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# ARTS SPACE FEASIBILITY STUDY

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| <b>GLOSSARY OF TERMS</b> |  |                          |   |
|--------------------------|--|--------------------------|---|
| Term                     | Definition for the purpose of this document  | Term                     | Definition for the purpose of this document   |
| Arts space               | A building or space that caters for arts programs or events  | Municipal level facility | Facilities that have a catchment that is primarily within the municipal boundary  |
| Council                  | Surf Coast Shire Council   | Regional level facility  | Facilities that have a catchment that extends beyond the municipal boundary   |
| Creative industries      | Industries such as music, performing arts, film, television, radio, advertising, games and interactive content, writing, publishing, architecture, design, and visual arts | LGA                      | Local Government Area   |
|                          |  | GPAC                     | Geelong Performing Arts Centre  |
| Creative participation   | The making or doing of creative activities e.g. acting, painting   | G21                      | An alliance of government, business and community organisations across five LGAs: Colac-Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast |
| Reflective participation | The watching, looking appreciating of the arts   |                          |   |
| Local level facility     | A facility or space that primarily caters for a town or area   |                          |   |

## Executive Summary

Council has undertaken the Arts Space Feasibility Study to determine the most practical and viable option to provide for the arts needs of the Surf Coast community. The study also provides Council with the basis for the long term planning, development, and enhancement of other facilities that might cater for the arts.

The Arts Space Feasibility Study was prepared in four stages:

**Stage 1** involved the review of previous research undertaken by Council; the examination of arts participation and facility provision trends; and consultation with the local community.

**Stage 2** involved an analysis of local arts needs and of the capacity of existing facilities in the shire and the region to provide for these needs.

**Stage 3** involved an analysis of existing and possible new facilities needed to cater for the arts in the short and longer term; the implications of these options.

**Stage 4** involved the preparation of schematic concept plans and indicative costs for the type of facility that is deemed necessary to cater for the arts in line with community need and industry provision trends and guidelines.

Sixty community groups and 227 residents and visitors to the Shire took part in surveys, township 'talking posts' (4), and township meetings (4). In addition, relevant research and consultation from other Council projects was incorporated into the project.

The project found that the highest priority for arts spaces in Surf Coast Shire was for performance and rehearsal, and exhibition space that could cater for local and touring shows and exhibitions. Workshop spaces that could cater for the performing arts and the creative arts were also identified as a significant priority.

Ideally, primary spaces in an arts facility such as performance, gallery and workshop spaces must be fully functional. This necessitates the provision of ancillary spaces such as dressing rooms, green room, technical rooms, rehearsal spaces, and connecting spaces. Only then will the primary performance and exhibition spaces function as they are intended, and the expectations of visitors and users satisfied.

In addition, the provision of adequate foyer and reception, storage, loading bays, and catering areas are essential in order to optimise the functionality of the facility and address primary visitor expectations.

There are a number of facilities in Surf Coast Shire that can accommodate small-scale performing arts activities and exhibitions. These include halls such as the Globe in Winchelsea and the Anglesea Hall that have basic performing arts amenities.

Other smaller facilities such as senior citizens centres and community centres might have multi-purpose spaces but they are small and do not have the ancillary spaces required to support arts activities. A number of schools can host performing arts however they are only available outside of school hours.

Schools, public halls, and small facilities generally do not have the type and level of infrastructure needed for the scope and type of productions, exhibitions, and events now being produced locally. Nor do these facilities have the space, ancillary areas and technical equipment to attract touring shows to the area.

A functional brief was prepared to guide the design and configuration of spaces, and to quantify the type and size of spaces necessary to address community arts needs, and operational viability requirements. Bringing these inter-related activities together creates an opportunity for a vibrant community arts hub.

The project recognises opportunities associated with community halls and community centres in terms of new or enhanced facilities or programs for the arts. It also identifies arts and events opportunities associated with mobile display facilities and open space areas.

The project reviewed 10 sites in terms of their capacity to accommodate the findings of the project. Two sites were determined to have the capacity and scope to accommodate the type and size of spaces that were needed to address priority Surf Coast Shire arts requirements. - the Torquay Sport and Recreation Centre site and the Civic Centre site in North Torquay.

The Torquay Sport and Recreation Centre was deemed the preferred site for the following reasons:

- there are plans to relocate court sports from the Torquay Recreation Centre to a new 3-court indoor court stadium at the civic centre precinct in North Torquay by 2020. This will make the existing recreation centre space available for other uses.
- the proposal provides the opportunity to develop a fully integrated visitor (visitor information centre, museum) arts and cultural (library, arts space) precinct and revitalise the area with potential significant economic and township enhancement spinoffs.
- the redevelopment would help activate and revitalise an aged facility
- the site is part of an established and high profile visitor precinct, which would benefit from promotion and marketing of activities and the space
- it is consistent with key directions in the recommendations in the Sustainable Futures Plan<sup>1</sup> and the Economic Development Strategy
- the site contains existing building maintenance costs, therefore it is not creating an additional building that has to be maintained
- visitor expectations relating to proximity of entertainment and food and beverage precincts are satisfied, which would maximise expenditure by visitors
- the potential to attract funding is enhanced by an integrated multi-use community facility that builds on existing activity and infrastructure, and complements existing arts, culture and tourism activities
- the multiple entries to the Torquay township are reasonably close
- joint management of the Australian National Surfing Museum, Visitor Information Centre and Arts Centre is an efficient and effective management model.

This report notes two development options for the Torquay Sport and Recreation Centre site. The 'optimal' design option (Option 1) incorporates performance, exhibition, workshop spaces and associated ancillary spaces that optimises opportunities for the arts as well as the viability of the arts space. Importantly it addresses the primary arts and cultural needs of the community, and type and configuration of spaces is in line with current arts facility development guidelines<sup>2</sup>. It is estimated the optimal development option costs \$11.6 million.

An alternative development option, (Option 2) which has significantly reduced ancillary spaces and does not include a new foyer/reception area, is estimated to cost \$5.76 million.

The cost of constructing a facility at the Civic Centre site that has the same spaces as in the optimal development option is estimated at \$11.6 million. This does not include costs associated with any additional drainage, roadway, car parking and lighting requirements associated with a greenfield site. There is approximately \$700,000 of design and building contingencies built into the estimated cost of the refit/extension of the Torquay Recreation Centre that are over those in the cost estimate for the build on a greenfield site.

The report highlights the advantage of a fully integrated approach to the planning, design, and management of Torquay Sport and Recreation Centre and Australian National Surf Museum (ANSM), Library and Visitor Information Centre site. Previous studies have recommended the retention of an enhanced Visitor Information Centre and ANSM at the current site. For the same reasons, a key finding of this study is that this is the preferred site for infrastructure to cater for the arts and culture.



<sup>1</sup> Sustainable Futures Plan Torquay - Jan Juc 2040; Surf Coast Shire 2014

<sup>2</sup> 'Oh! You Beautiful Stage'; Victorian Association of Performing Arts Centre's (VAPAC) guidelines

There are significantly more economic development and township enhancement benefits to be derived from this, rather than separating these functions. The proposal of locating an arts facility in the Surf City Precinct encourages a secondary spend from arts facility patrons (e.g. meals, retail) in addition to that already occurring as a result of visitors to the museum and visitor information centre. This 'drives' more people into this business and activity centre in Torquay.

A fully integrated facility housing multiple arts functions would bring an exciting level of vitality and energy and has the potential to increase return to local business because of increased visitation. A well-integrated facility also has the potential to extend and increase visitations to the precinct with complementary gallery and museum activities.

The more remote Civic Centre precinct in North Torquay or other greenfield sites do not offer these significant benefits.

A development on a greenfield site that has minimal or no existing infrastructure and poor connectivity would incur the following costs, which are not required for the preferred option at the current Sport and Recreation Centre site:

- bringing services to the site, and possibly upgrading of power supplies
- hard works such as drainage, car parking and access roads
- site lighting
- additional marketing and promotion costs due to a more isolated and lower profile location

In addition, a green field site has less community activity than the Sport and Recreation centre location although it should be noted that population growth is expected in future years around the Civic Centre site in North Torquay.

An arts facility needs to be located in an environment that is inviting of, and builds on, artistic and community energy.

The key findings of the project are as follows:

1. The highest priority components for any new arts space in Surf Coast Shire are; performing arts spaces (performance and rehearsal spaces) and exhibition spaces, followed by workshop spaces. (Refer section 4.1)
2. Compared to benchmark councils the Surf Coast Shire is under supplied with performing and exhibition arts spaces. (Refer section 4.2.3)
3. The Torquay Sport and Recreation Centre is deemed to be the most appropriate site for the development of new, municipal level arts space. (Refer section 7)
4. The cost to develop an arts space at the Torquay Sport and Recreation Centre that includes performance, exhibition and workshop spaces is estimated as follows:

#### **Option 1 – Optimal Design**

- addresses community need, and is in line with current arts facility development guidelines<sup>3</sup> is estimated at \$11.6 million.

This option includes a greater range of facilities including full scale dressing rooms, green room, new foyer and technical support spaces and extends the footprint of the building to the south of the current basketball court.

#### **Option 2 – Alternative Design**

- This option contains redevelopment and refurbishment to the existing footprint of the Torquay Sport and Recreation Centre and is estimated at \$5.76 million (Refer section 8.1)
- This option does not include many of the ancillary facilities included in Option 1.

5. The cost to manage an municipal level arts space at the Torquay Sport and Recreation Centre in line with Option 1 is estimated at:

<sup>3</sup> 'Oh! You Beautiful Stage'; Victorian Association of Performing Arts Centre's (VAPAC) guidelines

- \$443,000 plus CPI from 2015 as of when the centre is fully operational
- \$250,000 plus CPI from 2015 in the year prior to opening – management, programming, promotional gear up
- \$150,000 plus CPI from 2015 in the second year prior to opening. (Refer section 9.2)

There is a small reduction in operating costs when comparing the Optimal Design option with the Alternative Design option.

6. There is an opportunity to explore a community and Council partnership to advocate for funding for a new arts space from the state and federal governments, philanthropic trusts, the corporate sector, and the community.
7. As a short-term flexible option, it would cost approximately \$32,000 to purchase a fully fitted-out mobile art exhibition facility, and \$10,000 a year to operate it. (Refer section 5.3.2)
8. There may be prospects at the Lorne Community Hub (in particular the Community House and Senior Citizens Centre) to:
  - optimise access to spaces at the hub
  - enhance spaces so they can accommodate arts activities better
  - identify management and governance arrangements that may encourage additional arts activities at the precinct. (Refer sections 4.2, 7.4)
9. There could be opportunities to enhance provision for the arts at a number of Council facilities including the Winchelsea Globe Theatre, the Anglesea Hall, the Bellbrae Hall, the Anglesea ArtHouse, and the Lorne Community House. (Refer sections 4.2, 7.4)
10. The review of the Surf Coast Open Space Strategy could consider opportunities to accommodate outdoor arts and cultural events at specific sites.

## 1. Introduction

### 1.1 Background

Community groups have made representation to Council over a number of years for a space that will meet the arts and culture needs of Surf Coast Shire communities now and into the future.

Council has undertaken the Arts Space Feasibility Study to determine the most feasible option to provide for the arts needs of the Surf Coast community.

The study provides Council with the basis for the long term planning, developing, and enhancing of facilities that will cater for the arts.

In particular, the objectives of the study are to:

- seek and understand the current and future needs for dedicated arts facilities
- investigate justifiable options for addressing priority needs
- provide short, medium and long term options for Council to consider
- provide direction on timing and levels of investment
- prepare a concept plan, indicative costs and proposed management model.

### 1.2 Torquay Theatre Troupe

In April 2014 the Torquay Theatre Troupe made formal representation to Council for a performing arts facility that could accommodate audiences of 100-150.

The proposal included two development options – the development of a new facility on a greenfield site to be determined by Council, or the refurbishment of the Torquay Sport and Recreation Centre. The proposal also proposed three tenancy options for the Torquay Theatre Troupe, two of which proposed the theatre troupe as the primary tenants.

The proposal asked that Council commit to an initial budget allocation of \$200,000 to provide the basis for seeking external funding; and the commitment to either redevelop the Torquay Sport and Recreation Centre or identify an alternative site for a dedicated arts facility.

In response, Council allocated \$25,000 in the 2014/15 to undertake the Arts Space Feasibility Study.

A recent submission to the project reinforces support from the community for a black box theatre that can accommodate the needs of local performing, creative and visual arts groups, schools, private tutors and educationalists; activities including dance, music and recital; and training programs associated with theatre production.

### 1.3 Previous Council research relevant to the project

The Arts Space Feasibility Study has been developed in consideration of the objectives of the Council Plan 2013-17, particularly the objective relating to infrastructure:

‘We are committed to understanding and meeting our community’s needs for accessible, well maintained and safe infrastructure.’<sup>4</sup>

A key strategy of the Council Plan infrastructure theme is to ‘provide clarity to the community on how a fair distribution of infrastructure will be achieved’.<sup>5</sup> A provision framework and a set of principles to guide how spaces for the arts will be developed, as proposed in section 5, will assist Council communicate how this could be achieved for arts and culture facilities.

Council has prepared a number of documents that highlight the importance of the arts to community life and the role the arts plays in strengthening communities. The current Arts and Culture Strategy<sup>6</sup> also identifies the need for indoor spaces for the arts, and potentially arts hubs.

#### COUNCIL VISION

‘Working towards an engaged, innovative and sustainable community’  
Surf Coast Shire Council Plan

#### VISION FOR ARTS & CULTURE

‘A range of diverse inspirational opportunities for the community to experience and appreciate all aspects of arts and culture. □  
Surf Coast Shire Arts & Culture Strategy

<sup>4</sup> Council Plan, p3

<sup>5</sup> Council Plan, strategy 4.1.1, p28

<sup>6</sup> Surf Coast Arts and Culture Strategy, 2009-2014



Two subsequent and major planning projects, the Torquay Jan Juc Sustainable Futures Plan and the Australian Surf Capital Study, also reinforce the need for an indoor arts space<sup>7</sup>. The primary purpose of the Torquay Jan Juc Sustainable Futures Plan is to provide options for developing town and community infrastructure based on different estimates of population growth in the Torquay Jan Juc area.

The plan recommends that if the total shire population is on track to reach 35,400 by 2040 then an arts facility would likely be required.<sup>8</sup>

Population estimates now indicate that the total population will well-exceed this level by 2031, when it is now expected to reach 44,786.

The 'Australian Surf Capital' project, was undertaken to explore opportunities to reinforce Torquay and the shire as the home of surfing in Australia. The report considers strategies to enhance the Surf City precinct in Torquay, which includes the Council owned building that accommodates the ANSM, the Visitor Information Centre, the Sport and Recreation centre and the library. . The wider precinct comprises retail outlets, hospitality venues and service / lifestyle businesses. Consultation for the 'Australian Surf Capital' project again confirmed community demand for an arts space.

The findings from a number of other documents were reviewed as part of the project and incorporated where relevant. These documents include Council's Recreation Strategy; Economic Development Plan; and Health and Wellbeing Plan; as well as regional and industry documents including G21 Economic Development Strategy; and Arts Nation-An Overview of Australian Arts.

## 2. Why are the arts important?

The arts contribute directly to the liveability of a community. Liveable communities attract newcomers and contribute to residents' sense of wellbeing and happiness. The arts provide opportunity for self-expression, reflection, and creativity. Similar to other activities that contribute to the liveability of a community, the arts also provide the opportunity for community to come together, to learn, to share, to support and to celebrate.

Arts Victoria highlights that in rural areas a strong arts community and industry can contribute to:

- community pride and identity
- participation in community and civic activities
- inclusion of other cultures
- the resilience of local economies
- personal health and wellbeing
- the liveability of communities and their appeal to potential new residents<sup>9</sup>

Two surveys were conducted as part of this feasibility study. When asked why the arts are important, the majority of respondents to the community survey<sup>10</sup> believe that the arts bring the community together (92% of respondents), they bring energy and vitality into community life (90% of respondents), and they are uplifting and provide a 'feel good' experience (79% of respondents).

Seventy-one percent of respondents stated that the arts provide an opportunity for them to meet other people, and they provide an opportunity to learn something new or different. Potential economic benefits were nominated by 68% of respondents.

