
MEMORANDUM

TO: GRANTLEY SWITZER - SCC COMMUNITY FACILITIES AND PLANNING BRANCH MANAGER
FROM: GARY MEARS – THE EVENTS CENTRE GENERAL MANAGER
SUBJECT: THE EVENTS CENTRE - NATIONAL STRONGER REGIONS FUND ROUND 3 – SCOPE OF WORKS
DATE: 12 FEBRUARY 2016

INTRODUCTION

The National Stronger Regions Fund (NSRF) Round Three presents an opportunity for Council to refurbish The Events Centre into an exciting, vibrant and iconic performing arts and conference centre that showcases dynamic entertainment and corporate events for the diverse and growing Sunshine Coast community and visitors alike.

The Events Centre Caloundra is one of the largest local government owned performance and events centres in Queensland and provides a broad range of access and services for all Sunshine Coast residents and visitors.

In line with Sunshine Coast Council Performance and Community Venues Service Plan 2014 - 2029, a Facility Development and Maintenance Plan was commissioned to: identify requirements for refurbishment, maintenance, compliance, redevelopment upgrades and enhancements for service delivery to facilitate the requirement for The Events Centre to attain and retain (over a 15-year horizon) an industry position as a premier performing arts venue for the Sunshine Coast.

Recent capital works by Council and the successful LGGSP funding grant to redevelopment the Playhouse Theatre will functionally enhance parts of the building.

Whilst current business activity is increasing, this has placed strain on the aged facility. The proposed upgrade will generate a broad range of economic, employment, cultural and community benefits as well as a sustainable business model for facility operations. These outcomes directly support priority actions and/or desired outcomes of the Sunshine Coast Council Corporate Plan, Venues Plan, Regional Economic Development Strategy and Destination Tourism Plan. In a local context the proposed upgrade aligns with the Caloundra Economic Revitalisation Study Research and Recommendations Report and CBD upgrades.

The Event Centre's ongoing successful development of the convention and conference market on the Sunshine Coast would serve as justification, and as a catalyst towards realisation of the proposed major convention centre in Maroochydore. The Event Centre would provide that stepping stone to gain the necessary momentum and image required to attract conventions and conferences until such time as the Maroochydore centre is commissioned.

The immediate upgrade capital investment projects identified in this plan present a logical integrated approach to address critical issues, provide ample design/construct time, minimise operational downtime, maximise efficiencies and achieve diverse beneficial outcomes.

BACKGROUND

The **Sunshine Coast Performance and Community Venues Service Plan 2014-2029** identifies the Caloundra facility as “Council’s primary performance venue on the Sunshine Coast”. It is also the oldest of the ‘Sunshine Coast wide’ venues.

The SCC’s stated objectives for the TEC Facility Development and Maintenance Plan are to:

- 1) Ensure the facility is integrated into an efficient network of performance and community venues, which are well located and accessible to the community.
- 2) Ensure the usage of the venue is maximised.
- 3) Ensure the facility is designed and equipped to be resourceful, and to offer a high quality experience to the community.
- 4) Ensure the facility is able to be operated in a coordinated manner which is financially responsible and efficient.

Action considerations identified in the “Sunshine Coast Performance and Community Venues Services Plan” addressed in the plan include:

- 1) Positioning the Events Centre as Councils primary performance venue on the Sunshine Coast
- 2) Identify the strategic investment necessary to enable the venue to adequately respond to community demand over the next 15 years
- 3) Creating opportunities for enhanced connectivity to the Council Administration Building, Caloundra Library and Caloundra Art Gallery Creating a vibrant Cultural Hub within Caloundra

NATIONAL STRONGER REGIONS FUND – PROJECT PRIORITIES

The NSRF presents an opportunity to address the strategic investment required for capital projects over staged time periods. The investment addresses business attraction, audience satisfaction, regional economic benefits, community pride, cultural lifestyle and development, business continuity and reputation.

The breakdown of priorities represents the capital works and benefits of a \$7M upgrade and \$10m upgrade utilising funds from a successful NSRF grant application.

The following table lists the options presented in this plan and the breakdown of cost for each is included in the attached spreadsheet.

