNIGHT	DOMESTIC DAY	TOTAL
Visitors ('000)	4	162	254	420
Nights ('000)	36	372	-	408
Average stay (nights)	9	2	-	2

KEY TOURISM METRICS FOR HORSHAM (RC) (cont'd)

	INTERNATIONAL	DOMESTIC OVERNIGHT	DOMESTIC DAY	TOTAL
Spend (\$m)	1	36	41	78
Average spend per trip (\$)	301	220	162	186
Average spend per night (\$)	34	96	-	90
Average spend (commercial accommodation) per night (\$)	112	137	-	136

TOURISM STATISTICS FOR HORSHAM (RC)

VISITORS TO HORSHAM (RC)	INTERNATIONAL	DOMESTIC OVERNIGHT	DOMESTIC DAY	TOTAL
Reason (visitors '000)				
Holiday	3	54	117	174
Visiting friends or relatives	np	55	np	np
Business	np	31	np	np
Other	np	np	np	np
Travel party type (visitors '000)				
Unaccompanied	2	44	-	46
Couple	np	49	-	np
Family group	np	np	-	np
Friends/relatives travelling together	np	29	-	np
Accommodation (nights '000)				
Hotel or similar	np	82	-	np
Home of friend or relative	np	161	-	np
Commercial camping/caravan park	np	np	-	np
Backpacker	np	np	-	np
Other	np	79	-	np

GRAMPIANS TOURISM STRATEGIC PLAN

The *Grampians Tourism Strategic Plan 2016*, supported by the Horsham Rural City Council, lays out strategies to further develop tourism in the Grampians Tourism Region. The proposed Horsham Regional Museum can assist by offering further cultural product and increasing public awareness of cultural product within the region.