**Table 1 – Top 5 benefits of the arts as identified by the project survey respondents (173)**

| Benefits of the arts |   | %  |
|----------------------|---|----|
| 1                    | They bring the community together                                       | 92 |
| 2                    | The bring energy and vitality into community life                       | 90 |
| 3                    | They are uplifting, give me a 'feel good' experience                    | 79 |
| 4                    | They provide me with an opportunity to learn something new or different | 75 |
| 5                    | Provide an opportunity for me to get out among other people             | 71 |

<sup>7</sup> Sustainable Futures Plan; Towards a Sustainable Future, Torquay-Jan Juc 2040

<sup>8</sup> Sustainable Futures Plan; Towards a Sustainable Future, Torquay-Jan Juc 2040, p44

<sup>9</sup> The Arts Ripple Effect: Valuing the Arts in Communities, p1

<sup>10</sup> Project Survey 1 - General Community Survey; Project Survey 2 - Community Groups and Practitioners Survey

Practicing or aspiring artists rated the following benefits more highly than the general community:

- meeting new people and making friends (79% artists 58% general community)
- getting out among people (78%, 67%)
- having 'my time' (35%, 24%)
- expressing their creative side (78%, 59%)

The general community rated the following benefits more highly than practicing or aspiring artists:

- arts as an alternative recreation activity for the family (62% general community, 52% artists)
- the opportunity for the family to come together (43%, 37%).

In addition to the social benefits attributed to the arts, there are considerable direct economic benefits including employment. The arts and culture sector in Victoria contributes a similar amount of economic activity as the mining, electricity, rental and hiring and accommodation and food industries.

The arts and culture sector in Surf Coast Shire is outperforming the G21 region in terms of the number of arts and culture businesses. Of the 279 arts and culture businesses operating in the G21 region, 56 or 20% are located in the Surf Coast Shire. This compares to the population of the Surf Coast Shire (28,481) representing only 11% of the G21 region (261,993).<sup>11</sup>

The surf industry is significant in this category of business, however the growth in the 'creative industry' provides a relatively new and untapped opportunity, and has the potential to be a major economic and tourism draw card.

In addition, Torquay ranks 4th in Victoria, and Winchelsea ranks 17th in terms of the percentage of local businesses in the 'creative business' sector.<sup>12 13</sup>

According to ABS data, over 1,000 jobs can already be attributed to the arts and creative industry in Surf Coast Shire. Torquay experienced 78% growth in this sector in the five years prior to 2011. This data does not include the members of the creative industry who participate in that activity in a secondary professional, or non professional capacity (e.g. teachers who are also artists).

The potential benefits associated with building a strong arts and culture offering are identified by Tourism Victoria research in terms of the 'cultural tourist'. This is the tourist who travels specifically to visit cultural and heritage attractions, and they typically attend at least 3 cultural attractions during their visit.

International cultural tourist arrivals in Melbourne grew by 5.5% between March 2011 and 2012, and the growth in this market is more consistent than the domestic culture tourist market.

International cultural tourists spend the largest amount of their money on visiting attractions. The next largest expenditure items are packaged tours, food and accommodation, retail and transport.<sup>14</sup> In 2009, Melbourne's share of Australian domestic and international cultural tourists was second to Sydney

This highlights the opportunity to build on the already high profile surf culture, build on local creative talent, take advantage of the shire's proximity to Melbourne and local attractions to create a complementary tourist offering.

## 2.1 A snapshot of local demographics

The following demographic data has been drawn from a number of sources<sup>[1]</sup>.

The current population of the Surf Coast Shire is 28,810 and estimated to rise to 44,787 by 2031, with the Surf Coast Shire being the 4th fastest growing municipality in Victoria. The projected increase in Surf Coast Shire population between 2011 and 2031 (52%) is substantially greater than the forecast increase for the G21 region (35%), regional Victoria (25%) or Victoria (39%).

<sup>11</sup> <http://www.economicprofile.com.au/surfcoast/trends/business-counts/turnover>

<sup>12</sup> 'Creative businesses'=Information, media and telecommunications; Professional, scientific and technical services; □Arts and recreational services; Rural Victoria Creative Industries Economic Study; Rural Council's Victoria; 2013

<sup>13</sup> Rural Victoria Creative Industries Economic Study; Rural Council's Victoria; 2013

<sup>14</sup> Economic Impact of the Victorian Arts and Cultural Sector

<sup>[1]</sup> Information as provided by Surf Coast Shire - Forecastid Dec 2010, [www.id.com.au](http://www.id.com.au); Municipal Public Health Plan; ABS; Census of Population and Housing, 2011; Economic Indicators Bulletin, City of Greater Geelong; Surf Coast Region Profile, Oct 2014; Economic Value of the Surf Industry to Surf Coast Shire, Dec 2014

The area of Torquay/Jan Juc has the largest population, 17,554 in 2014, and is the fastest growing area in the shire with a 4.9% increase in population between 2012 and 2013. . It is estimated that by 2031 the most significant increase in population will occur in the Torquay/Jan Juc area to take the area's population to 31,321.

The next most populous areas are Anglesea 2,469 and Winchelsea 1,586. Winchelsea has been identified as a town that is capable of supporting substantial residential growth and is the principal agricultural centre of the Shire

Holiday homes represent 42% of the shire's housing stock. Lorne, Aireys Inlet, and Anglesea have the greatest proportion of housing stock in holiday homes at 73%, 72%, and 64% respectively. There is trend toward more permanent population, which will continue in future years Holiday homes bring additional part time residents into the Shire on a regular basis. Conversion of some holiday homes to permanent residences in the longer term is taken into account in the forecast population numbers.

The Surf Coast Shire population can almost triple in peak holiday periods. Over peak nights in the summer period, Surf Coast's population swells to over 85,000. The areas that have the largest peak season populations are Torquay/Jan Juc (37,457), Lorne (16,173), Anglesea (14,741), and Aireys Inlet (8,173).

Torquay is the largest population centre and will experience the most significant growth in population will occur, and attracts the largest influx of holidaymakers. This makes it the most obvious and viable location for major community infrastructure such as an arts space.

Surf Coast Shire had a younger age profile in 2011 compared to the Geelong Region. In 2011, 25% of the population was in the younger age groups (0 to 17) and 21% was aged 60 years or older. This compares to 23.1% and 22.7% respectively for the Geelong Region. By 2031, it is forecast that the proportion of people in both these groups will be similar, around 23%, reflecting continued family growth and the ageing of the population.

Compared to state averages, Surf Coast has a higher proportion of couple families with no children as well as couple families with children aged less than 15 years. This suggests that particular consideration should be given to arts opportunities for younger age groups, families and early retirees when planning arts facilities.

People with more affluent lifestyles as a result of higher education levels and salaries generally have higher expectations relating to service and facility provision. Surf Coast residents are more likely to have a bachelor or postgraduate qualification or a diploma qualification (34%) compared to the state average (29.2%) or the regional Victoria (19.7%), and higher median wages. The Shire is one of the least disadvantage municipalities in Victoria ranking 5 of the 79 LGAs<sup>[2]</sup>. The exception is Winchelsea, which has a high level of relative socio-economic disadvantage.

The 2014 Community Satisfaction Survey conducted by the Victorian State Government indicates the community rates arts and culture facilities as the least important of the 26 services/issues examined.<sup>[3]</sup> Further, survey respondents rated Council's performance in providing arts and culture facilities at 64, the 10<sup>th</sup> highest performance score in the survey results. This demonstrates the perception that Council is seen to provide well for a range of arts and cultural needs despite a shortfall in facilities for specific arts activities such as performances and exhibitions.

The survey indicates that residents in Torquay (63), Lorne (62), and Anglesea (60) are likely to place a higher importance on community and cultural activities than Surf Coast Shire as a whole.<sup>[4]</sup> Torquay (69), Anglesea (65) rated Council's performance in terms of arts centres and libraries higher than Surf Coast Shire residents as a whole<sup>15</sup>. However, Council is considered to be performing below the state average<sup>16</sup> in terms of provision for the category 'arts centres and libraries'.

<sup>[2]</sup> SEIFA Index, <http://profile.id.com.au/surf-coast/seifa-disadvantage?WebID=10&es=2>

<sup>[3]</sup> This compares with a rating of 84 for emergency and disaster management, 82 for community decisions, 80 for population growth, and 79 for environmental sustainability

<sup>[4]</sup> Lorne rate 62 points however caution needs to be taken because of the very small sample size

<sup>15</sup> Community Satisfaction Survey 2014, p 101

<sup>16</sup> Council group: One of five self-classified groups, comprising: inner metropolitan councils, outer metropolitan councils, rural cities and regional centres, large rural shires and small rural shires.

This does not mean that specific gaps in provision for the arts should not be addressed, or that residents see the arts as unimportant. It may however indicate that residents perceive there to be higher priorities at this time.

## 2.2 A snapshot of participation in the arts

This section provides an overview of key participation trend data relevant to the project.<sup>17</sup> Discussion focuses on the activities most relevant to the project namely the visual arts; performing arts (theatre and dance); and music. It considers 'creative' participation (the 'making/doing') and 'reflective' participation (the 'watching/listening').

In Victoria the visual arts had the highest level of creative participation of all the arts sectors with a 31% participation rate. This is followed by music with a 19% participation rate.

Between 2009 and 2011 the visual arts, specifically crafts, painting and drawing, attracted the most significant increase in creative participation in Victoria (up 12% from 19% to 31% participation).

Creative participation in theatre and dance remained static at 8% in Victoria but experienced a 1% increase to 8% across Australia.

Reflective participation in the visual arts witnessed an increase in Victoria (36% to 39%) and Australia (49% to 53%) and a smaller increase occurred in Victoria in relation to attendance at music events (up 1% to 57%) while in Australia attendances remained static at 57%. Music had a larger number of attendances at events (57%) than theatre and dance (40%) and visual arts events (39%).

Participation trends in Surf Coast Shire follow a similar pattern with the community surveys indicating that creative participation was highest in the visual/creative arts, especially in painting and drawing, followed by the performing arts, especially singing and theatre.

The most popular events attended by survey respondents were exhibitions and displays (travelling exhibitions 60%, exhibitions by local artists 67%) and live theatre (professional theatre 61%, locally produced theatre 58%). The most popular of all events attended by respondents were fairs and markets (76%), many of which have a strong creative arts component.

Surf Coast Shire has a significantly higher participation in the arts than the rest of Victoria and the wider Barwon South West Region. Seventy-four percent of residents stated they had been involved in an arts activity over the last 12 months, compared to 67% for Victoria and 62% for the Barwon South West region.<sup>18</sup>

## 3. How we prepared the Arts Space Feasibility Study

### 3.1 The process we worked through

The Arts Space Feasibility Study was prepared in four stages:

**Stage 1** involved the review of previous research undertaken by Council; the examination of arts participation and facility provision trends; and consultation with the local community.

**Stage 2** involved an analysis of local arts needs and of the capacity of existing facilities in the shire and the region to provide for these needs.

**Stage 3** involved an analysis of existing and possible new facilities needed to cater for the arts in the short and longer term and the implications of these options.

**Stage 4** involved the preparation of schematic concept plans and indicative costs for the type of facility that is deemed necessary to cater for the arts in line with community need and industry provision trends and guidelines.

### 3.2 Consultation and research

The study involved extensive consultation with residents, practicing artists, community groups, and government, including:

- Research of the consultation findings undertaken for the preparation of other Council documents

<sup>17</sup> Arts and Culture in Victoria, A Statistical Overview, Arts Victoria

<sup>18</sup> Community Indicators Victoria,

- 'Talking posts' in 4 towns involving 131 people - Lorne, Aireys Inlet, Torquay, Winchelsea
- Workshops/forums in 4 towns involving 40 people - Lorne, Torquay, Winchelsea, Anglesea
- A survey of community groups and practicing artists – 111 respondents
- A survey of residents – 116 respondents
- A survey of schools
- A survey of dance groups
- Benchmarking of facilities in 6 local government areas.

It should be noted that the two community surveys were voluntary surveys. This means they were not undertaken by a randomly selected or representative cross section of the community.

The purpose of the surveys was to specifically highlight the needs of the arts and culture community, and in particular community groups that do not have access to the facilities they need.

- Over 100 of the 170 survey respondents rated the following as infrastructure priorities:
  - Performing arts space
  - Workshop/activity space
  - Exhibition space
  - Youth spaces
  - 93% and 90% respectively rate community houses/centres and public halls as infrastructure priorities

## 4. What did we find from the project?

### 4.1 Performance and exhibition spaces

Feedback from all forms of consultation carried out as part of the project provided consistent comment in terms of 'priority spaces' required for the arts.

The priority spaces required for the arts as communicated through community consultation are as follows:

- Performing arts and rehearsal space to cater primarily for local performance activities but with the capacity to accommodate small scale touring events.

Some groups indicated a need for spaces that could accommodate a medium to large audience. These groups were the exception, with the majority of groups recommending that audience space needs to accommodate approximately 300 to 350 people.

It was clearly identified that a performance space must be equipped with the relevant ancillary spaces (e.g. dressing rooms, storage, green room, catering facilities, circulation/foyer area) and equipment (e.g. lighting rigs, sound equipment, flexible seating) to make it functional

- Exhibition and display space to cater primarily for display of local works, but with capacity to accommodate small scale touring exhibitions
- Workshop space/s that:
  - can cater for the creative and visual arts as a priority
  - can cater for the performing arts e.g. rehearsal space
  - include wet areas and dry workshop spaces

The primary spaces in an arts facility such as performance, workshop and gallery spaces must be fully functional. To achieve this, the ancillary or support spaces must be well integrated and of the correct size and configuration. Only then will the primary spaces function as they are intended and be in line with user expectations and provision guidelines.<sup>19</sup> In the case of performance activities these ancillary spaces include dressing rooms, green room, technical and production rooms, and back stage facilities. In the case of exhibitions, ancillary spaces include workshops, loading areas, and storage rooms.

### 4.2 Arts Spaces/Facility provision

#### 4.2.1 Surf Coast Shire indoor community facilities

Within the shire, facilities that can cater for arts activities are limited to:

##### Schools

School facilities are generally only available after school and at weekends. As a result the extended and continuous access required for activities such as exhibitions, rehearsal and performances is not available. In addition, most schools do not have the level of technical amenities required for these activities.

##### Community Halls

Halls are multi-use facilities that are used on an ongoing basis by regular user groups. In order for arts groups to get access to facilities for the duration of a performance or exhibition, regular user groups have to be displaced. Subsequently, opportunities for theatre productions and exhibitions

| Spaces                        | %   |
|-------------------------------|-----|
| Performing arts space         | 86* |
| Arts exhibition space         | 66  |
| Arts workshop/activity spaces | 66  |
| Access to the beach/water     | 59  |
| Youth spaces                  | 58  |
| Public toilets                | 56  |
| Parks                         | 56  |
| Community houses/centres      | 54  |
| Public halls/meeting spaces   | 52  |

<sup>19</sup> 'Oh! You Beautiful Stage' (Victorian Association of Performing Arts Centre's (VAPAC) guidelines)

are severely limited. Further, these facilities do not have the level and type of infrastructure for semi-professional and professional performances and exhibitions.

Public halls that are used frequently for arts and culture activities include Winchelsea Globe Theatre, Anglesea Hall, Aireys Inlet Hall, Bellbrae Hall, Deans Marsh Hall, Freshwater Creek Hall, and Connewarre Hall.

### **Community facilities**

Facilities including senior citizens centres and community houses provide for a range of community arts activities, however their primary focus is not on the arts.

Some community centres have small spaces that cater for the arts, but these can generally only accommodate small groups. Spring Creek Community House has added exhibition and display space based on the needs of current user groups.

Most senior citizens centres cannot cater for the level and quality of performance and exhibitions being presented by the community. Their size limits the number of patrons who can attend arts and culture events.

There is however an opportunity to consider how some of these facilities may better provide for the arts in their local community.

Community facilities being used by arts and culture groups include the Torquay Senior Citizens Centre, which is home to the Torquay Theatre Troupe, the Anglesea Senior Citizens Centre, and the Lorne Senior Citizens Centre.

These local facilities are important because many of them offer arts activities, have the potential to do so or to offer new arts activities. Appendix 3 provides a list of facilities that cater or have the potential to cater for arts activities and programs

Feedback from consultation identifies a desire for greater access to workshop and studio space for the creative arts. Generally studios and workshops are provided by the private sector and occasionally they are provided in community facilities.

Further investigation is needed before any site specific recommendations could be made about the level of demand for additional or upgraded group workshop space specific to creative arts.

However, feedback from survey respondents and project meeting attendees indicates a significant level of interest in workshop opportunities. Ideally spaces would have the capacity to cater for a minimum of 15 in a workshop setup with appropriate storage for artworks and materials.

Consideration could be given to optimising underutilised spaces in appropriate community buildings.

### **4.2.2 Arts spaces in the region**

The project identified a number of facilities that cater for the arts within the region. It is important to understand the type of activities they cater for, the number of people that can be accommodated and the catchment they serve. This will ensure that new or upgraded facilities in Surf Coast Shire complement existing facilities and do not undermine the viability of existing facilities.

The following facilities play a significant role in catering for various arts needs of the Surf Coast community. They vary in terms of the catchment they serve, the proximity to the Surf Coast population centres, and the type of activities they cater for.

Of particular importance to this project is GPAC (Geelong Performing Arts Centre), a regional facility that is owned by the Victorian State Government and operated by the GPAC Trust. It has two performance spaces that can cater for audiences of 325, 750, manages a 1,500 theatre for Deakin University; rehearsal and dance studios; and gallery spaces.