PROJECTS LISTED IN A \$7M UPGRADE	PROJECTS LISTED IN A \$10M UPGRADE
A. MAIN THEATRE UPGRADE COMPLETED	
<ul style="list-style-type: none"> • Theatre walls relined to meet aesthetic and acoustic requirements • Audio visual, lighting and sound equipment requirements to meet industry standards 	<ul style="list-style-type: none"> • Theatre walls and ceiling relined to meet aesthetic and acoustic requirements • Additional three phase power for theatre performances • Lighting and staging equipment upgrades including automated stage equipment for safety • Audio visual, lighting and sound equipment requirements to meet industry standards

- 1) Upgrade of the main theatre walls and ceilings to match the newly sealed floor and new seating for an enhanced customer experience.
- 2) New wall finishes and linings will significantly improve the aesthetic functionality and acoustics of this space.

- 3) Audio Visual and Lighting Equipment - Procurement of required and appropriate audio visual, stage and lighting equipment to service technical requirements of the venue.
- 4) Accordingly, ongoing procurement and maintenance of appropriate equipment and systems will continue as part of the strategic planning and equipment budgets.
- 5) There are some identified equipment needs that have not been incorporated in the scope of the nominated projects, but are certainly required to contribute to maintaining a premier level of service.
- 6) Automation of the stage fly tower with motorised winches to address WHS, functionality and safety.
- 7) Additional 3-phase power is required to service the main stage for performances and presentations.

B. DIVIDING WALLS

<ul style="list-style-type: none"> • Installation of dual operable walls between the Theatre and Glasshouse Room to increase venue capacity 	<ul style="list-style-type: none"> • Installation of dual operable walls between the Reef Room and Glasshouse Room to enhance capacity and utilisation • Installation of dual operable walls between the Theatre and Glasshouse Room to increase venue capacity
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- 1) Installation of dual operable walls between the Theatre and Glasshouse Room as well as between the Glasshouse Room and Reef Room to operate effectively as one large space or independent multipurpose rooms.
- 2) The functionality will also increase the seating capacity of the main theatre and venue functionality.

C. BEAUSANG ROOM

<ul style="list-style-type: none"> • No works 	<ul style="list-style-type: none"> • Upgrade of Beausang Room acoustics and finishes with a new wide operable wall to extend the foyer to accommodate a full house
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- 1) Upgrade room acoustics and finishes with a new operable wall that would open up to increase the foyer capacity.

D. MAIN TOILETS

<ul style="list-style-type: none"> • Relocated PWD amenities to improve accessibility for those with disabilities 	<ul style="list-style-type: none"> • Relocated PWD amenities to improve accessibility for those with disabilities
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- 1) Provision of a new DDA and BCA compliant PWD toilet. This would address existing circulation space which presents disabled patrons with access obstructions from queues and narrow spaces.

E. NEW PLAYHOUSE STAGE PWD TOILET AND DRESSING ROOM

<ul style="list-style-type: none"> • Stage Level Dressing Room and Toilet Facility to improve use and accessibility for those with disabilities. 	<ul style="list-style-type: none"> • Stage Level Dressing Room and Toilet Facility to improve use and accessibility for those with disabilities.
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- 1) Provision of a new PWD toilet/ shower dressing room at the Playhouse stage level.
- 2) There is no provision to upgrade the Playhouse Theatre main foyer toilets.

F. PWD LIFT ACCESS FROM CAR PARK

<ul style="list-style-type: none"> • Implement wayfinding to the car park entrance steps and lift 	<ul style="list-style-type: none"> • Installation of a PWD/ Passenger Lift from the Carpark to the Foyer • Implement wayfinding to the car park entrance steps and lift
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- 1) Installation of a PWD/ Passenger Lift which would operate between the Basement Carpark and Level 1 foyer.
- 2) Access between the basement carpark to the foyer is currently via an external pathway with no provision for all-weather access by wheelchair users.
- 3) Provision of a defined walkway from the rear of the building through the underground car park to the foyer stairwell.

