Sunshine Coast Council

The Events Centre Caloundra

Facility Development and Maintenance Plan

May 2015

Executive Summary

INTRODUCTION

The Sunshine Coast is one of Australia's most desirable regions renowned for its natural attributes and diverse, vibrant communities. 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, this Facility Development and Maintenance Plan (the 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."***

VISION

> ***The Events Centre will be 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.***

CRITICAL REDEVELOPMENT

This extensive facility development and maintenance plan has holistically assessed required maintenance and capital works for the facility to both attain and retain operational status as the Sunshine Coasts 'Premier' performance and events centre.

The aged facility has many individually identified 'end of life' components including; seating, air conditioning and kitchen facilities, that present extreme risks for business continuity and inefficient reactive expenditure. Other identified risks include; public safety, inequitable disability access and food safety.

Recent capital works to the Glasshouse Conference Room have functionally enhanced part the building; however the 30 year old facility is in need of strategic investment in renewals and enhancements to maximise a diverse range of significant benefits for the Sunshine Coast.

Whilst current business activity is increasing, this has placed strain on the aged facility. There are regular and high numbers of complaints about very poor seating and disability access. There is also a growing cost of lost opportunity from business not secured, due to the poor appearance of the building façade and dated toilet amenities.

The proposed 'Premier Level of Service Upgrade' of The Events Centre will likely see an escalation in the number and quality of high profile conferences and entertainment events. This is supported by similar upgrades to other like venues such as the Ipswich Civic Centre, and the financial gains achieved as a result.

The report on the Ipswich Civic Centre Activity Report is held by the General Manager, The Events Centre Caloundra.

NEEDS AND BENEFITS

The Sunshine Coast is a proud regional leader in South East Queensland with expected high levels of population and business growth. By 2031, the region's population could reach 515,250 and will be considered a major Australian population centre. Presenting The Events Centre as a premier facility provides the region with an essential showcase venue to attract and host major conferences and corporate events as well as international standard performance acts, as would be expected in a prominent regional city.

The proposed upgrade is likely to 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*.

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.

OPTIONS

Over past years there has been insufficient maintenance and renewal to retain an industry acceptable level of service. The 'Events Centre Facility Development and Maintenance Plan' has been developed with a strategic 15 year outlook to maximise benefits from required maintenance and capital investment in the venue. The options presented in this report include;

1. **Maintain existing standard**. This will cover asset replacements and continued maintenance over the 15 year period. This provides for no enhancements or increases in service levels and is basically a "like for like" scenario.
2. **Enhance to Industry Standard and Maintain** the facility at a 'Basic Industry Standard'. This scenario includes what is necessary to bring the existing facility up to a minimum industry level of service without any targeted efficiency gains or upgrade to a higher or premier level of service or presentation.
3. **Premier Level of Service Upgrade Options (1 + 3 year delivery)** to achieve enhanced presentation, efficiencies, current compliance, benchmarked standards 'as compared to other like regional performance centres (Toowoomba, Geelong, Wollongong, Mandurah, etc.). They present the most cost effective treatment to gain the greatest benefit possible from the existing facility.

There were 2 sub-options considered for the Premier Level of Service Upgrade. The difference between the sub-options was the delivery timeframe. The sub-option recommended was to deliver the packages of work over a 3 year period with another (initial) year for design and procurement activities (1 + 3 year). The other sub-option was to deliver the packages over a 5 (1 + 4) year period. In both sub-options the packages of work remained the same.

Given the considerable benefits to the community, 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.

FUNDING

The report highlights a need for strategic investment and consideration of the relationship between capital and maintenance projects over time periods. The investment required must also be considered against, business attraction, audience satisfaction, regional economic benefits, community pride, cultural lifestyle and development, business continuity and reputation (refer to the Ipswich Civic Centre Activity Report).

This plan provides an 'investment opportunity' to realise benefits for the Sunshine Coast from the upgrade of The Events Centre. There are detailed supporting documents that identify the costings outlined in this report.

Should the upgrade options be approved by Council, with funding support, there are opportunities to also explore grants, sponsorship and other forms of corporate and philanthropic support that may offset some of the total project costs. It may be that loan funding for capital infrastructure could allow for intergenerational ratepayers to contribute over future years.