A third of Surf Coast households have had contact with GPAC over the last 12 months, compared to half of Geelong households. Given the spread of Surf Coast population centres, this represents a significant number



of households and indicates that GPAC is very relevant and accessible for a large number of residents.

Colac Performing Arts Centre includes two auditoriums/halls that accommodate 344 and 250 patrons, and a gallery. The centre attracts a regular but small number of residents from Lorne, Winchelsea, and the Deans Marsh School<sup>20</sup>. Use of this centre by other Surf Coast residents is likely to be limited due to the closer proximity of Geelong and the wider choice of arts facilities and events offered there. The Colac-Otway Shire is about to review the centre to determine the need for additional facilities.

The Potato Shed in Drysdale was constructed in 2001 as a joint development between the Victorian state and catholic education sectors and the City of Geelong. It consists of a black box performance space, a foyer/exhibition space, and a number of multi-purpose and practice rooms, and is used primarily by schools during the day. Consideration is being given to doubling the size of the facility at a cost of approximately \$10.8 million. There is little evidence of substantial patronage from Surf Coast Shire residents.

The survey undertaken as part of the project indicates that a significant number of residents are willing to travel out of the region on a fairly regular basis and in particular to Melbourne, to access arts events and programs.

#### 4.2.3 Arts facilities provided by similar councils

Surf Coast Shire is described as a 'large rural' municipality in the Victorian State Government annual Customer Satisfaction Survey. Other municipalities in the large rural category include: Bass Coast; Baw Baw, Campaspe, Colac-Otway, Corangamite, East Gippsland, Glenelg, Macedon Ranges, Mitchell, Moira, Moorabool, Moyne, South Gippsland, Southern Grampians, Swan Hill and Wellington.

The Customer Satisfaction survey is a statewide telephone survey which collects feedback about each council's performance in relation to:

- community consultation and engagement
- advocacy – lobbying on behalf of the community
- customer service
- overall council direction
- overall performance

The results of the survey are then compared (benchmarked) to the results of like-municipalities and the statewide average.

Nine of these 16 large rural municipalities have, at a minimum, a municipal-level performing arts facility that includes the infrastructure to support local as well as touring productions.

Four of these nine municipalities, have regional-level performing arts facilities that cater for a catchment that extends beyond the municipal boundaries. They are buildings with highly appointed technical infrastructure, and cater for 400 to 500 patrons in their main auditorium.

The remaining five large rural municipalities have municipal-level performing arts facilities. Two cater for approximately 350 patrons (Colac-Otway, East Gippsland), two for 400+ patrons (Bass Coast, Macedon Ranges). The other, (Corangamite), caters for approximately 200 patrons.



<sup>20</sup> Information as to the residential address of visitors/patrons is not collected by the centre at this time



Four of these benchmark municipalities have gallery spaces that cater solely for permanent exhibits, touring exhibitions and displays of works by local artists.

In comparison to the nine benchmark municipalities reviewed, Surf Coast Shire is under supplied in terms of performing arts, exhibition and gallery space. This is also reflected in the 2014 Customer Satisfaction Survey<sup>21</sup>, which shows the level of satisfaction in relation to arts centres and libraries is significantly lower than the state average for benchmark councils.

| <b>LGA</b>   | <b>Shire Population<sup>^</sup></b> | <b>Area</b>            | <b>Municipal (M)/Regional (R)/District (D) level facilities</b>  | <b>Capacity of largest auditorium</b> |
|--|-------------------------------------|------------------------|--|---------------------------------------|
| Bass Coast Shire   | 31,623                              | 864 km <sup>2</sup>    | 1. Wonthaggi Union Community Arts Centre (M)<br>2. Cowes Cultural Centre (M)   | 426                                   |
| Baw Baw Shire  | 45,945                              | 4,031 km <sup>2</sup>  | 1. West Gippsland Arts Centre (R)  | 492                                   |
| Colac-Otway Shire  | 20,343                              | 3,433 km <sup>2</sup>  | 1. Colac-Otway Performing Arts & Cultural Centre (M)   | 344                                   |
| Corangamite Shire  | 15,996                              | 4,407km <sup>2</sup>   | 1. Camperdown Theatre Royal Complex (M)<br>2. Camperdown Court House Gallery & Information Centre (M)  | 250+                                  |
| East Gippsland Shire   | 43,772                              | 20,931 km <sup>2</sup> | 1. Forge Theatre (M)<br>2. East Gippsland Art Gallery (M)  | 364                                   |
| Macedon Ranges Shire   | 44,093                              | 1,747 km <sup>2</sup>  | 1. Kyneton Town Hall (M+)<br>2. Kyneton Mechanics Institute (D)<br>3. Mount View Theatre (Macedon) (D)                                       | 400                                   |
| Southern Grampians Shire   | 45,945                              | 4,031 km <sup>2</sup>  | 1. Hamilton Performing Arts Centre (R)<br>2. Hamilton Art Gallery (R)<br>3. Hamilton Exhibition and Conference Centre (Private) (R)          | 500                                   |
| Swan Hill Shire  | 9,894                               | 6,117km <sup>2</sup>   | 1. Swan Hill Performing Arts Centre (R)<br>2. Swan Hill Regional Art Gallery (R)   | 500+                                  |
| Wellington Shire   | 41,440                              | 10,989 km <sup>2</sup> | 1. Wellington Entertainment Centre (R)<br>2. Gippsland Art Gallery (R)<br>3. Maffra Exhibition Space (operated by Gippsland Art Gallery) (D) | 400                                   |
| Code:<br>M=expected to have primarily a municipal wide catchment<br>R=expected to have a catchment that extends beyond the municipality into the wider region<br>D=expected to have a catchment from part of the municipality only<br><sup>^</sup> Shire population only, catchment for the facility may be wider than this. |                                     |                        |  |                                       |

## 5. The future - Surf Coast Shire arts facility planning framework

### 5.1 Vision

Key consistent themes and aspirations throughout the consultation helped articulate a vision for providing a new purpose built arts facility:

The arts space will be:

- a purpose built arts facility that:
  - has the flexibility to cater for a number of different artistic activities
  - is functional
  - has quality equipment and furniture
- a place that is welcoming of people, of ideas, of difference

<sup>21</sup> 2014 Customer Satisfaction Survey, Department of Transport, Planning and Local Government p11, 21

- a place where people of all ages, abilities, interests, and generations can come together
- a place that is full of energy and activity, celebrates creativity, stimulates ideas and makes people happy
- an important social, cultural, and economic asset
- a place that reflects the beauty of the environment and the diverse community.

## 5.2 The principles that underpin the planning of arts facilities

The following principles have guided the project and will be considered when making future decisions in relation to the provision and upgrading of arts spaces.

1. Council plays a key role in providing spaces for arts and culture. However, other organisations, including private enterprise and community associations, also have a role to play.
2. A purpose designed arts space is required to ensure the specific requirements of the arts can be met, particularly in relation to:
  - uninterrupted periods of access (e.g. rehearsal, set-up through to performance and post-performance)
  - technical requirements associated with specialist lighting, sound, special effects
  - the integration of spaces required for the operation of arts facilities e.g. specific relationship of the dressing rooms, stage, back-of stage, technical workshops with each other
3. Consideration will be given to the development of new spaces for the arts and the upgrading of existing spaces based on:
  - there being a real and justified level of demand
  - the wider social, economic, urban enhancement / renewal benefits that might result from the proposal
  - the opportunity to minimise development costs by integrating with existing infrastructure
  - operational viability as determined by costs associated with management; marketing; asset renewal and maintenance; user subsidies etc.
  - there being minimal adverse impact on existing arts facilities and any proposal complements existing facilities
4. Arts facilities should be co-located with complementary activities at a high profile site with a large population catchment. This will optimise opportunities and benefits associated with:
  - the profile of the arts space
  - sharing of staff and associated skills
  - cross promotion and marketing, including branding
  - minimising the duplication of amenities and operational infrastructure
  - sharing of spaces including overflow spaces and use of flexible use spaces
5. Development of an arts space should:
  - be located within a community, economic and/or tourism hub that has a complementary and mutually beneficial offering
  - be scoped and designed in consideration of other major facilities in the region so facilities do not undermine each other
  - be located in Torquay where the main population centre is based and the highest population growth is expected.
6. Facilities across the shire will vary in terms of the type of arts programs they offer or can cater for. This



may mean some towns may not have the same access (e.g. type of facility, type of activities, and proximity of facilities) to arts facilities, as do other towns. This will deliver a diverse arts offering across the shire.

7. The development of arts facilities may be staged depending on the cost of constructing and operating the facility. Funding may be required from Council, community, philanthropic, state and federal government sources
8. A purpose built and municipal level arts space will generally be managed by professionally trained staff and supported by volunteers. A Community Reference Group may be established to provide support and feedback on key directions proposed for the arts space.
9. Council may consider tenancy agreements for organisations occupying smaller local facilities that cater primarily for the arts.

### 5.3 Guidelines for arts facility provision

Facility provision guidelines describe the type and level of arts spaces that Council will consider for a given catchment (e.g. a township, the shire, the region). Guidelines also provide an indication of the type of spaces (e.g. gallery, workshop rooms) and the amenities (e.g. lighting, wet and dry areas) that these spaces require.

Facility provision guidelines are important because they minimise the inadvertent duplication of facilities, and ensure a variety of arts opportunities in a region. These guidelines also consider financial viability and facilities provided by the private sector.

For example, if a new township multi-purpose community centre is to incorporate spaces for the arts, then these spaces should not unnecessarily duplicate existing spaces or undermine their viability. Similar consideration should be given to the impact of any proposed upgrade to an existing facility.



### 5.3.1 Proposed planning framework for indoor arts facilities

Table 4 provides a framework for the planning of arts related facilities in Surf Coast Shire. The framework describes the extent to which these facilities may cater for the arts and the type of spaces and features that might be expected at each 'level' of facility.

The framework will continue to be reviewed to ensure that it addresses community needs as these needs and facility provision change over time.

**Table 4 - Facility provision framework**

#### **Category 1A - Local Community facilities - Flexible, multipurpose community space that may accommodate arts activities**

- Catchment: Caters for a local area/township catchment
- Primary offering for the arts – workshop space for small to medium groups
- Examples: Torquay Senior Citizens Centre, Lorne Community House

These facilities are generally managed by a committee of management and may offer learning/education, leisure, social, and information/referral programs for different age groups.

These spaces are designed for general community use. They do not necessarily have spaces that are designed specifically to cater for the arts, but as in the case of a community house, there may be arts specific spaces included.

Facilities in this category are generally managed:

- by a committee appointed by Council e.g. Torquay Senior Citizens Centre, Lorne Community House, Winchelsea Globe Theatre, Anglesea Hall
- under a lease or license agreement with Council e.g. Anglesea Art House

For these facilities Council may consider making a contribution to:

- the operation of the facility, but generally does not
- the planning and development of these facilities depending on the role they play in providing for community needs
- the upgrade or renewal of spaces in the facilities to enhance arts opportunities, if this is in line with the core activities of the facility

If a facility does have an arts specific space then it should have the requisite infrastructure (e.g. store rooms, wet areas) and be functional for the intended arts activity as described below:

- For Performance space
  - Small stage area with appropriate and safe access and good connectivity to adjoining spaces e.g. stage wings, change rooms, storage rooms etc.
  - Lighting/sound – connections for temporary lighting installations and sound equipment
- For Display space
  - Space (including storage space) for display panels. May have display mounting tracks
  - Natural and artificial lighting
- Workshop/classroom space
  - Wet and dry areas; Indoor/outdoor areas
  - Storage (e.g. for easels, materials)
  - Common areas in line with the core activities of the centre e.g. catering/kitchen, change room and internal toilets, foyer area
- Common areas such as kitchens, toilets and administration areas, car parking

**Category 1B - Local facilities - Schools**

- Catchment: Caters for a local area/township catchment
- Primary offering performing arts facilities e.g. recitals, choral events, very limited performance e.g. dance

The community can apply directly to schools for the use of facilities

Council generally does not contribute to the development of arts spaces on school grounds because of limited access for the community.

**Category 2 - Municipal co-located arts spaces**

- Catchment: Shire wide / sub regional
- Example: No examples exist in the Surf Coast Shire. The proposed Surf Coast Arts Space discussed later is an example of this category of facility. Colac Performing Arts Centre and the Drysdale Potato Shed are examples in the region

The facility may include a combination of spaces or a flexible space that can be used for multiple dedicated arts activities e.g. performance/rehearsal space/s, performance/ exhibition space/s

- For Performance space
  - Small stage area with appropriate and safe access and good connectivity to adjoining spaces e.g. small stage wings, change rooms, storage rooms etc.
  - Lighting/sound – connections for temporary lighting installations and sound equipment
- For Display space
  - Space (including storage space) for display panels. May have display mounting tracks
  - Capacity to control natural light and may have basic display lighting
- For Workshop space
  - Wet and dry areas; Indoor/outdoor areas
- Other facilities
  - May have an expanded number of spaces that are designed primarily for the arts but can be used for other activities.
  - May have workshops and studios e.g. sound and recording studios.
- For Common areas
  - Storage – Extent and type is determined by level and type of activity proposed
  - Catering/Kitchen areas area e.g. Community, semi-commercial, commercial kitchen
  - Amenities - change room and internal toilets. Size is to be determined by type of use to be incorporated
  - Foyer e.g. audience/visitor reception. Size is to be determined by type of use to be incorporated
  - Heating/cooling
  - Disability access
- This type of facility requires very active programming/management

**Category 3 - Regional Arts facilities**

- Catchment: Regional +
- Example: Geelong Performing Arts Centre
- Multiple large and small auditoriums catering up to 1500 patrons, large rehearsal spaces, functions rooms, exhibition spaces, studio spaces and administration spaces
- May have workshops and studios e.g. sound and recording studios
- Depending on technical specifications and infrastructure may range from a 2-star to a 4-star theatre as identified in 'Oh! You Beautiful Stage' (Victorian Association of Performing Arts Centre's (VAPAC) guidelines)

### 5.3.2 Planning for other spaces that cater for the arts

The project identified alternative opportunities to support the growth and development of the arts, including a number of non-permanent facilities that can complement and enhance the range of facilities catering for the arts.

These facilities may include:

- Commercial or retail sites such as warehouses and shops
- Mobile facilities such as the Ballarat City Council 'ContainArt Mobile Gallery' and the Maribyrnong City Council 'Creative Containers' (for community hire)
- Temporary structures such as marquees
- Outdoor areas that have design and amenity features that can incorporate use by arts activities e.g. outdoor performance and audience spaces, spaces that can accommodate temporary structures.

It is important that Council's open space planning considers how and where provision for these activities can be incorporated, and that the relevant services are available to support them.

It was not the purpose of the project to provide detailed direction in relation to these opportunities.

However, consideration can be given to them, particularly in terms of the benefits associated with taking the arts to more remote areas in the shire and to special events.

## 6. The functional brief

The purpose of the project is to identify the type of space required to address priority arts needs and to determine the feasibility any facility over time.

The functional brief describes the type of spaces that need to be included when preparing the preliminary schematic design of the building that accommodate the arts.

The functional brief is prepared in response to the research, which in this case, has identified a priority need for performance and exhibition space.<sup>22</sup>

The functional brief lists the key components that should be considered in developing new arts facilities to ensure the facility functions as it should.

The functional brief also lists the additional components required to enable the effective management of the facility, and for it to achieve its operating potential. The following summarises the spatial requirements for each of the functional areas for the proposed facility.