G. BAR FACILITIES

<ul style="list-style-type: none"> • Maintenance of existing bar facilities 	<ul style="list-style-type: none"> • Old bar facilities redesigned, amalgamated and refitted to gain maximum efficiency and return on investment
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- 1) Bar facilities maintained to meet operational requirements major upgrade of the bar facilities that would create efficiencies with amalgamation of the Glasshouse, Reef Room and Verandah Bars based on Food Service Design Australia (FSDA) recommendations. This includes the purchase of new equipment and redesign to be more efficient and productive.
- 2) Consolidate all bar servery locations into a centralized location to provide efficiencies of labour and space
- 3) Provide the foyer and verandah areas with more open space for pre-function and intermission times
- 4) Refurbish the floor/ wall and ceiling finishes
- 5) Replace outdated bar equipment and bar counter fittings to improve workflow and capability
- 6) Rationalize the cold stores and other storage areas, where locations are not optimal
- 7) Provide a dedicated glass washing scullery and glassware storage
- 8) Provide dedicated espresso coffee outlets (barista type)

H. KITCHEN FACILITIES

<ul style="list-style-type: none"> • Existing kitchen facilities maintained 	<ul style="list-style-type: none"> • Kitchen facilities are redesigned, amalgamated and refitted to gain maximum efficiency and return on investment
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- 1) The existing 30 year old kitchen facilities maintained or complete refurbishment with a better designed kitchen facility to efficiently cater for large functions.
- 2) There are several points of Food Safety and Australian Standards that would be addressed with a complete refurbishment as the current fit-out does not embrace correct flow principles.
- 3) Delivery Dock and Waste Area - The entry dock into the kitchen area enlarged to allow large deliveries with an extended roof cover to allow unpacking in the event of rain.
- 4) Visual screening to the waste area as the current condition is unsightly to neighbouring houses.
- 5) The coolroom and freezer capacity increased, amalgamating the current add-on coolrooms currently in various locations.
- 6) Obsolete cooking equipment replaced.
- 7) Re-positioned meal plating and serving area to optimize work-flows with other sections of the kitchen.
- 8) Addition of a drop-off bench for dirty crockery and dinner wares, and a sink for spray-cleaning of dirty crockery.
- 9) Addition of a pot-washer to enable heat sanitizing of cook ware.

I. MAIN ENTRANCE

<ul style="list-style-type: none"> • Porte Cochere covered entry • Rectification of the Clocktower water leaks • Refurbishment to one internal staircase 	<ul style="list-style-type: none"> • Extension of the Porte Cochere to form a wayfinding connection to Bulcock Street • Landscaping for a feature art installation • Refurbishment to two internal stair cases Rectification of the Clocktower water leaks
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- 1) Provision of a Porte Cochere sheltered drop-off for the visiting public and patrons that extends out towards Minchinton Street.
- 2) Extension of the Porte Cochere with a covered walkway across the front towards the side of the building addresses a connection to the CBD as highlighted in the Caloundra Master Plan and a CBD Task Force desired outcome.
- 3) A new Porte Cochere will communicate a sense of arrival, announce the street presence of TEC, and also function as a patron-drop off area.
- 4) Being the most prominent aspect of the building, the iconic design will be used to promote TEC, as well as the Sunshine Coast region.
- 5) Landscaping will highlight the addition of a publically donated art installation at the front entry.

J. EXTERNAL RENDER

<ul style="list-style-type: none"> • Complete external sealing and render of the building with mortar treatment, and acrylic coating for a modern exterior 	<ul style="list-style-type: none"> • Complete external sealing and render of the building with mortar treatment, and acrylic coating for a modern exterior
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- 1) The existing brickwork surfaces are to be refurbished by applying a brick veneer mortar treatment, which includes cleaning and re-pointing the mortar joints, and the application of an acrylic-based spray-on coating to permanently seal the joints and brickwork.
- 2) This will be a cost- effective solution to increase climate protection and significantly improve the overall visual aesthetic of the Centre, and also provide for simpler and cheaper future maintenance to the external walls.
- 3) The render will provide a modern façade as opposed to the faded dull colour of the external brickwork which significantly detracts from the sense of a welcoming impression to the Centre.
- 4) The render will address areas of existing external brickwork where the mortar has significantly deteriorated and prevent water leakage into the internal areas.