An upgrade to 'premier levels of service' provides opportunity to possibly reduce the annual council subsidy required to operate the facility.

The following table lists the options presented in this plan and the breakdown of cost for each. The option to achieve a 'premier level of service' is dependent on the completion of the projects on this list. The suggested order of the projects is tabled in Section 6 of this report.

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 1 - Maintain	Operational	$370,535	$187,415	$303,150	$215,715	$440,245	$103,350	$158,575	$401,480	$148,900	$155,115	$335,455	$893,890	$148,900	$141,995	$298,615	$4,103,335
	Capital	$913,400	$15,000	$1,037,150	$0	$1,068,500	$0	$0	$171,350	$0	$5,400	$244,200	$238,700	$0	$0	$73,000	$3,766,700
	Total	$1,283,935	$202,415	$1,340,300	$215,715	$1,508,745	$103,350	$158,575	$572,830	$148,900	$160,515	$579,655	$932,590	$148,900	$141,995	$371,615	$7,870,035

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 2 - Enhance	Operational	$1,382,865	$209,840	$921,415	$267,905	$327,370	$289,775	$257,825	$322,360	$286,800	$255,220	$613,255	$260,795	$248,900	$279,145	$456,265	$5,777,735
	Capital	$1,087,200	$0	$991,600	$0	$1,027,500	$0	$0	$144,000	$0	$29,700	$289,200	$172,500	$0	$0	$76,400	$3,818,100
	Total	$2,470,065	$209,840	$1,313,015	$267,905	$1,354,870	$289,775	$257,825	$466,360	$286,800	$284,920	$902,455	$433,295	$248,900	$279,145	$532,665	$9,595,835

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 3 - Premier	Operational	$418,255	$205,090	$321,415	$267,905	$305,750	$289,775	$257,825	$322,360	$286,800	$255,220	$613,255	$260,795	$248,900	$279,145	$456,265	$4,788,755
	Capital	$97,150	$0	$27,600	$0	$80,500	$0	$0	$73,500	$0	$29,700	$289,200	$172,500	$0	$0	$76,400	$846,550
	1+3 Year Delivery	$3,373,890	$2,340,555	$1,127,350	$4,404,505	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$11,246,300
	Total	$3,889,295	$2,545,645	$1,476,365	$4,672,410	$386,250	$289,775	$257,825	$395,860	$286,800	$284,920	$902,455	$433,295	$248,900	$279,145	$532,665	$16,881,605

RECOMMENDATIONS

- ***That council adopts a preferred option from those presented in this plan***
- ***That annual maintenance and any upgrade programs be funded and implemented as per the adopted preferred option for the 15 year period of the plan.***

This report is subject to, and must be read in conjunction with, the limitations set out, and the assumptions and qualifications contained, throughout the Report. Of note, the cost options are based on current market tares and do not include provisions for CPI.

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1. Introduction

The Events Centre in Caloundra (TEC) is a cultural, community and catered events venue, and is the largest of Sunshine Coast Council's (SCC or Council) community and performing venues. The facility is strategically placed within the Caloundra Central Business District (CBD), adjacent to the Council administration building and in close proximity to the Caloundra Library and the Caloundra Art Gallery.

The Centre hosts theatre performances, corporate and business events, including conferences, seminars, catered functions and banquets.

The former Landsborough Shire Council built and opened the centre in 1980, and subsequently operated by the former Caloundra City Council (CCC). The Sunshine Coast Events Centre Pty Ltd was established by CCC as sole shareholder in 2004, and is now managed externally by a board of directors.

The Centre comprises:

- A 900 seat flat-floor auditorium with 'tiered seating' when required (Main Theatre)
- A 300 seat theatre with fixed tiered seating (Playhouse Theatre)
- A functions area (Glasshouse Room – capacity up to 800)
- Meeting rooms and board rooms
- A commercial scale kitchen
- Foyer
- Bars and catering facilities

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 Facility Development and Maintenance Plan are to:

- Ensure the facility is integrated into an efficient network of performance and community venues, which are well located and accessible to the community.
- Ensure the usage of the venue is maximised.
- 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.