### Key Functional Area – Performing Arts Space

Spatial requirements

- Flexible performance area (black box) – suitable for theatre, dance, music recital, touring shows etc.
- Back stage areas including dressing rooms (2); toilets; wardrobe; general store; hirers equipment store; technical workshop (technical and backstage staff); lighting and sound equipment store rooms; scenic dock; and loading dock
- Audience area to cater for 250-350 people



<sup>22</sup> Refer section 4.1

### Key Functional Area – Exhibition Space

- Spatial requirements
  - Dedicated exhibition space
  - Exhibition store room
  - Exhibition workshop

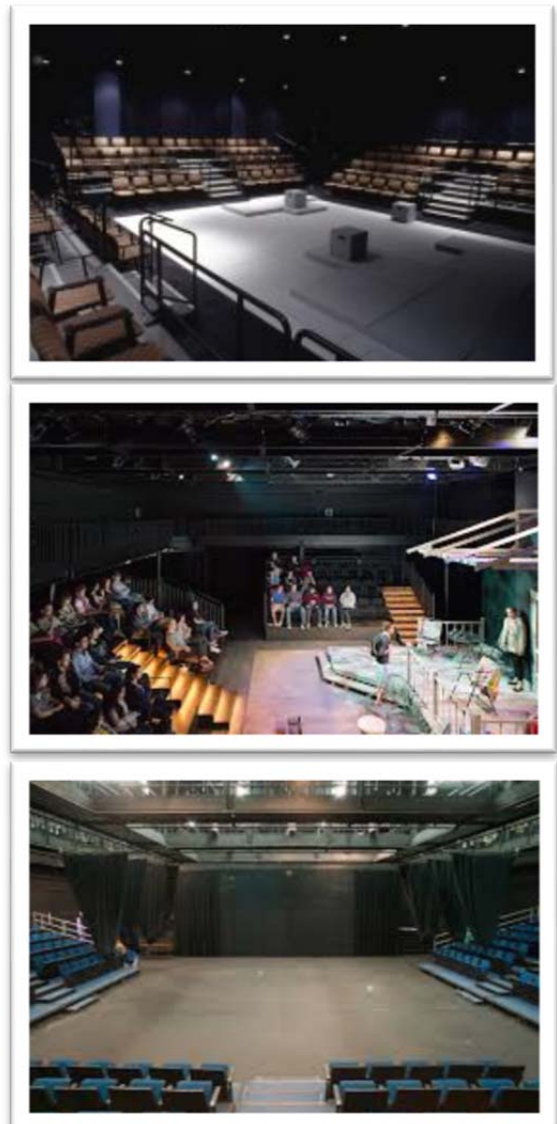
### Key Functional Area – Studio/workshop facilities

- Spatial requirements
  - Dance/rehearsal studio
  - Workshop spaces

### Key Functional Area – Front of house

- Spatial requirements
  - Foyer / open gathering/reception area to accommodate 150 people
  - Box office
  - Centre administration offices inclusive of managers office, admin office, staff room and technical managers office, hirers desk
  - Amenities
  - Storage
  - Kitchen server/bar
  - Cleaners store room
  - Plant room

Appendix 1 contains the detailed functional brief.



Examples of black box theatres

## 7. Site opportunities and assessment

Eleven facilities and/or sites were evaluated in terms of their potential to accommodate the findings of the project, and in particular the functional brief.

Sites were initially evaluated against 3 criteria to identify if the site:

- was available or could be obtained
- had the space to accommodate the requirements of the functional brief
- had the potential for future expansion if required

Two sites were identified as having the potential to accommodate the requirements of the functional brief. These are the Torquay Recreation Centre and a greenfield site at the Torquay Civic Centre precinct.

These two sites were then evaluated against 31 criteria to determine the site that presented the most viable opportunity to address the priority arts needs.

Appendix 2 contains the assessment scorecard.

The 11 sites reviewed in terms of their capacity to accommodate the requirements of the functional brief:

- Torquay Sport and Rec Centre
- Torquay Civic Centre site
- Anglesea Community Hall
- Bellbrae Hall
- Globe Theatre/ Winchelsea Hall
- Anglesea Art House
- Lorne Community Centre/Hub
- Winchelsea Community House/Senior Cits Centre
- 'The Hub' Winchelsea Rec Reserve
- TIA Hall
- Torquay Senior Citizens Centre

### 7.1 The preferred site – Torquay and Sport and Recreation Centre

The Torquay Sport and Recreation Centre was considered the most beneficial option and preferred option for the development of any future arts space for the following key reasons:

- there are to construct a new 3-court indoor court stadium at the civic centre precinct in North Torquay by 2020. This will make the existing recreation centre space available for other uses
- the site provides the opportunity to develop a fully integrated visitor (visitor information centre, museum) arts and cultural (library, arts space) precinct and revitalise the area with potential significant economic and township enhancement spinoffs
- the redevelopment could help activate and revitalise an aged facility
- the site is part of an established and high profile visitor precinct, which can benefit promotion and marketing of activities and the space
- it is consistent with key directions in the recommendations in the Sustainable Futures Plan<sup>23</sup> and the Economic Development Strategy to strengthen the Surf City Precinct
- the site contains existing building maintenance costs, that is, it does not require an additional building that has to be maintained
- visitor expectations relating to proximity of entertainment and food and beverage precincts are satisfied, which would maximise expenditure by visitors in the town centre
- the potential to attract funding would be enhanced by an integrated multi-use community hub that builds on existing activity and infrastructure, and complements existing arts, culture and tourism activities
- the multiple entries to the Torquay township are reasonably close
- joint management of the ANSM, Visitor Information Centre, Library and an Arts Centre is an efficient and effective management model.

<sup>23</sup> Sustainable Futures Plan Torquay - Jan Jun 2040; Surf Coast Shire 2014





The 'Australian Surf Capital Project' recommended that the museum and Visitor Information Centre be retained at the ANSM site rather than be relocated to the Civic Centre precinct for similar reasons.<sup>24</sup>

The sport and recreation centre will not become available until at least 2020. This is when the activities within the building are expected to be relocated to a new recreation centre at the Civic Centre precinct. This should not hold up planning for the arts space because the interim period can be used for the detailed site planning, design and fund-raising.

## 7.2 Torquay Civic Centre precinct / Greenfield site

The Torquay Civic Centre precinct was the less preferred site because:

- the site is located away from the town centre. Therefore, it does not have the benefits associated with being part of a more closely aligned visitor, tourism, and community hub that offers allied services and experiences expected by visitors to arts activities
- the precinct being primarily a sporting precinct and does not offer the type of amenity and associated services and visitor opportunities that is optimal for an arts precinct
- the site does not present the same opportunities for integration with other buildings that offer complementary services
- there is less opportunity for integrated management of facilities and the associated benefits of this (e.g. between ANSM, arts space, Visitor Information Centre and Torquay Library)
- the site is more isolated in terms of connectivity from Central Torquay
- the option creates an additional major facility for Council to maintain.

If an alternative greenfield site is to be considered then evaluation of the site should be undertaken. This will ensure that the impact of the site on the operational viability and construction costs of the arts space is fully understood.

<sup>24</sup> Australian Surf Capital report, p11

A development on a green field site that does not have any existing infrastructure would incur the following costs, which are not required for the preferred proposed site:

- bringing services to the site, and possibly upgrading of power supplies
- hard works such as drainage, car parking and access roads
- site lighting

In addition, a greenfield site has less community activity than the Sport and Recreation Centre at Civic Centre site in North Torquay. An arts facility needs to be located in an environment that is inviting of, and builds on, artistic and community energy. Ideally, this location is in a town centre precinct.

The cost of building a new facility on a green field site, that accommodates the requirements of the functional brief, is estimated at \$12.32 million

This does not include any costs associated with any additional drainage, roadway, car parking and lighting requirements.

A detailed breakdown of costs is provided in Appendices 5.

### **7.3 Integrated planning and management of the Torquay Sport and Recreation Centre and Surf World site**

There is merit in considering a fully integrated approach to the planning, design, and management of Torquay Sport and Recreation Centre and ANSM site. Previous studies have recommended the retention of an enhanced Visitor Information Centre and ANSM at the current site. For the same reasons, this study identifies that future arts and culture facilities should be developed at the site.

There are significantly more economic development and township enhancement benefits to be derived from this, rather than separating these functions. Locating an arts facility in the Torquay township can encourage a secondary spend (e.g. meals, souvenirs) in addition to that already occurring as a result of visitors to the museum and visitor information centre. This 'drives' more people into a business and activity centre in Torquay.

A fully integrated facility housing all functions would bring an exciting level of vitality and energy to the town centre and extend the hours of activity and spinoff for business. It can offer the opportunity for extended and closely aligned visitor experiences (e.g. gallery and museum).

The more remote Civic Centre precinct site does not offer these additional and significant benefits.

On a building construction and operational level there are significant potential benefits, particularly those associated with:

- opportunities to minimise the duplication of common spaces such as toilets, dressing rooms/change rooms, catering and bar facilities kitchen/bar facilities, foyer/reception areas, services and plant infrastructure
- opportunities to extend activities e.g. exhibitions
- economies of scale relating to marketing and promotion etc.
- an integrated management model particularly in relation extension of operating hours, after-hours access, administration, backfill of staff
- integrated management of volunteers and providing a variety of opportunities
- opportunities to minimise costs associated with the maintenance and renewal of multiple standalone buildings
- profile and branding of an arts, culture and tourism precinct.

Depending on long-term plans regarding the ANSM and/or Visitor Information Centre, it may be worthwhile to consider opportunities to extend the building beyond the footprint of the building or redevelop the entire building. A cost-benefit analysis would need to be undertaken before this step was taken.

### **7.4 Opportunity to enhance provision for the arts at other facilities**

Information gathered through this study can form the basis of further arts and cultural strategic planning pertaining to facilities and activity. Council can consider this information for future resource allocation and planning to upgrade facilities.

The Arts Space Feasibility Study identified several key sites that may have the capacity to better accommodate existing activities or accommodate new activities. These sites include but are not limited to:

- Lorne Community House
- Lorne Senior Citizens Centre Hub
- Bellbrae Hall
- Winchelsea Globe Theatre
- Anglesea Hall
- Anglesea Art House

Further consultation with the local community is needed to explore the opportunities identified as part of this project, and determine the level of need and priorities in terms of activities and associated building works.

Once this is done an estimate of costs to achieve the vision for each facility can be determined, and a cost-benefit assessment undertaken in line with Council's social, economic, health and wellbeing, and infrastructure objectives.

The project also identified other facility opportunities that could enhance provision for the arts, including those associated with:

- Open space areas. Consider specific open space areas are appropriately designed and have the appropriate amenities (e.g. power, natural and or built shade, water, proximity to toilets, parking etc.  
Opportunities associated with open space areas should be considered in line with the objectives of the Surf Coast Open Space Strategy
- Mobile facilities such as the Ballarat ContainArt Mobile Gallery' and the City of Birmingham Mobile Art Unit<sup>25</sup>



<sup>25</sup> <https://www.birminghambeheard.org.uk/economy/culture-commissioning-mobile-arts-unit>

## 8. Schematic site plans – Torquay Sport and Recreation Centre site

The schematic plan on the following page incorporates the spaces identified to address the arts and culture space requirements (section 4) and the corresponding functional brief (section 6).

It provides the optimal design (Option1) for incorporating performing arts and exhibition spaces into the site. This scenario involves extending the building to the south of the current basketball court in order to incorporate the spaces required for professional and semi-professional performances and exhibitions.

The spaces included in this extension are essential for the optimal functioning of the arts space, to attract professional touring shows and exhibitions, and to optimise opportunities associated with theatre education and training.





Surf Coast Shire Council  
 Arts Space Feasibility Study  
 Proposed Floor Plan  
 May 2015 1:300 @ A3 1562  
 williams ross architects

02  
 FEASIBILITY STUDY

## 8.1 Capital costs

### 8.1.1 Option 1 - Optimal design option

The estimated cost of refitting and extending the Torquay Recreation Centre in line with the functional brief and the schematic plan is \$11,612,000. This estimate provided by a Quantity Surveyors Wilde & Woollard and includes:

#### **New Building Works**

Including new foyer, rehearsal room, plant room, instrument storeroom, dressing rooms (2), toilets, storage, sound locks, rear stage area, loading dock

#### **Works within existing building**

Including gutting a stripping; demolition; refit for new theatre, gallery, workshops, administration and catering areas, retractable seating

#### **External works**

Including Relocating existing gas tank; Removing existing paving / bitumen; minor landscape works; allowance for services

#### **ESD (Environmentally Sensitive Design) inclusions**

#### **Design and construction contingencies and professional fees**

#### **Equipment and furnishings**

**TOTAL Excluding GST (Rounded) 11,612,000**

#### **Analysis**

|  |                |
|--|----------------|
| Building Cost  | \$3,241 per m2 |
| Construction Cost (includes external works and contingency)                                    | \$4,532 per m2 |
| Project Cost (includes professional and authority fees, loose furniture and theatre equipment) | \$5,314 per m2 |

#### **Exclusions**

- GST
- Poor ground conditions and rock excavation
- Diversion or relocation of existing major in-ground services
- Any works to the museum apart from minor adjustments to create a secure entry
- Any works to adjacent library building
- Relocation costs
- Temporary accommodation
- Additional costs to stage or sequence the works

A detailed breakdown of estimated costs is included in Appendix 4.

### 8.1.2 Option 2 - Alternative design option

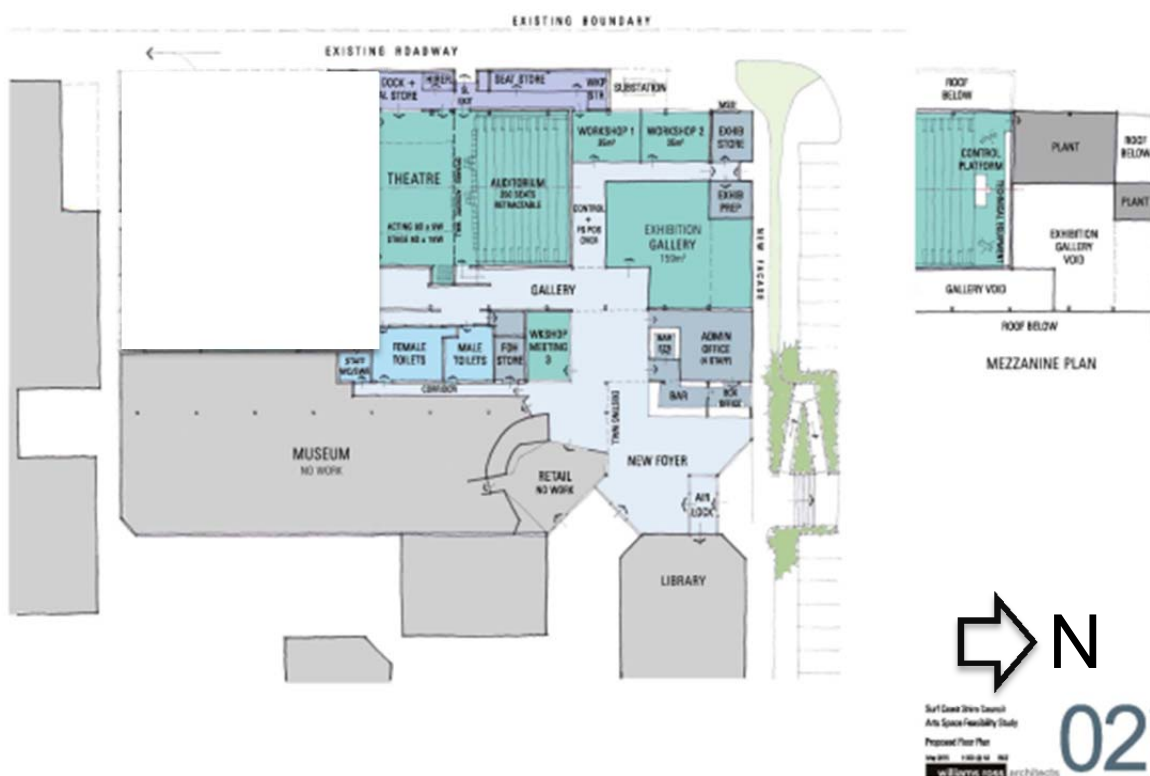
The estimated cost of containing provision of performing, exhibition, and workshop spaces to the existing footprint of the Torquay Sport and Recreation Centre is \$5,757,528. This figure is an estimate only and is based on the breakdown of costs as provided by the quantity surveyor for Option1. It is not a figure provided specifically for this design.

This alternative development option excludes all the spaces to the north of the existing basketball court including:

- Dressing rooms
- Technical rooms and store rooms
- Green room
- Rehearsal room

It also excludes the new foyer and bar facilities.

### Indicative Alternative Design



## 9. Arts space operational plan and management

It is critical to agree on a set of principles as to how the facility will be operated and managed and determine the facility management structure. Consideration should be given to appointing key members of the operational before the detailed design phase of the project commences.

Management and design teams can then work hand in hand to fine tune design elements in order to optimise management and operational efficiency.

Investigation of other facilities benchmarked for this project verifies that dedicated arts spaces must be constantly activated. This ensures facilities operate as sustainably as possible and become vibrant community assets.