K. FOYER

<ul style="list-style-type: none"> • Refurbishment of the foyer to a stylish entry with modern signage • Introduction of foyer and air conditioning. • Clock face updated with a more contemporary dial face design • Refurbishment of the two internal staircases 	<ul style="list-style-type: none"> • Enhanced box office as a first point of contact • Rationalisation of office space and enhancement of the staff tea room to a functional standard. • Refurbishment of the foyer to a stylish entry with functional box office, modern signage • Introduction of foyer and air conditioning. • Clock face updated with a contemporary design • Refurbishment of the two internal staircases
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- 1) A new HVAC system installed to provide the level of expected functionality.
- 2) The Foyer is currently compromised by the lack of air-conditioning.

- 3) A refurbished foyer with new finishes to walls, feature ceiling, carpet, and feature lighting themed on a contemporary palette reflecting the “Coast – beachside” lifestyle
- 4) Signage with digital images for wayfinding and promotion of events.
- 5) Enhanced box office to communicate a sense of welcome as a first point of contact.
- 6) The upgrade would rectify water leakage to wall and roof of clock tower
- 7) Refurbishments of the two internal staircases

L. SECURITY SYSTEM

<ul style="list-style-type: none"> • Installation of a security system to address access controls, public safety, liquor licensing, terrorism, cash control, theft and robbery issues and risk monitoring 	<ul style="list-style-type: none"> • Installation of a security system to address access controls, public safety, liquor licensing, terrorism, cash control, theft and robbery issues and risk monitoring
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- 1) The Centre is a significant place for public assembly in the community and requires adequate security systems.
- 2) Currently CCTV is not extensive and certainly not able to assist in the event of an incident requiring evidential video footage.

M. WHOLE OF VENUE AIR CONDITIONING HVAC

<ul style="list-style-type: none"> • Reliable air conditioning provided to all internal areas and efficiently designed specifically for large gatherings 	<ul style="list-style-type: none"> • HVAC smart controls for efficiency • Reliable air conditioning provided to all internal areas and efficiently designed specifically for large gatherings
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- 1) Reliable air conditioning provided to all internal areas and efficiently designed for large gatherings
- 2) Upgrade of the main theatre HVAC to provide an even comfortable environment to patrons, with those on the rear tiered seating subject to blasts from the ceiling air conditioning ducts.
- 3) The existing system has reached end of life and has regular failures.
- 4) Upgrade of the Playhouse Theatre HVAC to provide the necessary zoning/separation and reliability.
- 5) There are risks around relying on the existing chillers that increase with every year, with impacts being high risk of system failure affecting an event, and ultimately affecting the reputation and track
- 6) The current system was installed at construction and is essentially at the end of its life.
- 7) The refrigerant used in the Main Theatre and Playhouse systems is R22, and currently being phased out in the industry due to environmental concerns. Stocks are limited and costs of replacement refrigerant are high. A loss of refrigerant would be of the order of \$40,000 in refrigerant replacement costs for either system.
- 8) There are risks around relying on the existing Main Theatre and Playhouse Theatre chillers that increase with every year, with impacts being: High risk of system failure affecting an event, and ultimately affecting the reputation and track record of the facility.

NOT INCLUDED IN EITHER THE \$7M OR\$10M WORKS PROGRAM

W. Conference and Theatre Technical Equipment (NOT FUNDED)

- 1) Audio Visual and Lighting Equipment – there is some provision in the funded options however ongoing procurement is required for appropriate audio visual, stage and lighting equipment to service technical requirements of the venue.
- 2) There are some identified equipment needs that have not been incorporated in the scope of the nominated projects, but certainly contribute to maintaining a premier level of service.
- 3) Accordingly, ongoing procurement and maintenance of appropriate equipment and systems will continue as part of the strategic planning and equipment budgets.

X. Playhouse Theatre Main Theatre Toilet Amenity Sanitary Upgrade (NOT FUNDED)

- 1) There is no provision to upgrade the sanitary fittings (including dated urinals) in the main toilets to be completely refurbished to a higher standard to match the recent enhancement of walls, floors and dividing panels.