1.1 Purpose of this Plan

This Facility Development and Maintenance Plan (the 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."***

The Plan identifies the strategic investment necessary to enable this venue to adequately respond to community demand over the next 15 years in alignment with the Council Vision:

Performance and community venues provide spaces for the Sunshine Coast region that are well equipped to cater for a diverse range of events, and offer captivating, creative experiences that will engage, excite and challenge our audiences.

With the history and context of this venue in mind, and the commitment to revitalise it as a premier level facility, GHD have prepared this Plan to enable this vision, and work with stakeholders to provide the direction necessary to make this happen.

Action considerations identified in the *"Sunshine Coast Performance and Community Venues Services Plan"* addressed in this Plan include:

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

As part of the commission, it was made clear that the options to be considered will not significantly alter, or add to, the current footprint of the facility.

1.2 Stakeholder & Industry Engagement

This Facility Development and Maintenance Plan was developed with input provided by key stakeholders, who were consulted with throughout the process, and the combined previous input of industry specialists.

1.2.1 History of Engagement

In recent years, the Council, Sunshine Coast Events Centre (SCEC) Board and TEC management have undertaken a series of survey, community consultation, reviews, planning sessions, strategy development and concept plans for the future of TEC. Feedback derived from previous activities and recent detailed investigations have been reviewed and have contributed to the presentation of this report.

A guiding document has been the Sunshine Coast Performance and Community Venues Service Plan 2014-2019 which included significant community consultation.

PDT Architects undertook a Facility Planning exercise in July 2014 involving the SCEC Board, TEC Management and Council officers.

Technical input has also been received from the following facility industry specialists and groups:

Ford Consulting:	AC systems, 2014
GEO Consulting:	Clock Tower Investigation, 2014
TOD Consulting Engineers:	Various structural elements, 2013-14
SCC:	Security review, 2012
Mode Design:	Front entry concepts, 2013

Architectus, Positive Solutions, cultural groups and the community contributed to an initiative called Future Vision in 2008.

1.2.2 Facility Development and Maintenance Plan Engagement

In the development of this Plan, we acknowledge the engagement and involvement of the following:

SCC Property Management Staff

SCC Property Management Branch staff **Brad White, Frances Martin, Karen Martin and Debbie Hanson** has provided key information and guidance in terms of the SCC processes, systems and culture to enable this Plan to be framed in a way familiar to Council, and that satisfies key outcomes.

SCEC Board

The SCEC Board has been engaged and briefed during the project including the direct involvement of the SCEC Board Chairman, **Cr Tim Dwyer**, and Board Director **Kevin Radbourne** in workshop discussions and progress meetings.

TEC Management and Staff

TEC General Manager, **Gary Mears**, has been instrumental in his involvement to provide input and reviews of the Plan, and in facilitating and coordinating other parties throughout the project.

Key TEC management and staff have been involved in various meetings and forums, as well as supplying information as requested. They have also assisted and made time for the various inspectors and specialists visiting the site: In this we particularly acknowledge the assistance of Events Manager, **David Shanahan**.

TEC staff have conducted customer surveys and community responses that have influenced the Plan.

GHD Woodhead and Subconsultants

The following GHD Woodhead personnel and subconsultants have provided input into the Plan:

Fendall Hill, Eric Kerr and Harold Lancaster: Project management and direction, condition assessment and asset management planning, coordination of technical input, facilitation of forums and meetings, authorship and review of the Plan.

Alvin Low and Gavin Adams: Architectural services, provision of briefings and liaison with stakeholders, authorship and review of the Plan.

Brad Gaston: Mechanical services specialist providing condition assessment and conceptual design and costing for heating, ventilation and air conditioning (HVAC) services.

Nick Patorniti: Urban planning input.

Greg Dyer: Security input.

Food Services Design Australia (FSDA): Kitchen and bar facilities audit and report.

MBM Quantity Surveyors: Provision of probable opinions of cost for service upgrade options.

2. Market Analysis

2.1 Regional and Local Population Growth

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.