The draft operation budget for the proposed arts space is based on the following understandings:

- Future, dedicated arts spaces will be professionally and actively managed
- Management should be progressively put in place at the design phase of the project
- Access

- the space should be available after hours
- after hours events may have to be supervised by the exhibition / performance representative if costs are to be contained. This would be dependent on the nature of the activity and risk and safety considerations
- Consideration should be given to opportunities to minimise costs to users including:
  - self-managed access for agreed activities and times
  - training of volunteers who can then operate agreed equipment
  - These strategies should be reviewed and be subject to risk management and equipment security consideration
  - cleaning of some spaces at some times should be the responsibility of the user group
- There should be a scale of fees for use of the space/spaces
  - The amount of cost the user generates for example staff hours, equipment use and utilities use
  - Fees should take into account the capacity of users to pay, and the extent to which the user and activity is assisting Council to achieve arts and cultural objectives
  - Community groups may have to pay additional for out of hours access to the building or support, particularly technical support
- User groups may have to be responsible for the curating of the arts space
- Users should not generally be allocated individual storage or administration space other than for the duration of their activity session/period. Insurance of equipment remains the responsibility of the user group
- Equipment purchased by groups for use in the facility and for permanent storage in the facility should generally become the property of the centre and should be maintained by the centre. Replacement should be by agreement
- Management should generally be responsible for:
  - touring events and centre-auspiced events, including setting of entry fees.
  - recruitment, training and delegation of volunteers
  - the bulk of cleaning of the facility
  - maintenance of the building
  - maintenance of equipment
  - the marketing of Council managed events
  - maintaining the centre's communications and marketing activities
  - assisting with the promotion of community activities and events
  - providing advice and training to users
- User groups are likely to be responsible for
  - providing marketing material for their events
  - relevant insurances
  - ensuring their members respect the space and damage caused by inappropriate use or behaviour of associated attendees
  - ensuring representatives are appropriately trained in the uses of the space and associated equipment
  - other responsibilities agreed as part of the usage or hire agreement

These understandings or conditions of use should be reviewed as operational requirements are refined and change over time.



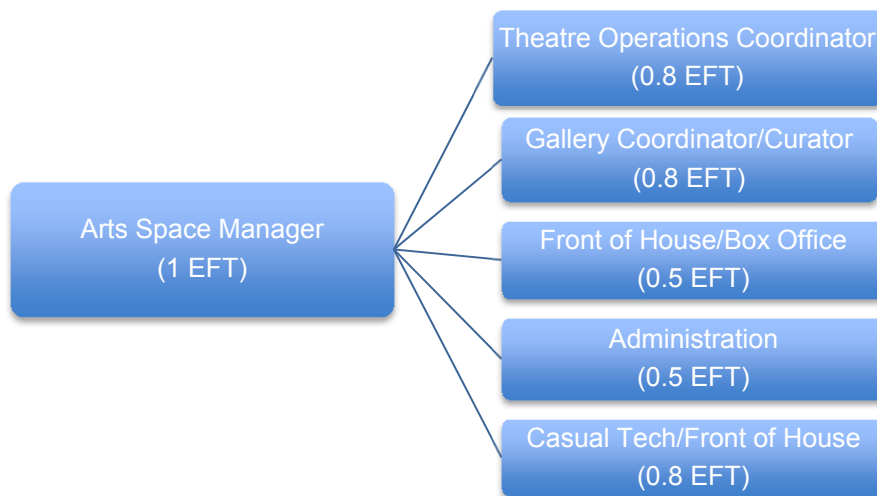


## 9.1 Management

The proposed management structure and associated costing is based the management team required to meet management and programming needs of the optimal design (Option 1) described in section 8.1.1. A small reduction in operating costs is expected the alternative design (Option2) described in section 8.1.2. Savings would largely relate to services, cleaning and maintenance. Income would be reduced because there would be fewer spaces available for hire e.g. the rehearsal room and the foyer/walkway gallery.

Active (strategic) programming of the space is a key success factor of any purpose built art space. Programming should consider balance of community, commercial, and facility driven entrepreneurial programming.

An indicative management structure is as follows:



## 9.2 Cost of Operation

In order to develop the indicative operational budget, a number of assumptions have been made in relation to fees and charges, and reasonable (conservative and achievable) levels of use. The fees and charges outlined in this section are based on the optimal design at the Torquay Sport and Recreation Centre.

### 9.2.1 Assumptions and rationale

#### General

- The venue should be available for hire/programmed with events seven days a week
- Annual availability for all events and activities is 49 weeks. This allows for a 3 week block of maintenance/down time
- Community and commercial rates of hire should be established. Community means an incorporated 'not for profit' community group or organisation, whose primary aim is to provide services that are of benefit to the community. Commercial means an individual, group of individuals or organisation that does not meet 'not for profit' status as fined by the Australian Tax Office.

#### Theatre

- The theatre must be hired for a minimum 3 hour block
- 2 days per week needs to be allowed for bump in/out. 49 weeks is 245 rentable/activity theatre days.
- The maximum number of hire slots for the theatre is 245 whole days. Basing usage levels on maximum use is not considered realistic
- A reasonable level of use is based on 50% use of available time by year 3 (this is optimum use for most theatres)

- Of the available 122 days of hire opportunity, approximately 50% would be for community hire, 40% would be commercial hires and 10% for entrepreneurial programming that brings/tests new/alternative programming at the centre.
- Use/hire of the theatre for performance/rehearsal includes free use of the green room and dressing rooms

### Gallery space

- The gallery spaces must be hired for a minimum 4-week block. This includes for 5 days bump in/bump out. Four weeks allows for reasonable planning/prep times between exhibitions, maximises value for the hiring artist, minimises curation costs, and provides frequent enough changeover of exhibitions to encourage frequent visitations.
- This means that would be 12 exhibitions slots for each gallery annually.

### Rationale for proposed fees and charges and assumed hours of use

The assumed hours of use and scale of fees is based on the following:

- Feedback from 60 artists and arts groups<sup>26</sup>:
  - in terms of the number of times they stated they were likely to use a facility, and the fees they stated they would pay to pay for use of a space
  - feedback from artists and arts groups that indicates a reasonably high level of use of an arts space
- Benchmarking research and industry experience/knowledge in terms of the fees and charges at other centres
- The arts space would be actively programmed. It is unreasonable to expect the same level of use if the arts space is not proactively programmed.

#### 9.2.2 Fees and Charges

| Spaces                                  | Community | Commercial | Per rate                                |
|---|-----------|------------|---|
| Theatre in performance/rehearsal mode   | \$66      | \$150      | per hour (min 3 hour block)             |
| Theatre not in performance mode         | \$33      | \$117      | per hour (min 3 hour block)             |
| Green Room                              | \$22      | \$45       | per hour (free if part of theatre hire) |
| Dressing Rooms 1 & 2                    |           |            | included with theatre hire              |
| Rehearsal/Dance Studio                  | \$30      | \$52       | per hour                                |
| Rehearsal/Dance Studio - half room mode | \$20      | \$40       | per hour                                |
| Main Gallery                            | \$400     | \$460      | per week (min. 4 week block)            |
| Walkway Gallery                         | \$200     | \$230      | per week (min. 4 week block)            |
| Workshop 1                              | \$12      | \$21       | per hour                                |
| Workshop 2                              | \$12      | \$21       | per hour                                |
|   |           |            |   |
| <b>Services</b>                         |           |            |   |
| Technician/Venue Manager                | \$38      | \$38       | per hour                                |
| Casual technician or front of           | \$33      | \$33       | per hour                                |

<sup>26</sup> Arts groups and practicing artists survey, Arts Space Feasibility Study

| Spaces                                    | Community | Commercial | Per rate    |
|---|-----------|------------|-------------|
| house staff                               |           |            |             |
| Cleaning                                  | \$77      | \$77       | per session |
| Room changeover/set-up                    | \$77      | \$77       | per session |
| Induction/training session for new hirers | \$66      | \$77       | per session |

### 9.2.3 Reasonable level of use

The following levels of use are projected as reasonable by year three of the centres' operation.

| Estimated events  | No. of 'events' | Rate \$ | Hrs/wks per event | Hire Income \$ |
|---|-----------------|---------|-------------------|----------------|
| <b>Theatre: Performance Program</b>                         |                 |         | hours             |                |
| Entrepreneurial Program                                     | 12              | 0       |                   | 0              |
| Theatre: Hiring Program                                     |                 |         |                   |                |
| Community performance                                       | 31              | 66      | 3                 | 6,039          |
| Commercial performance                                      | 24              | 150     | 3                 | 10,980         |
| <b>Theatre: Functions and Events</b>                        |                 |         |                   |                |
| Community awards nights, School speech nights/graduations □ | 31              | 33      | 4                 | 4,026          |
| Conferences, awards, presentations, expos                   | 24              | 117     | 4                 | 11,419         |
| <b>Galleries</b>  |                 |         | weeks             |                |
| Main Gallery - community                                    | 6               | 400     | 4                 | 9,600          |
| Main Gallery - commercial                                   | 6               | 460     | 4                 | 11,040         |
| Walkway Gallery - community                                 | 6               | 200     | 4                 | 4,800          |
| Walkway Gallery - commercial                                | 6               | 230     | 4                 | 5,520          |
| <b>Rehearsal/Dance Studio</b>                               |                 |         | hours             |                |
| Community activity  | 93              | 30      | 4                 | 11,100         |
| Commercial activity   | 93              | 52      | 4                 | 19,240         |
| <b>Workshops 1 &amp; 2</b>                                  |                 |         | hours             |                |
| Community activity  | 94              | 12      | 3                 | 3,375          |
| Commercial activity   | 31              | 21      | 3                 | 1,969          |
| <b>Green Room</b>   |                 |         | hours             |                |
| Community hire  | 8               | 22      | 3                 | 503            |
| Commercial hire   | 6               | 45      | 3                 | 824            |
| <b>Totals</b>   | 470             |         |                   | 100,435        |

### 9.2.4 Indicative operational budget

The indicative operational costs for the Surf Coast Arts Space are as follows:

| Indicative Operating Budget           | Total      |
|---------------------------------------|------------|
| <b>EXPENDITURE</b>                    |            |
| Salaries & On-costs                   | 371,088    |
| Services (power, cleaning etc.)       | 82,500     |
| Maintenance                           | 25 000     |
| Expenses (stock, insurances, IT etc.) | 42,100     |
| Administration Costs                  | 13000      |
| Production                            | 148,000    |
| Total Expenditure                     | \$681,688  |
| <b>INCOME</b>                         |            |
| Ticket Sales                          | 45,750     |
| Ticket Commission                     | 18492      |
| Bar Sales                             | 20000      |
| Venue Hire                            | 100,435    |
| Technical recoverables                | 4,000      |
| Staff recovery                        | 49,044     |
| Total Income                          | \$237,721  |
| Net Recurrent                         | -\$443,967 |

## 10. Funding opportunities

The recent Victorian State Government budget includes three initiatives, two of which relate specifically to supporting the arts in regional areas; however none describe infrastructure or capital opportunities. These include<sup>27</sup>:

- \$20 million over four years to bring the arts to regional areas, build partnerships with local councils, support regional galleries and performing arts centres, and ‘shine a spotlight on creative industries across Victoria’
- \$12.2m over four years for Music Works, a multifaceted new package of initiatives for Victoria’s live music industry, including support for local artists, live music venues, skills development and export opportunities
- \$80 million to bring more major events to Victoria and attract more interstate and international visitors to regional Victoria and Melbourne.

### 10.1 Capital Works funding

Discussions with Regional Development Victoria reinforce that projects that attract capital works funding are those that can best demonstrate:

- Social benefits such as those relating to:
  - an established need or shortfall in facility/activity provision

<sup>27</sup> Victorian Budget 15 - 16 For Families; Rural and Regional Budget Information Paper

- creating/consolidating community engagement opportunities
- addressing specific age group needs
- enhancing liveability
- Economic benefits such as those relating to:
  - job creation/employment
  - location on a suitable and strategically located site □
  - consolidating/enhancing the vitality of activity centres
  - enhancing or extending visitor opportunities
  - enhancing community assets or minimising building and maintenance costs
  - funding from other parties e.g. the community, philanthropic organisations
- Environmental benefits such as those relating to:
  - the use of energy saving and environmentally friendly building materials
  - energy conservation.

### **10.2 Operational funding**

The Regional Partnerships program run by Creative Victoria is the only program that provides funding to support Victoria's network of regional art galleries and performing arts centres.

Funding is delivered through ongoing triennial agreements with local government authorities that own and operate most of these facilities. There are currently 43 centres funded through this program.

The program is not open to any new applications at this time.

## 11. Key findings

The key findings of the project are:

|   |
|---|
| 1. The highest priority components for any new arts space in Surf Coast Shire are; performing arts spaces (performance and rehearsal spaces) and exhibition spaces, followed by workshop spaces. (Refer section 4.1)  |
| 2. Compared to benchmark councils the Surf Coast Shire is under supplied with performing and exhibition arts spaces. (Refer section 4.2.3)  |
| 3. The Torquay Sport and Recreation Centre is deemed to be the most appropriate site for the development of new, municipal level arts space. (Refer section 7)  |
| 4. The cost to develop an arts space at the Torquay Sport and Recreation Centre that includes performance, exhibition and workshop spaces is estimated as follows:<br><br><b>Option 1 – Optimal Design</b><br><ul style="list-style-type: none"> <li>▪ addresses community need, and is in line with current arts facility development guidelines<sup>28</sup> and this project functional brief is estimated at \$11.6 million.<br/> This option includes a greater range of facilities including full scale dressing rooms, green room, new foyer and technical support spaces and extends the footprint of the building to the south of the current basketball court.</li> </ul> <b>Option 2 – Alternative Design</b><br><ul style="list-style-type: none"> <li>▪ This option contains redevelopment and refurbishment to the existing footprint of the Torquay Sport and Recreation Centre and is estimated at \$5.76 million (Refer section 8.1)</li> <li>▪ This option does not include many of the ancillary facilities accommodated in Option 1.</li> </ul> |
| 5. The cost to manage an municipal level arts space at the Torquay Sport and Recreation Centre in line with Option 1 is estimated at:<br><br><ul style="list-style-type: none"> <li>▪ \$443,000 plus CPI from 2015 as of when the centre is fully operational</li> <li>▪ \$250,000 plus CPI from 2015 in the year prior to opening – management, programming, promotional gear up</li> <li>▪ \$150,000 plus CPI from 2015 in the second year prior to opening. (Refer section 9.2)</li> </ul> There would be a small reduction in operating costs when comparing the Optimal Design option with the Alternative Design option.  |
| 6. There is an opportunity to explore a community and Council partnership to advocate for funding for a new arts space from the state and federal governments, philanthropic trusts, the corporate sector, and the community.   |
| 7. As a short term flexible option, it would cost approximately \$32,000 to purchase a fully fitted-out mobile art exhibition facility, and \$10,000 a year to operate it. (Refer section 5.3.2)  |
| 8. There may be prospects at the Lorne Community Hub (in particular the Community House and Senior Citizens Centre) to:<br><br><ul style="list-style-type: none"> <li>▪ optimise access to spaces at the hub</li> <li>▪ enhance spaces so they can accommodate arts activities better</li> <li>▪ identify management and governance arrangements that may encourage additional arts activities at the precinct. (Refer sections 4.2, 7.4)</li> </ul>  |
| 9. There could be opportunities to enhance provision for the arts at a number of Council facilities including the Winchelsea Globe Theatre, the Anglesea Hall, the Bellbrae Hall, the Anglesea ArtHouse, and the Lorne Community House. (Refer sections 4.2, 7.4)   |
| 10. The review of the Surf Coast Open Space Strategy could consider opportunities to accommodate outdoor arts and cultural events at specific sites   |

<sup>28</sup> 'Oh! You Beautiful Stage'; Victorian Association of Performing Arts Centre's (VAPAC) guidelines