Y. Café Seating Area and Awning (NOT FUNDED)

- 1) Indoor/ outdoor seating areas to be refurbished with new finishes and furniture to blend with the theming of the Foyer space.
- 2) Existing shade-sails will be replaced with a translucent canopy shaded by a trellis of aluminium battens, similar in detail to the Porte Cochere to enhance its visual continuity with the Main Entrance.
- 3) The outdoor seating area will be extended towards Minchinton Street and the Main Entrance, providing an alfresco side-walk dining experience for visitors and after-show patrons, as well as adding to the ambience and activity at the street frontage.

Z. Car Park Entrance (NOT FUNDED)

- 1) Erection of translucent polycarbonate and aluminium batten screens around the Car Park Entrance to screen off the unsightly areas and better define the sense of vehicular entry; the translucent screen will also serve as a huge backlit movie poster marquee after dark, announcing the forthcoming events and performances at the Centre.
- 2) The existing rear entrance from Nutley Street into the basement carpark is rather utilitarian and featureless, being sandwiched between the Sub-Station, Loading Bay and storerooms.
- 3) As a first impression to visitors arriving by car, it does not convey the sense of arrival and anticipation of the events, functions and performances that patrons will be attending inside the Centre.
- 4) The open area behind the Glasshouse Room is currently being used as external storage areas for tables and chairs and adds to the unsightly, back-of-house appearance of the carpark entry.
- 5) Extension of storage space at the entrance by extending the floor area immediately above the entry/exit area for additional storage.

SUMMARY

The Events Centre is recognised as the Sunshine Coast's primary performing arts centre and serves a catchment area that extends beyond the Council boundaries as a major venue for international, national and local conferences, meetings and performances.

Whilst the venue serves the Sunshine Coast region, the local Caloundra catchment is significant and as such the relationship with the local community is of key importance to The Event Centre and the business community.

There is a solid community and business emphasis on the revitalisation of the Caloundra CBD. The facility requires enhancements and practical improvements to be competitive and viable to both performing arts and conference markets. In turn, this is vital in the economic revitalisation of Caloundra.

Refurbishment and upgrade would not only provide for a sustainable business model, but would provide an immediate return on investment.

Two of the Council's stated objectives for the Facility Development and Maintenance Plan are to:

- Ensure the facility is designed and equipped to be resourceful, and to offer a high quality experience to the community.
- Ensure the facility is able to be operated in a coordinated manner which is financially responsible and efficient.

To this end, it is important to establish and provide service levels that cover:

- | | |
|---------------------------------|---------------------|
| • Condition and quality | • Accessibility |
| • Sustainability and efficiency | • Health and safety |
| • Functionality and reliability | • Compliance |

A \$10M application would address

- 1) Compliance with 'new-build' building compliance (i.e. as distinct from meeting historic standards at time of original construction)
- 2) Complete accessibility in public areas to improve access for disabled patrons
- 3) Air conditioning to all interior spaces designed specifically for people movements and volumes expected in such a facility
- 4) Complete refurbishment of the dated kitchen and bar facilities to cater for large volumes of patrons at peak times (i.e. pre-show, intermission)
- 5) Street presence and external appearance that enhances the iconic nature of the facility and presents an image that is used widely in promotion of the region
- 6) Security systems and processes provide for the safety of patrons and staff, and provide necessary records in the event of an incident
- 7) Plant, equipment and materials that support sustainable practice in terms of cost and environmental performance
- 8) Meet standards that satisfy current legislative requirements for new constructions and does not discriminate from able-bodied patrons

A \$7M application would address minimum industry levels of service.

- 1) Maintain to compliance standards with health and safety recommendations within practical means
- 2) Compliance with basic accessibility requirements within practical means
- 3) Full compliance with mandatory legislation
- 4) Renewal or replacement of key functional assets
- 5) Kitchen and bar layouts unchanged

This information is subject to, and must be read in conjunction with, the limitations set out, and the assumptions and qualifications contained, throughout The Events Centre Facility Development and Maintenance Plan report. Of note, the cost options are based on current market rates and do not include provisions for CPI.

END