Figure 1 provides figures from the Australian Bureau of Statistics and shows that the population of the Sunshine Coast has increased by nearly 70,000 in 10 years, and the rate of growth has been steady. It is anticipated that this growth will continue. The Regional Development Australia Sunshine Coast State of the Region 2012-2031 report predicts that the region's population could reach anywhere between 439,100 and 515,250 by 2031.

From a local Caloundra perspective, much of the region's future growth will be from 50,000 new people in the Caloundra South development alone, which will be considered as part of the Caloundra catchment area, and therefore local to TEC.

Based on statistics that demonstrate growing patronage from across the Sunshine Coast and surrounding council areas, population growth in these areas will also further drive demand and increased utilisation of the facility.

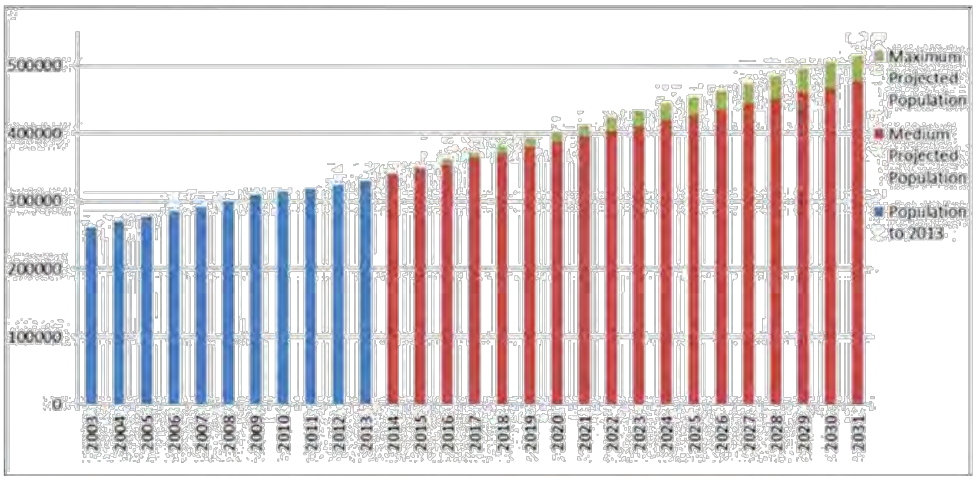


Figure 1 Sunshine Coast Population 2003-2013 and Projected to 2031

2.2 Caloundra Economic Revitalisation

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 SCC and the Caloundra Chamber of Commerce published the Caloundra Economic Revitalisation Study in August 2014. Council has followed this up with the Caloundra 4551 Precinct Town Centre Project, which is a council initiative driving economic development for the Caloundra CBD.

The Study emphasised the role and the positive impact of TEC as follows:

> ***"The Events Centre is a significant facility in Caloundra with the ability to host a wide range of arts and cultural events. The facility can also***

accommodate conferences and exhibitions, which bring delegates from other cities and states to Caloundra. Increasing the number of visitors from outside Queensland can also help to promote Caloundra in non-traditional markets, potentially encouraging repeat visitation."

The impacts of an annual program of music, cultural events, exhibitions and conferences are also described in that they will:

"...encourage visitation throughout the year, with flow on effects for accommodation and food providers. This will contribute to the 'culturally rich and vibrant community' objective through a focus on cultural events and facilities and a range of activities & attractions for visitors; to the 'dynamic, resilient local economy' objective through improving the success of local businesses; and to the 'democratic and engaged community' objective through providing more events and activities of interest for youth."

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.

TEC is a valuable resource that can significantly contribute to the future tourism / conference market growth of the region and be a major catalyst in the Caloundra Economic Revitalisation.

2.3 Regional Benefits

TEC is an iconic Sunshine Coast facility that generates new visitation and economic benefits to the region as well as servicing the civic and social needs of the community as required for a dynamic and growing local government area.

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 size, location, accessibility and diversity of TEC will remain relevant in supporting the growing community needs and expectations of a premier performing arts centre in conjunction with a major convention centre. Enhancement of the facility will further increase business activity and benefits to the Sunshine Coast.

2.4 Operational Success & Potential

Recent business development initiatives have resulted in increased bookings, utilisation, attendance and economic benefits from conferences. There is a sound business model in place and the success has been recognised in recent business awards.