## **12. Appendices**

Please refer to the following pages

## Appendix 1 – Detailed functional/component brief

| FACILITY COMPONENTS                    | TARGET MARKETS   | FACILITY OBJECTIVES  | FUNCTIONAL RELATIONSHIPS   | OTHER FEATURES TO CONSIDER   | AREA SCHEDULES  | TOTAL AREA (m <sup>2</sup> ) |
|--|--|--|--|--|---|------------------------------|
| <b>ZONE - PERFORMING ARTS SPACE</b>    |  |  |  |  |   |                              |
| Flexible performance space (black box) | <ul style="list-style-type: none"> <li>▪ Theatre rehearsal and small performances</li> <li>▪ Music performance</li> <li>▪ Multi-media arts display</li> <li>▪ Dance, School and Community Concerts / Events</li> <li>▪ Touring professional (entrepreneurial) shows</li> <li>▪ Seminars</li> <li>▪ Events</li> </ul> | <ul style="list-style-type: none"> <li>▪ Flexible black box performance space with capacity to seat (approx.) 250-300 people.</li> <li>▪ Venue to accommodate community based performances, dance schools and professional shows/program</li> <li>▪ Venue for occasional commercial events/ conferences</li> <li>▪ Sound and light locks</li> <li>▪ Multipurpose, unadorned performance space allowing a number of different configurations allowing for simple theatre, media events, lectures, launches</li> </ul> | <ul style="list-style-type: none"> <li>▪ Needs direct access to Loading bay/goods lift</li> <li>▪ Own separate entrance for after-hours access as well as access from the main complex.</li> <li>▪ Linked to studio space</li> <li>▪ Linked to foyer</li> <li>▪ Close proximity to amenities</li> <li>▪</li> </ul> | <ul style="list-style-type: none"> <li>▪ Flat wooden floor, soundproofed</li> <li>▪ Minimum 6m ceiling height</li> <li>▪ Seating is modular</li> <li>▪ lighting/ audio visual system – wireless technology</li> <li>▪ Looped for the hearing impaired</li> </ul> | <ul style="list-style-type: none"> <li>▪ Retractable/ movable seating for 250 – 300 people</li> </ul>   | 300-350 m2                   |
| FOH lighting                           |  | <ul style="list-style-type: none"> <li>▪ Lighting bridge</li> <li>▪ Two follow spot positions</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Easily accessible without entering the auditorium</li> </ul>  |  |   |                              |
| <b>ZONE - BACKSTAGE</b>                |  |  |  |  |   |                              |
| Dressing Rooms                         |  |  | <ul style="list-style-type: none"> <li>▪ Easy access to back of stage area</li> </ul>  | <ul style="list-style-type: none"> <li>▪ 2 spaces to accommodate for 4 people</li> <li>▪ 1 X rooms to accommodate up to 20 people</li> <li>▪ Changing area with lockers, toilets and shower, mirrors and closet space</li> </ul>                                 | <ul style="list-style-type: none"> <li>▪ Smaller spaces allow approx. 2m2 per person</li> <li>▪ Larger space, allow approx. 1m2 per person</li> </ul> | 100m2                        |



| FACILITY COMPONENTS      | TARGET MARKETS  | FACILITY OBJECTIVES   | FUNCTIONAL RELATIONSHIPS   | OTHER FEATURES TO CONSIDER  | AREA SCHEDULES  | TOTAL AREA (m <sup>2</sup> ) |
|--------------------------|---|---|--|---|---|------------------------------|
| Green Room               | <ul style="list-style-type: none"> <li>▪ Performer</li> <li>▪ Concerts</li> <li>▪ Events</li> </ul> | <ul style="list-style-type: none"> <li>▪ Green room it should be a central area for people to gather.</li> <li>▪ Ideally chorus dressing rooms would be at the back of this but a part may also need to be annexed at times for overflow change space for large casts.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Located in close proximity to stage and dressing rooms</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Include support amenities i.e. kitchenette</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Ability to accommodate 30 people (based on 1.5m per person)</li> </ul> | 45m <sup>2</sup>             |
| Wardrobe                 | <ul style="list-style-type: none"> <li>▪ Hirers</li> <li>▪ Production companies</li> </ul>          | <ul style="list-style-type: none"> <li>▪ Shelving</li> </ul>  |  |   |   | 4m <sup>2</sup>              |
| General Store            | <ul style="list-style-type: none"> <li>▪ Venue staff</li> </ul>                                     | <ul style="list-style-type: none"> <li>▪ General storage for venue services</li> </ul>  |  |   |   | 6m <sup>2</sup>              |
| Hirers Equipment Store   | <ul style="list-style-type: none"> <li>▪ Hirers</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Separate secure store for hirers equipment</li> </ul>  |  |   |   | 6m <sup>2</sup>              |
| Technical Workshop       | <ul style="list-style-type: none"> <li>▪ Technical and back stage staff</li> </ul>                  | <ul style="list-style-type: none"> <li>▪ Workbench, maintenance area</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Easy access to backstage and exterior doors</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Could be shared with lighting and sound storage if secured/caged areas are provided</li> </ul>   |   | 40m <sup>2</sup>             |
| Lighting equipment store | <ul style="list-style-type: none"> <li>▪ Venue staff</li> </ul>                                     | <ul style="list-style-type: none"> <li>▪ Central secured/caged area with functional racking for lighting equipment</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Located at stage level</li> </ul>   |   |   | 6m <sup>2</sup>              |
| Sound equipment store    | <ul style="list-style-type: none"> <li>▪ Venue staff</li> </ul>                                     | <ul style="list-style-type: none"> <li>▪ Central secured/caged area with functional racking for sound equipment</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Located at stage level</li> </ul>   |   |   | 6m <sup>2</sup>              |
| Scenic Dock              | <ul style="list-style-type: none"> <li>▪ All back stage staff and hirers</li> </ul>                 | <ul style="list-style-type: none"> <li>▪ Area used for scenic storage and assembly</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Adjacent to the stage</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Work bench</li> </ul>  |   | 20m <sup>2</sup>             |
| Loading Dock             | <ul style="list-style-type: none"> <li>▪ Performer</li> <li>▪ Concerts</li> <li>▪ Events</li> </ul> | <ul style="list-style-type: none"> <li>▪ Loading dock area to include the following features:</li> </ul>  | <ul style="list-style-type: none"> <li>▪ turning circle for trucks</li> <li>▪ good sight lines</li> <li>▪ dock door that enters directly in to theatre backstage space</li> <li>▪ Dock doors need to be 3m wide and 4m high</li> </ul> | <ul style="list-style-type: none"> <li>▪ Separate lockable storage (at least 5m X 5m) – (25m<sup>2</sup>)</li> <li>▪ Loading dock based on 8m X 2.5m (20m<sup>2</sup>)</li> <li>▪ Bay area to be big enough for one semi-trailer</li> <li>▪ Elevated lift to load goods from truck to dock/backstage and vice versa.</li> </ul> |   | 80m <sup>2</sup>             |

| FACILITY COMPONENTS  | TARGET MARKETS   | FACILITY OBJECTIVES   | FUNCTIONAL RELATIONSHIPS  | OTHER FEATURES TO CONSIDER  | AREA SCHEDULES  | TOTAL AREA (m <sup>2</sup> ) |
|--|--|---|---|---|---|------------------------------|
| <b>ZONE - EXHIBITION SPACE</b>   |  |   |   |   |   |                              |
| Dedicated exhibition space<br>Depending on design, could be incorporated into facility foyer   | <ul style="list-style-type: none"> <li>Practicing Artists</li> <li>Surf Coast community</li> <li>Exhibition attendees</li> <li>People visiting the centre</li> </ul> | <ul style="list-style-type: none"> <li>Formal art exhibition space – either commercial, community-based or curated shows</li> </ul>   | <ul style="list-style-type: none"> <li>Prominent position close to easy access to Loading Bay</li> </ul>  | <ul style="list-style-type: none"> <li>Environmentally controlled</li> <li>Wooden floor, hanging track, lighting, audio system</li> <li>Movable wall to divide into 2 exhibition spaces</li> <li>Minimum ceiling height of 3m</li> <li>Natural light not required</li> <li>Acoustically good for performance</li> </ul> | <ul style="list-style-type: none"> <li>Area for 100 – 150 people</li> </ul> | 160m <sup>2</sup>            |
| Exhibition Store   | <ul style="list-style-type: none"> <li>Exhibition space staff/curators</li> </ul>  | <ul style="list-style-type: none"> <li>house incoming exhibition material</li> </ul>  | <ul style="list-style-type: none"> <li>Close to exhibition space</li> </ul>   | <ul style="list-style-type: none"> <li>Pull-out racks and shelving for 2D and 3D work</li> <li>Environmentally controlled</li> <li>Secure, lockable</li> <li>False ceiling for added protection</li> </ul>  |   | 20-25m <sup>2</sup>          |
| Exhibition Preparation area  | <ul style="list-style-type: none"> <li>exhibition space staff/curators</li> </ul>  | <ul style="list-style-type: none"> <li>For preparation of exhibitions, making labels, conservation</li> </ul>   | <ul style="list-style-type: none"> <li>Close to exhibition space</li> </ul>   | <ul style="list-style-type: none"> <li>Storage of plinths</li> <li>Shelving of materials</li> <li>Environmentally controlled</li> </ul>   |   | 15m <sup>2</sup>             |
| <b>ZONE - FRONT OF HOUSE</b>   |  |   |   |   |   |                              |
| Foyer<br><br>Open space/display and/or gathering area<br><br>Depending on design, dedicated exhibition space (above) could be incorporated into facility foyer | <ul style="list-style-type: none"> <li>Auditorium audience</li> <li>General visitors to the Centre</li> </ul>  | <ul style="list-style-type: none"> <li>Area for break out during performance or intervals</li> <li>Provide welcoming entry area that allows users to relax and socialise before entering main activity areas.</li> <li>Needs to accommodate 150 people</li> </ul> | <ul style="list-style-type: none"> <li>Provides easy access to all key facility components</li> <li>If separate exhibition space, then it should be easily accessible from Foyer</li> </ul> | <ul style="list-style-type: none"> <li>Area to be welcoming</li> <li>Exhibition space:                             <ul style="list-style-type: none"> <li>Lighting</li> <li>Tracking system</li> <li>Security</li> </ul> </li> </ul>  |   | 150-180m <sup>2</sup>        |

| FACILITY COMPONENTS   | TARGET MARKETS  | FACILITY OBJECTIVES  | FUNCTIONAL RELATIONSHIPS  | OTHER FEATURES TO CONSIDER  | AREA SCHEDULES   | TOTAL AREA (m <sup>2</sup> ) |
|---|---|--|---|---|--|------------------------------|
| Box office/<br>reception  | <ul style="list-style-type: none"> <li>All visitors to the Centre</li> </ul>  | <ul style="list-style-type: none"> <li>To efficiently service needs of Centre customers.</li> </ul>  | <ul style="list-style-type: none"> <li>Box office should be designed to accommodate 2 people</li> <li>Located within reception/foyer area</li> <li>Connected to the administration/office area (for security in managing cash/phones etc.)</li> </ul> | <ul style="list-style-type: none"> <li>Provide relay (audio/visual of the show in the theatre)</li> </ul>   | <ul style="list-style-type: none"> <li>Area for 2 points of sales</li> </ul>   | 10-15m <sup>2</sup>          |
| Administration<br>(inclusive of managers office, admin office, staff room and technical managers office, hirers desk) | <ul style="list-style-type: none"> <li>Centre management/ staff</li> </ul>  | <ul style="list-style-type: none"> <li>Provide areas for staff and centre administration</li> </ul>  | <ul style="list-style-type: none"> <li>Should have connection with box office.</li> <li>Ideally will be at front and visible to front entrance / entering patrons</li> </ul>  |   | <ul style="list-style-type: none"> <li>Admin office (2 workstations) (8m<sup>2</sup>)</li> <li>1 technical managers office (7m<sup>2</sup>)</li> <li>1 managers office (7m<sup>2</sup>)</li> <li>Hirers desk/office (7m<sup>2</sup>)</li> <li>Storage</li> </ul> | 35-50m <sup>2</sup>          |
| Amenities   | <ul style="list-style-type: none"> <li>All visitors to the Centre</li> </ul>  | <ul style="list-style-type: none"> <li>To provide male/female and accessible amenities to service all Centre users</li> </ul>                                    | <ul style="list-style-type: none"> <li>Needs to be within easy access within foyer for both theatre and function centre users.</li> </ul>   | <ul style="list-style-type: none"> <li>Development of amenities compliant with building/planning requirements.</li> </ul>   | <ul style="list-style-type: none"> <li>Male</li> <li>Female</li> <li>Accessible</li> </ul>   | 100-125m <sup>2</sup>        |
| Storage   | <ul style="list-style-type: none"> <li>Centre staff</li> </ul>  | <ul style="list-style-type: none"> <li>To provide general storage needs of Centre</li> </ul>   |   |   | <ul style="list-style-type: none"> <li>Storage to meet needs of component areas</li> </ul>   | 15m <sup>2</sup>             |
| <b>ZONE - STUDIO/ WORKSHOP FACILITIES</b>   |   |  |   |   |  |                              |
| Dance/<br>Rehearsal<br>Studio   | <ul style="list-style-type: none"> <li>Dance classes</li> <li>Band rehearsals</li> <li>Music lessons</li> <li>Performance rehearsal</li> <li>Small performance</li> </ul> | <ul style="list-style-type: none"> <li>Multi-use space suitable for larger space activities such as dance, band rehearsal, performance rehearsal etc.</li> </ul> | <ul style="list-style-type: none"> <li>Grouped with other activity spaces but not necessarily linked if part of performing arts centre, ideally close to theatre back of house – change rooms for students/users.</li> </ul>                          | <ul style="list-style-type: none"> <li>Wooden, sprung floor</li> <li>Mirrors on walls, ballet bars</li> <li>'3 phase power outlets around perimeter of room.</li> <li>Sound proof</li> <li>Some theatre lighting and sound system.</li> </ul> | <ul style="list-style-type: none"> <li>Suitable for up to 50 people</li> </ul>   | 100-120m <sup>2</sup>        |

| FACILITY COMPONENTS   | TARGET MARKETS  | FACILITY OBJECTIVES   | FUNCTIONAL RELATIONSHIPS  | OTHER FEATURES TO CONSIDER  | AREA SCHEDULES   | TOTAL AREA (m <sup>2</sup> ) |
|---|---|---|---|---|--|------------------------------|
| Workshop Space  | <ul style="list-style-type: none"> <li>Class attendees</li> <li>Group member</li> </ul>                           | <ul style="list-style-type: none"> <li>For 'wet' programs such as painting, drawing, printmaking</li> </ul>                         | <ul style="list-style-type: none"> <li>If more than one workshop, it should be positioned within the grouping of these types of facilities</li> </ul> | <ul style="list-style-type: none"> <li>Lino floor, sink, tables, chairs easels. Must have good natural light.</li> <li>Positioned on an external wall.</li> <li>Track system around room to hang artwork.</li> </ul>            | <ul style="list-style-type: none"> <li>Capacity for 20-25 students</li> <li>@2m2 per person</li> </ul> | 40m2                         |
| Workshop Space  | <ul style="list-style-type: none"> <li>Class attendees</li> <li>Group member</li> <li>Meeting attendee</li> </ul> | <ul style="list-style-type: none"> <li>For 'dry' programs such as animation, book-binding, jewellery-making, music/drama</li> </ul> | <ul style="list-style-type: none"> <li>If more than one workshop, it should be positioned within the grouping of these types of facilities</li> </ul> | <ul style="list-style-type: none"> <li>Wooden floor, tables, chairs.</li> <li>Wireless connection</li> <li>Must have good natural light'</li> <li>Track system around room to hang artwork</li> <li>Cabinets/shelves</li> </ul> | <ul style="list-style-type: none"> <li>Capacity for 20-25 students</li> <li>@2m2 per person</li> </ul> | 40m2                         |
| Workshop / Meeting Space  | <ul style="list-style-type: none"> <li>Meeting attendee</li> </ul>  | <ul style="list-style-type: none"> <li>For 'dry' programs such as animation, book-binding, jewellery-making, music/drama</li> </ul> | <ul style="list-style-type: none"> <li>If more than one workshop, it should be positioned within the grouping of these types of facilities</li> </ul> | <ul style="list-style-type: none"> <li>Wooden floor, tables, chairs.</li> <li>Wireless connection</li> <li>Must have good natural light'</li> <li>Track system around room to hang artwork</li> <li>Cabinets/shelves</li> </ul> | <ul style="list-style-type: none"> <li>Capacity for 10-15 students</li> <li>@2m2 per person</li> </ul> | 25-30m2                      |
| Storage for all spaces  | <ul style="list-style-type: none"> <li>Centre staff</li> <li>Class attendees</li> </ul>                           | <ul style="list-style-type: none"> <li>To provide general storage needs of workshop spaces</li> </ul>                               | <ul style="list-style-type: none"> <li>Storage spaces within each workshop</li> </ul>   |   | <ul style="list-style-type: none"> <li>Storage to meet needs of each workshop</li> </ul>               | 20-30m2                      |
| <b>ZONE – OTHER SPACES</b>  |   |   |   |   |  |                              |
| Cleaning Cleaners Room / Store  |   |   |   |   |  | 10m2                         |
| Equipment <ul style="list-style-type: none"> <li>Technical Equipment</li> </ul> |   |   |   | <ul style="list-style-type: none"> <li>Audio Visual Equipment</li> <li>Stage Equipment</li> </ul>   | <ul style="list-style-type: none"> <li>Allowance</li> </ul>  |                              |
| <ul style="list-style-type: none"> <li>Furniture and Fittings</li> </ul>        |   |   |   | <ul style="list-style-type: none"> <li>Kitchen: Commercial, reheat, fit out and equipment</li> <li>Tables, chairs, desks and other furniture and equipment</li> </ul>   | <ul style="list-style-type: none"> <li>Allowance</li> </ul>  |                              |

| FACILITY COMPONENTS  | TARGET MARKETS             | FACILITY OBJECTIVES  | FUNCTIONAL RELATIONSHIPS  | OTHER FEATURES TO CONSIDER   | AREA SCHEDULES  | TOTAL AREA (m <sup>2</sup> ) |
|--|----------------------------|--|---|--|---|------------------------------|
| Services <ul style="list-style-type: none"> <li>▪ Electrical</li> <li>▪ Water</li> </ul> |                            | <ul style="list-style-type: none"> <li>▪ Concert Grade audio system with 60 lines of digital audio</li> <li>▪ Lighting bars</li> <li>▪ 20 x 50amp 3 phase outlets</li> <li>▪ Hardwire patching</li> <li>▪ Switch room</li> </ul> |   | <ul style="list-style-type: none"> <li>▪ Allow Electrical Services</li> <li>▪ Allow Hydraulic &amp; Fire Services</li> <li>▪ Allow Sewer Services</li> <li>▪ Allow Storm water Drainage</li> <li>▪ Water Collection</li> </ul> | <ul style="list-style-type: none"> <li>▪ Allowance</li> </ul> |                              |
| Plant room   |                            |  |   | <ul style="list-style-type: none"> <li>▪ Need for individual climate control for stage &amp; change rooms.</li> </ul>  | <ul style="list-style-type: none"> <li>▪</li> </ul>           | 18m2                         |
| Car parking  | All visitors to the Centre | <ul style="list-style-type: none"> <li>▪ Car parking to in line to be provided in line with seating capacity of auditorium and function room</li> <li>▪ Need to understand current car parking provision.</li> </ul>             | <ul style="list-style-type: none"> <li>▪ Provide accessible car parking areas close to Centre entrance</li> <li>▪ Provide parents with prams parking spaces close it Centre entrance</li> </ul> |  | <ul style="list-style-type: none"> <li>▪ Allowance</li> </ul> |                              |