Refurbishment and upgrade would not only provide for a sustainable business model, but would provide an immediate return on investment, as opposed to the risks currently associated with a 'run-to-fail' model.

3. Operating Structure

TEC venue is independently governed by a Board of community representatives, (volunteer directors) as a not-for-profit entity that provides cultural and commercial benefits to the community through the provision of arts, entertainment, hospitality and commercial activities.

The Sunshine Coast Events Centre Pty Ltd (SCEC) was established by Caloundra City Council in 2004. It was formed to manage a facility for the conduct of community and civic events. It employs 12 permanent staff, in excess of 41 casual/contract staff and benefits from the dedication of around 50 volunteers.

The Company has evolved to now provide diverse cultural programs and commercial activities that support regional cultural, economic and community development through two main business streams:

- Entrepreneuring, creating and presenting cultural events and arts activities
- Providing professional creative event management services to support hirers with planning, marketing, ticketing, technical, staging and hospitality services

The SCC and SCEC *'Statement of Intent and Operating Agreement'* reflect the management role that the Council envisions for the Company and the operations, facilities and activities it is intended to manage.

Responsibilities of the Caloundra City Council (now SCC)

Among the responsibilities listed in the *Statement of Intent* are the following:

- Maintain the Centre as a high quality professional venue in accordance with the Operating Agreement
- Support Sunshine Coast Events Centre in its promotion from time to time and in any economic impact and market research studies.

Maintenance responsibilities of Council include:

- Cleaning of external areas of the Centre, including:
  - All building fabric and fixtures (walls, roof, gutters, clock etc.)
  - All car park areas (excluding storerooms and stairwells)
  - All garden areas, such as pathways etc.
- Specific Internal Cleaning, including:
  - Annual steam cleaning of carpeted floor areas, subject to an inspection showing this is warranted (internal)
  - Any annual special purpose cleaning of timber and tile surfaces
  - Any cleaning required that relates to capital works projects or other Council responsible maintenance activities
- Other maintenance issues, including:
  - Ground costs (entrance ways)
  - Security
  - Car park including gates/grills etc.
  - Fire service costs
  - General maintenance over $500
  - Electrical maintenance – systems

- Plumbing maintenance - over $500
- Electric doors
- Refrigeration plant - major and fixed
- Air-conditioning plant

Responsibilities of the Sunshine Coast Events Centre (Operator)

Among the responsibilities listed in the *Statement of Intent* are the following:

- The management and maintenance of all assets in accordance with operating policies and procedures and maintenance specifications, as per the Operating Agreement.
- The maintenance of appropriate financial and non-financial records together with the implementation of an audit program to ensure that Sunshine Coast Events Centre meets its obligations in respect to its financial affairs and other statutory requirements including Occupational Health and Safety.

In addition, the *Operating Agreement* requires that the Operator submits a Capital Development Program annually:

- …setting out proposals for the enhancement, development and acquisition of major capital items and for minor plant and equipment replacement and purchases in respect of the Centre, and the Centre Assets to ensure that the Centre can continue.

Maintenance responsibilities of the Operator include:

- General cleaning of internal areas of the Centre (which are a result of normal operational use by the Operator), including:
  - All carpeted floor areas (vacuum and spot cleaning)
  - All tiled floor areas (sweeping and mopping)
  - Timber floor areas (sweeping and mopping)
  - Walls (washing and spot cleaning)
  - Ceilings (spot cleaning)
  - All Public areas (all surfaces)
  - All toilets and bathrooms (all surfaces)
  - All offices (all surfaces)
  - All venues (all surfaces)
  - All workspace (all surfaces)
  - All store rooms (all surfaces)
  - All verandahs (floor and fixed seating)
  - All equipment and furnishings (built-in or portable)
  - All windows and other glass surfaces
  - All stairwells (all surfaces)
- Specific external cleaning, including:
  - Main entrance pathways (before the double glass doors)
  - Windows
  - Loading dock areas
  - Car park store rooms and stairwells

- Other maintenance issues, including:
  - Gardening maintenance costs
  - Minor maintenance under $500
  - Electrical maintenance - test & tag
  - Electrical maintenance minor- globe replacement etc.
  - Plumbing maintenance minor under $500
  - Refrigeration plant maintenance - small portable

4. Performing Arts Venue Service Levels

4.1 Context

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 was important to establish and define service levels that would cover:

- Condition and quality
- Sustainability and efficiency
- Functionality and reliability
- Accessibility
- Health and safety

It is desired by Council that "The Events Centre attain and retain (over a 15-year horizon) an industry position as a "premier" performing arts venue for the Sunshine Coast."