**Appendix 2 – Site assessment scorecard**

|  |                       | FACILITY   |                           |   |  |  |                               |                            |   |                                  |          |                            |   |
|--|-----------------------|--|---------------------------|---|--|--|-------------------------------|----------------------------|---|----------------------------------|----------|----------------------------|---|
| Assessment Criteria  | Individual components | Torquay Sport and Rec Centre   | Torquay Civic Centre site | Anglesea Community Hall   | Bellbrae Hall  | Globe Theatre/Winchelsea Hall  | Anglesea Art House            | Lorne Community Centre/Hub | Winchelsea Community House/Senior Cits Centre | 'The Hub' Winchelsea Rec Reserve | TIA Hall | Torquay Senior Cits Centre |   |
| PRIMARY EVALUATION CRITERIA (SCORED OUT OF 10) - SCALE - 10 = Satisfies the criteria extremely well - 0 = Does not satisfy the criteria                                    |                       |  |                           |   |  |  |                               |                            |   |                                  |          |                            |   |
| Size of the facility or site<br>Whichever option/s is appropriate<br>YES OR NO   | 1                     | Capacity to accommodate the priority requirements, or a reasonable combination of the priority requirements identified in the facility components brief. | 10                        | 10  | 0  | 0  | 0                             | 0                          | 0   | 0                                | 0        | 0                          |   |
|  | 2                     | Capacity for the building to be expanded and/or additional facilities/opportunities to be developed on the site in line with the project brief           | 6                         | 10  | 3  | 5  | 3                             | 5                          | 5   | 2                                | 0        | 0                          |   |
| Access to the site can be achieved   | 3                     | Land is owned/managed by council or access can be achieved via a fair lease, negotiation etc.  | 10                        | 10  | 7  | 6  | 6                             | 5                          | 6   | 4                                | 2        | 0                          | 4   |
|  |                       | SUB TOTAL  | 26                        | 30  | 10   | 11   | 9                             | 10                         | 11  | 6                                | 2        | 0                          | 4   |
| Facility to proceed to secondary assessment as site that can accommodate the requirements of the FUNCTIONAL BRIEF?   |                       | YES  | YES                       | NO  | NO   | NO   | NO                            | NO                         | NO  | NO                               | NO       | NO                         |   |
| Facility to be considered for works that can make it better able to accommodate EXISTING OR NEW ARTS ACTIVITIES but does NOT MEET THE REQUIREMENTS OF THE FUNCTIONAL BRIEF |                       | NA   | NA                        | YES - Opportunity to enhance for arts related use as part of the 'future use' review of the facility. Scope needs to be defined | YES - Opportunity to enhance for arts related use as part of the 'future use' review of the hall. Scope needs to be define | YES- Opportunity to enhance for arts related use e.g. upgrade of stage | YES - display, retails space. | YES                        | NO  | NO                               | NO       | NO                         | NO Continue use for performance and rehearsal activities. |

| Assessment Criteria   |    | Individual components   | FACILITY                     |                           |                         |               |                               |                    |                            |  |                                  |          |
|---|----|---|------------------------------|---------------------------|-------------------------|---------------|-------------------------------|--------------------|----------------------------|--|----------------------------------|----------|
|   |    |   | Torquay Sport and Rec Centre | Torquay Civic Centre site | Anglesea Community Hall | Bellbrae Hall | Globe Theatre/Winchelsea Hall | Anglesea Art House | Lorne Community Centre/Hub | Winchelsea Community House/Senior Cites Centre | 'The Hub' Winchelsea Rec Reserve | TIA Hall |
| SECONDARY EVALUATION CRITERIA (SCORED OUT OF 10) SCALE - SCALE - 10 = Satisfies the criteria extremely well - 0 = Does not satisfy the criteria |    |   |                              |                           |                         |               |                               |                    |                            |  |                                  |          |
| Cost  | 4  | Comparative refurbishment / build affordability   | 9                            | 5                         |                         |               |                               |                    |                            |  |                                  |          |
| Ability to gain permission/permits etc. required to build or redevelop to deliver Arts Projects requirements.                                   | 5  | Capacity to gain building permit  | 10                           | 10                        |                         |               |                               |                    |                            |  |                                  |          |
|   | 6  | Council or other owner permission/support   | 10                           | 10                        |                         |               |                               |                    |                            |  |                                  |          |
| Opportunity to integrate/co-locate with other facilities on the site to provide an integrated build   | 7  |   | 9                            | 4                         |                         |               |                               |                    |                            |  |                                  |          |
| Existing level and diversity of use of the precinct e.g. constancy, by residents, by visitors   | 8  |   | 8                            | 6                         |                         |               |                               |                    |                            |  |                                  |          |
| Proximity to township entries   | 9  |   | 8                            | 4                         |                         |               |                               |                    |                            |  |                                  |          |
|   |    | SUB TOTAL   | 54                           | 39                        |                         |               |                               |                    |                            |  |                                  |          |
| TERTIARY EVALUATION CRITERIA (SCORED OUT OF 5) SCALE - 5 = Satisfies the criteria extremely well - 0 = Does not satisfy the criteria            |    |   |                              |                           |                         |               |                               |                    |                            |  |                                  |          |
| Acceptability to the local community  | 10 |   | 3                            | 1                         |                         |               |                               |                    |                            |  |                                  |          |
| Management - opportunity to build on existing management structures / minimise management o'heads   | 11 | Management structure and systems in place/partly in place and consistent with requirements; willing/has capacity to accommodate arts activity/groups needs for ease of access, affordable rent and flexible payment systems | 3                            | 0                         |                         |               |                               |                    |                            |  |                                  |          |

| Assessment Criteria  | Individual components | FACILITY  |                           |                         |               |                               |                    |                            |  |                                  |          |                             |
|--|-----------------------|---|---------------------------|-------------------------|---------------|-------------------------------|--------------------|----------------------------|--|----------------------------------|----------|-----------------------------|
|  |                       | Torquay Sport and Rec Centre  | Torquay Civic Centre site | Anglesea Community Hall | Bellbrae Hall | Globe Theatre/Winchelsea Hall | Anglesea Art House | Lorne Community Centre/Hub | Winchelsea Community House/Senior Cites Centre | 'The Hub' Winchelsea Rec Reserve | TIA Hall | Torquay Senior Cites Centre |
|  | 12                    | Arts activities/groups willing/have capacity to accommodate existing management group needs, system requirements      | 3                         | 0                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 13                    | There is no existing management structure that will need to be accommodated in the development of the arts space      | 5                         | 5                       |               |                               |                    |                            |  |                                  |          |                             |
| Site compatibility<br>Whichever option/s is appropriate<br>Score 1 to 5, 5 is excellent and 1 un-satisfactory<br>NR=Not relevant | 14                    | Capacity to use/support existing administration/support services  | 3                         | 0                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 15                    | Capacity to use existing infrastructure/extend on infrastructure  | 3                         | 3                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 16                    | Proposal consistent with other activities at the site and surrounding land uses                                       | 5                         | 5                       |               |                               |                    |                            |  |                                  |          |                             |
| Location<br>Score 1 to 5, 5 is excellent and 1 un-satisfactory<br>NR=Not relevant  | 17                    | Location close to shops, offices and amenities  | 4                         | 2                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 18                    | Ability to be acoustically isolated from residential areas  | 5                         | 5                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 19                    | Location close to tourist attraction/destination  | 4                         | 1                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 20                    | Location in terms impact on operational and financial viability of similar facilities in the region                   | 5                         | 5                       |               |                               |                    |                            |  |                                  |          |                             |
|  | 21                    | Location in terms of complementing existing provision in the region e.g. rehearsal space supporting performance space | 4                         | 4                       |               |                               |                    |                            |  |                                  |          |                             |
| Proximity to parking   | 22                    | Location has existing and adequate car parking  | 4                         | 2                       |               |                               |                    |                            |  |                                  |          |                             |
| Loading access   | 23                    | Site has good access for loading/unloading good, props etc. as required   | 5                         | 5                       |               |                               |                    |                            |  |                                  |          |                             |



| Assessment Criteria   |    | Individual components   | FACILITY                     |                           |                         |               |                               |                    |                            |  |                                  |          |                             |
|---|----|---|------------------------------|---------------------------|-------------------------|---------------|-------------------------------|--------------------|----------------------------|--|----------------------------------|----------|-----------------------------|
|   |    |   | Torquay Sport and Rec Centre | Torquay Civic Centre site | Anglesea Community Hall | Bellbrae Hall | Globe Theatre/Winchelsea Hall | Anglesea Art House | Lorne Community Centre/Hub | Winchelsea Community House/Senior Cites Centre | 'The Hub' Winchelsea Rec Reserve | TIA Hall | Torquay Senior Cites Centre |
| Accessibility   | 24 | Good access paths (accessible with prams, wheel chair, walking frame or crutches)                           | 5                            | 3                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 25 | Existing accessible entrances/amenities   | 4                            | 0                         |                         |               |                               |                    |                            |  |                                  |          |                             |
| Other site considerations   | 26 | Attractive site   | 3                            | 5                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 27 | Building has/would have high visible placement on site  | 4                            | 5                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 28 | Potential for landscaping features (sculptures, decorative gardens, seating etc.)                           | 3                            | 5                         |                         |               |                               |                    |                            |  |                                  |          |                             |
| Services to the site  | 29 | Good access to services e.g. water, power   | 5                            | 5                         |                         |               |                               |                    |                            |  |                                  |          |                             |
| Benefits / Value for money (particularly in relation to council objectives/policy/strat planning) | 30 | Economic development benefits -   | 4                            | 2                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 31 | Operational - management costs; Management integration; Cross-marketing; Brings like activities together    | 4                            | 2                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 32 | Urban/facility renewal benefits - e.g. revitalisation opportunities   | 5                            | 0                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 33 | Asset management benefits - e.g. reduces/minimises/contains maintenance, renewal costs; Consolidates assets | 4                            | 2                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   | 34 | Social benefits - e.g. consolidates/enhances community hub; under serviced area; socio-eco considerations   | 5                            | 4                         |                         |               |                               |                    |                            |  |                                  |          |                             |
|   |    | <b>SUB TOTAL</b>  | <b>99</b>                    | <b>70</b>                 |                         |               |                               |                    |                            |  |                                  |          |                             |
|   |    | <b>TOTAL</b>  | <b>153</b>                   | <b>109</b>                |                         |               |                               |                    |                            |  |                                  |          |                             |

## **Appendix 3 – Facilities in Surf Coast Shire that provide opportunities for the arts**

### **Schools**

A number of schools in the area have spaces that can be used for performing arts (e.g. stage, auditorium), rehearsal and recital type activities. Generally, facilities are only available after school and at weekends. This means community groups cannot have a continuity of access during a performance and associated rehearsal season. Even so these facilities provide access to spaces for the arts that would not otherwise be available.

Schools with facilities the community can hire are at:

#### **Torquay P-6 College**

The college has a stadium that can accommodate an audience of approximately 600, and a stage. Stage facilities are limited and sound and lighting is designed primarily for school presentations and performances. The stadium is available for hire as is the dance studio.

#### **Surf Coast Secondary College**

The college has a large stadium, with a stage and basic sound and lighting facilities. It also has 2 purpose built performing arts studios, 2 music rooms, 1 dance studio, 1 recording studio.

#### **Lorne-Aireys P-12 College**

The college does not currently have facilities relevant to the project. However, the college is currently undertaking strategic planning which includes arts facilities.

### **Community Facilities**

None of these facilities were designed to accommodate arts activities however they do cater for the arts in various capacities. As a result the space is often very inadequate for arts activities, as are amenities such as lighting, storage. There is no opportunity to expand these facilities significantly due to a lack of space.

#### **Anglesea Art House**

A committee manages the Art House under a lease agreement with Council and Department of Environment, Water, Land and Planning (DEWLP). The Art House provides workshop space that encourages artists to come together to learn and practice artistic activities and instructional classes for a range of creative and visual arts.

Facilities are suitable for workshop activities and limited display of visual art however amenities are basic. There is no insulation, the kitchen is small and there is currently no road signage to the facility.

#### **Torquay Senior Citizens Centre**

The centre is managed by Council and is used by a number of community groups including the Torquay Theatre Troupe for rehearsals and productions (14-20 sessions per year). It has a very small stage area in a multi-purpose room that can accommodate approximately 80-100 people in theatre style seating.

This facility was not purpose built for theatre. Recently, additional amenities have been added to support the technical aspects of a production. There is limited space (e.g. stage area, wings, storage) and amenities (e.g. lighting, sound, dressing rooms, catering facilities) to effectively accommodate theatre group activities.

#### **Winchelsea Globe Theatre**

A section 86 committee manages the hall under an instrument of delegation with Council and is used by a number of community groups including the Winchelsea Repertory Society. The hall was designed as a concert space and has been modified slightly over time to accommodate theatre activities. Exhibitions are held at the Globe Theatre.

### **Anglesea Hall**

Anglesea Hall is managed by Council and is used by a number of community groups including Anglesea Performing Arts for rehearsals and productions.

The hall has a stage, a back stage area; change rooms, kitchen, and can accommodate an audience of approximately 100 people in theatre style seating.

The hall has undergone extensions and renovations over the last 15 years.



### **Bellbrae Hall**

Bellbrae Hall is located in the rural district to the south-east of Torquay and can accommodate an audience of approximately 135. It is managed by Council with an advisory committee in place and is used for a variety of activities including mah-jong, 'singing for fun' and flamenco dance. The committee has plans to extend facilities at the hall; however the final scope of any extensions has not been determined.

### **Bellbrae Heart Space**

Bookings are through Council and community use includes drumming, mah-jong, music arts classes, and ukulele. The Bellbrae Heart Space is an intimate space with kitchenette and toilet facilities.

### **Aireys Inlet Community Hall**

A committee of management oversees and manages the booking for Aireys Inlet Community Hall.

The hall is used for many functions and events including; literary events, exhibitions, concerts, performance, community markets and some sporting activities. When the hall was redeveloped 15 years ago, the design took into consideration the arts and cultural uses and it is quite multi-functional.

High demand does limit "long term hire" for use for exhibitions for example.

### **Deans Marsh Hall and Recreation Reserve**

A committee of management oversees and manages the booking for Deans Marsh Hall and the facilities on the recreation reserve.

The Hall has a stage and curtained area and is used for some concerts and performance. Exhibitions have been held. The reconstructed "Footy Shed" is used for exhibition and limited workshops as well as youth gatherings and other activities. The entire reserve hosts the local festival and other cultural activities.

### **Lorne Senior Citizens**

Lorne senior citizens centre is managed by Council and has a stage, foyer, meeting rooms and a kitchen. Community dances are held in the hall space and there is opportunity for exhibitions and other performing arts.

### **Community Houses**

There are five community houses in Surf Coast that offer a variety of arts programs and workshops. Arts activities will vary between centres based on demand, and available facilities and tutors.

## Appendix 4 – Estimate of costs to refit and extend the Torquay Recreation Centre to accommodate arts spaces (as per the functional brief)

### Optimal Development Option



#### SURF COAST ARTS SPACE FEASIBILITY ESTIMATE

11/05/2015

#### CONCEPT DESIGN ESTIMATE

| Description  | Unit | Qty   | Rate  | Total Cost |
|--|------|-------|-------|------------|
| <b>New Building Works</b>  |      |       |       |            |
| Dressing room 1 and 2  | m2   | 102   | 3,000 | 306,000    |
| Tech office and tech store   | m2   | 58    | 3,000 | 174,000    |
| Male and female toilets  | m2   | 38    | 3,500 | 133,000    |
| Instrument store   | m2   | 12    | 3,000 | 36,000     |
| Plant  | m2   | 30    | 2,000 | 60,000     |
| Green room   | m2   | 45    | 3,000 | 135,000    |
| Bin storage area   | m2   | 10    | 1,200 | 12,000     |
| Rehearsal room   | m2   | 130   | 4,000 | 520,000    |
| Accessible bathroom, laundry   | m2   | 22    | 3,500 | 77,000     |
| Sound locks  | m2   | 33    | 4,000 | 132,000    |
| Scene dock and general store   | m2   | 52    | 2,500 | 130,000    |
| Rear stage corridor  | m2   | 75    | 3,000 | 225,000    |
| Gallery  | m2   | 29    | 3,500 | 101,500    |
| Cleaner  | note |       |       | existing   |
| Front part of building where low level demolished including new facade | m2   | 125   | 3,500 | 437,500    |
| New foyer / airlock etc.   | m2   | 280   | 4,000 | 1,120,000  |
| New loading dock   | item |       |       | 70,000     |
| <b>Work Within Existing Building</b>                                   |      |       |       |            |
| Gut and strip existing building areas excluding museum                 | m2   | 1,550 | 75    | 116,250    |
| Demolish front lower roofed area                                       | m2   | 120   | 250   | 30,000     |
| Refit for new theatre and auditorium                                   | m2   | 330   | 3,000 | 990,000    |
| New mezzanine area for control platform and follow spots etc.          | m2   | 63    | 1,600 | 100,800    |
| New mezzanine area for plant rooms                                     | m2   | 79    | 1,600 | 126,400    |

**SURF COAST ARTS SPACE FEASIBILITY ESTIMATE**

11/05/2015

**CONCEPT DESIGN ESTIMATE**

| <b>Description</b>  | <b>Unit</b> | <b>Qty</b> | <b>Rate</b> | <b>Total Cost</b> |
|---|-------------|------------|-------------|-------------------|
| Refit for exhibition gallery  | m2          | 151        | 3,000       | 453,000           |
| Refit for gallery (circulation space)   | m2          | 197        | 2,500       | 492,500           |
| Refit for workshop areas  | m2          | 80         | 3,100       | 248,000           |
| Refurbish / refit existing male/ female toilets   | m2          | 153        | 3,100       | 474,300           |
| Workshop / meeting room 3 (retain and lightly refurbish existing)   | m2          | 35         | 1,000       | 35,000            |
| Administration, office and bar  | m2          | 56         | 2,600       | 145,600           |
| Minor works to retail area including security screen/door   | item        |            |             | 50,000            |
| Retractable seating   | item        |            |             | 150,000           |
| <b>External Works and Services</b>  |             |            |             |                   |
| Relocate existing gas tank, concrete pad, enclosure and bollards including disconnecting and re-connecting services                   | item        |            |             | 150,000           |
| Remove existing paving / bitumen in preparation for new building works  | m2          | 1,049      | 25          | 26,225            |
| Allowance for new landscape works (minor due to amount of site utilisation)   | item        |            |             | 50,000            |
| Allowance for stormwater services   | item        |            |             | 50,000            |
| Allowance for sewer services  | item        |            |             | 50,000            |
| Allowance for water services  | item        |            |             | 25,000            |
| Allowance for external electrical services - assume existing sub-station is satisfactory and does not require relocation or upgrading | note        |            |             | 0                 |
| Allowance for additional external lighting  | item        |            |             | 50,000            |
| <b>ESD</b>  |             |            |             |                   |
| Allowance for rainwater storage   | item        |            |             | 100,000           |
| Allowance for other ESD measures  | item        |            |             | 150,000           |
| <b>Preliminaries</b>  |             |            |             |                   |
| Allowance for builder's preliminaries   | item        | 1          | 773,208     | 773,208           |



## SURF COAST ARTS SPACE FEASIBILITY ESTIMATE

11/05/2015

## CONCEPT DESIGN ESTIMATE

| Description   | Unit  | Qty | Rate                               | Total Cost        |
|---|-------|-----|------------------------------------|-------------------|
| <b>Sub-Total</b>  |       |     |                                    | <b>8,505,283</b>  |
| Design Contingency (5%)   | item  |     |                                    | 425,264           |
| Construction Contingency (10%)  | item  |     |                                    | 850,528           |
| <b>Sub-Total</b>  |       |     |                                    | <b>9,781,075</b>  |
| Escalation to Tender  | note  |     | excluded - priced at today's rates |                   |
| Escalation during construction (assumed 15 month construction period) | note  |     |                                    | 121,041           |
| <b>Sub-Total (Estimated Tender Amount)</b>                            |       |     |                                    | <b>9,902,116</b>  |
| Professional Fees allowance including specialist                      | 12.0% |     |                                    | 1,189,000         |
| Authority Fees and charges  |       |     |                                    | 20,000            |
| Loose furniture and equipment   | Item  | 1   | 50,000                             | 50,000            |
| Theatre equipment   | item  | 1   | 450,000                            | 450,000           |
| <b>TOTAL Excluding GST (Rounded)</b>                                  |       |     |                                    | <b>11,612,000</b> |

**Analysis**

|   |       |        |
|---|-------|--------|
| <b>Building Cost</b>  | 3,241 | per m2 |
| <b>Construction Cost (incl external works and contingency)</b>                                    | 4,532 | per m2 |
| <b>Project Cost (incl professional and authority fees, loose furniture and theatre equipment)</b> | 5,314 | per m2 |

**Exclusions**

GST  
 Removal of asbestos/contaminated/hazardous building materials or soil  
 Poor ground conditions and rock excavation  
 Diversion or relocation of existing major in-ground services  
 Any works to the museum apart from minor adjustments to create a secure entry  
 Any works to adjacent library building  
 Relocation costs  
 Temporary accommodation  
 Additional costs to stage or sequence the works

**Assumptions**

Our estimate assumes that the project will be fully documented.  
 Our estimate assumes that the project will be competitively tendered and under a standard fixed lump sum contract.

**Alternative Development Option Costing**

| Description   | Unit | Qty   | Rate  | Total Cost       |
|---|------|-------|-------|------------------|
| <b>New Building Works</b>   |      |       |       |                  |
| Dressing room 1 and 2   |      |       |       | nil              |
| Tech office and tech store  |      |       |       | nil              |
| Male and female toilets   |      |       |       | nil              |
| Instrument store  |      |       |       | nil              |
| Plant   | m2   | 30    | 2,000 | 60,000           |
| Green room  |      |       |       | nil              |
| Bin storage area  |      |       |       | nil              |
| Rehearsal room  |      |       |       | nil              |
| Accessible bathroom, laundry  |      |       |       | nil              |
| Sound locks   |      |       |       | nil              |
| Scene dock and general store  |      |       |       | nil              |
| Rear stage corridor   |      |       |       | nil              |
| Scene dock and general store  | m2   | 52    | 2,500 | 130,000          |
| Gallery   | m2   | 29    | 3,500 | 101,000          |
| Cleaner   |      | Note  |       | existing         |
| New loading dock  | item |       |       | 70,000           |
| <b>Sub total</b>  |      |       |       | <b>361,000</b>   |
| <b>New Building Works</b>   |      |       |       |                  |
| Gut and strip existing building areas excluding museum  | m2   | 1,550 | 75    | 116,250          |
| Demolish front lower roofed area  | m2   | 120   | 2350  | 30,000           |
| Refit for new theatre and auditorium  | m2   | 330   | 3,000 | 990,000          |
| New mezzanine area for control platform and follow spots  | m2   | 63    | 1,600 | 100,000          |
| New mezzanine area for plant rooms  | m2   | 79    | 1,600 | 126,400          |
| Refit for exhibition gallery  | m2   | 151   | 3,000 | 453,000          |
| Refit for gallery (circulation space)   | m2   | 197   | 2,500 | 492,500          |
| Refit for workshop areas  | m2   | 80    | 3,100 | 248,000          |
| Refurbish / refit existing male/ female toilets   | m2   | 153   | 3,100 | 474,300          |
| Workshop / meeting room 3 (retain and lightly refurbish existing)   | m2   | 35    | 1,000 | 35,000           |
| Administration, office (not bar)  | m2   | 56    | 2,600 | 120,000          |
| Minor works to retail area including security screen/door   | item |       |       | nil              |
| Retractable seating   | item |       |       | 150,000          |
| <b>Sub total</b>  |      |       |       | <b>3,335,450</b> |
| <b>External Works and Services</b>  |      |       |       |                  |
| Relocate existing gas tank, concrete pad, enclosure and bollards including disconnecting and re-connecting services |      |       |       | nil              |

| Description   | Unit | Qty | Rate    | Total Cost       |
|---|------|-----|---------|------------------|
| Remove existing paving / bitumen in preparation for new building works  |      |     |         | nil              |
| Allowance for new landscape works (minor due to amount of site utilisation)   |      |     |         | nil              |
| Allowance for storm water services  | item |     |         | 50,000           |
| Allowance for sewer services  | item |     |         | 50,000           |
| Allowance for water services  | item |     |         | 25,000           |
| Allowance for external electrical services - assume existing sub-station is satisfactory and does not require relocation or upgrading |      |     |         | nil              |
| Allowance for additional external lighting  | item |     |         | 50,000           |
| <b>ESD</b>  |      |     |         |                  |
| Allowance for rainwater storage   |      |     |         | nil              |
| Allowance for other ESD measures  |      |     |         | nil              |
| Allowance for storm water services  | item |     |         | 50,000           |
| Allowance for sewer services  | item |     |         | 50,000           |
| Allowance for water services  | item |     |         | 25,000           |
| Allowance for additional external lighting  | item |     |         | 50,000           |
| <b>Sub total</b>  |      |     |         | <b>350,000</b>   |
| <b>Preliminaries 1</b>  |      |     |         |                  |
| Authority Fees and charges  |      |     |         | 20,000           |
| Loose furniture and equipment   |      |     |         | 30,000           |
| Theatre equipment   | item | 1   | 450,000 | 450,000          |
| <b>Sub total</b>  |      |     |         | <b>500,000</b>   |
| <b>Total</b>  |      |     |         | <b>4,196,450</b> |
| <b>Preliminaries 2</b>  |      |     |         |                  |
| Escalation during construction (assumed 15 month construction period)   | note |     |         | 50,357           |
| Allowance for builder's preliminaries   | 9%   | 1   |         | 377,680          |
| Design Contingency  | 5%   |     |         | 209,822          |
| Construction Contingency  | 10%  |     |         | 419,645          |
| Professional Fees allowance including specialist  | 12%  |     |         | 503,574          |
| <b>Sub total</b>  |      |     |         | <b>1,561,078</b> |
| <b>Total</b>  |      |     |         | <b>5,757,528</b> |



### Appendix 5 – Estimate of costs to construct a building on a green field site to accommodate arts spaces (as per the functional brief)

The cost of building a new facility on a green field site, to accommodate the requirements of the functional brief, is estimated at \$11.240 million (excluding GST).<sup>29</sup>

|                              |   |
|------------------------------|---|
| Floor area:                  | 1,880m <sup>2</sup>                     |
| Construction cost:           | \$9.0m                                  |
| Construction contingency:    | \$430,000 (5% of net construction cost) |
| Cost escalation:             | Nil                                     |
| Construction cost sub-total: | \$9,460,000                             |

Assume construction period of 15 months.

This figure above includes ESD allowances of \$350,000

|   |                                       |
|---|---------------------------------------|
| Professional Fees: (12%)<br>landscape, ESD, geotechnical etc. specialists | \$1.15m – includes theatre, acoustic, |
| Loose furniture & equipment allowance:                                    | \$50,000                              |
| Theatre equipment allowance:  | \$450,000                             |
| Authority fees & charges:   | \$20,000                              |

**Total Project Cost: \$11.240m excluding GST**

Exclusions:

- GST
- Land value
- Demolition
- Contaminated / hazardous materials
- Relocation costs
- Temporary accommodation
- Abnormal ground conditions / rock removal

Assumes:

Fully designed and documented project, competitively tendered under a standard fixed lump sum construction contract. If a non-standard procurement method was adopted, such as design-construct, the additional cost could be in the order of +10% to achieve the same quality.

This amounts to:

Construction cost: \$5,090/m<sup>2</sup>

Project Cost: \$5,980/m<sup>2</sup>

Notations

- The Torquay Recreation Centre estimate includes 10% construction contingency (\$850,000) because of the potential risk of altering an existing building, whereas the greenfield estimate includes a 5% contingency (\$430,000) due to lesser potential risk
- Therefore the main cost difference is here in the order of \$420,000

<sup>29</sup> Wilde and Woollard, May 2015

- Other reasons are (in theory) – in adapting an existing building the use of existing floor area is not necessarily as efficient as the planning would be for an unconstrained new building layout –so there is floor area inefficiency – principally seen in the wide gallery beside the theatre
- The differential is not significant at a feasibility cost estimate stage when there is more unknown than known.

## Appendix 6 – Case Studies of recently constructed facilities

### MOONAH ARTS CENTRE

- Cost to construct: \$4 million (opened March 2015).  
Note the development was achieved for considerably less than current commercial rates because of the depressed building sector in Tasmanian at the time of construction. However, additional cost savings were achieved through innovative use of less expensive materials including plywood and zincaloom. Quality fittings that cost less to run were incorporated rather than equipment that was less expensive but cost more to run.
- Annual operating budget / Surplus or Deficit: Information not available at this time
- Owner: City of Glenorchy, Tasmania
- Spaces
  - The Performance/ Screen Studio (150-300 guests) is the largest of MAC's spaces. The floor space is 17.6m x 9.6m with a lighting grid. The space is equipped to support a wide range of activities from a small film festival to an aerial circus workshop (sprung floor) and intimate music concert. There is no fixed staging and no permanent seating banks. A default end-staging configuration can seat up to 150 people. An unseated cocktail style or informal musical event, opening onto the foyer and internal courtyard can cater for up to 300 people
  - Exhibition/display space - 4 x exhibition/display spaces. The main exhibition space is a purpose built gallery space of 128m<sup>2</sup>. This space is generally booked up to 12 months in advance.
- Opening hours  
The centre is open
  - Tuesday to Friday: 10am – 5pm
  - Saturday: 10am – 2pm
  - Closed Sunday, Monday and public holidays
- their comments
  - Spaces are separately keyed so the community can have access to their own area after hours.



## COLAC PERFORMING ARTS and CULTURE CENTRE

- Cost to construct: Not available
- Turnover approximately \$1 million. Annual deficit \$400,000
- Owner: Shire of Colac-Otway
- Spaces
  - 344 seat auditorium/theatre (with proscenium arch and shared with the Colac cinema\*)
  - 250 seat civic hall/black box theatre set-up, equipped with professional hanging system, flexible space
  - Public gallery for corporate or community displays equipped with professional hanging system
  - Four meeting or break out rooms
- 1. \* Noted that the shared arrangement with the commercial cinema operator significantly restricts access by the community and other performing arts programs. Access only available for 2 weeks in February, 4 weeks in May and October to December. Also clashes re shared foyer space.



## THE POTATO SHED (Geelong)

- Cost to construct: \$1.8 million, constructed 2001
- Cost of proposed upgrades (not yet funded): \$10.8 million, which will double the floor space from 1,500 sq. metres to 3,000 sq. metres. The upgrade will include a second black box theatre, and dance and multi-purpose/'breakout' spaces
- The turnover for the facility is approximately \$415,000 (projected \$441,000 for 15/16), which includes a subsidy from council of \$143,000 and an annual contribution from schools of approximately \$58,000
- Annual maintenance allocation from council of \$44,000
- Project partners: Joint development project between City of Greater Geelong, Bellarine Secondary College, the Roman Catholic Trusts Corporation (on behalf of St Ignatius College Geelong), and the Victorian State Government
- Management: Committee of Management under Section 86 of the Local Government Act
  - School has access for 80% of the time during school hours



### THE WODONGA CUBE

- Cost to construct: \$11 million, constructed 2012
- Owner: Shire of City of Wodonga
- Annual operating budget / Surplus or Deficit: Information not available at this time
- Location: 118 Hovell St, Wodonga
- Spaces
  - 10 seat auditorium/theatre that can accommodate or for more than 800 standing in flat floor mode (for live concerts) or exhibitions or alternatively, it can seat up to 300 people at round tables for conferences or dinners. Auditorium can be divided into 2 spaces
  - Large foyer that can cater for 90 people at round tables
  - Meeting room and green room can cater for groups up to 50
  - Cafe
- Box office hours:
  - Monday to Friday from 9.30am to 5pm / Saturday from 9.30am to 12.30pm



### MILDURA ARTS CENTRE (Redevelopment)

- Cost to construct: \$8.7 million, redeveloped 2012
- Owner: Mildura Rural City Council
- Annual operating budget / Surplus or Deficit: Information not available at this time
- Spaces
  - 444 seats theatre with a large proscenium stage with fly-tower
  - orchestra pit
  - green room
  - Foyer
  - Cafe
  - Direct connections to the Art Galleries, Rio Vista Historic House, and surrounding sculpture garden.
- Notes
  - The project is part of a larger master plan for the redevelopment of the Mildura Arts and Cultural Precinct where stage one focuses on the theatre and prepares the site for future expansion. Stage two focuses on the gallery and additional cultural facilities.