It is important, as part of this Plan, to understood what is meant by a 'Premier' venue. To define the levels of service expected, a consultative process was undertaken with stakeholders to establish these. To achieve this, the collective knowledge of similar regional Australian performance venues was applied in order to establish Industry and Premier levels of service as follows.

4.2 Premier Level of Service

To operate as a premier performing arts centre (comparative to similar regional Australian performance venues), levels of service would include:

- Industry Practice levels of service as listed below
- Compliance with 'new-build' building compliance, and health and safety legislation (i.e. as distinct from meeting historic standards at time of original construction)
- Complete accessibility in public areas that does not disadvantage disabled patrons
- Air conditioning to all interior spaces designed specifically for people movements and volumes expected in such a facility
- Facilities (bathroom amenities, bar and food services) that cater for large volumes of patrons at peak times (i.e. pre-show, intermission)
- 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
- Security systems and processes provide for the safety of patrons and staff, and provide necessary records in the event of an incident
- Seating that provides comfort throughout the duration of an event
- Plant, equipment and materials that support sustainable practice in terms of cost and environmental performance

4.3 Industry Levels of Service

Minimum industry levels of service would include:

- Compliance with health and safety recommendations within practical means
- Compliance with accessibility requirements within practical means
- Full compliance with mandatory legislation
- Surfaces, coverings and seating in public areas and selected artist areas are maintained in either good, or very good, condition, and provide acceptable comfort levels
- Good acoustic quality in every theatre and room
- Renewal or replacement of key functional assets at the appropriate times in the lifecycle (as distinct from running assets to failure and accepting unreliability, affecting service failure, safety, business and reputation)

4.4 Meeting Levels of Service

To this end, GHD Woodhead was commissioned to gain an understanding of the current status of TEC from existing stakeholders and management, existing documentation, and visual inspection.

The following table provides a summary of current standards and practices against determined Industry, and Premier, levels of service.

Table 1 Comparison of Current Level

	Current Standard or Practice	Industry Levels of Service	Premier Levels of Service
Public Areas	Facility in Fair condition, but below condition and comfort levels in public areas	Good or very good condition in public areas, comfortable	Good or very good condition in public areas, comfortable
Equipment	Plant, equipment & fittings at the end of their useful lives, running risk of unreliability and high operation/maintenance costs	Renewal or replacement of plant, equipment and fittings at the appropriate times in the lifecycle	Renewal or replacement of plant, equipment and fittings at the appropriate times in the lifecycle
Equipment Sustainability	Sustainability - many assets at the end of their useful lives, lacking cost efficient and environmental performance	Renewal or replacement of plant, equipment and materials at the appropriate times in the lifecycle, taking advantage of gains in efficiency and cost savings where practical	Use of plant, equipment and materials that support sustainable practice in terms of cost and environmental performance
Acoustics	Good acoustic quality in every theatre, but some meeting rooms lacking in acoustic performance	Good acoustic quality in every theatre and room	Good acoustic quality in every theatre and room
Health & Safety	Health and Safety - some potential health and safety issues, but basic compliance levels currently achieved. Kitchen layout is inadequate	Address mandatory compliance Accept 'compliance at time of construction' except where practical to meet current standards and reduce risk	Meet standards that satisfy current legislative requirements for new constructions Designs and practices that reduce risk of any incidents to acceptable levels
Public Access	Accessibility Issues – lack of disabled access, bathroom facilities constricted at peak times	Accept compliance at time of construction except where practical to meet current standards Sufficient amenities to cater for peak times	Meet standards that satisfy current legislative requirements for new constructions and does not discriminate from able-bodied patrons Sufficient amenities to cater for peak times

	Current Standard or Practice	Industry Levels of Service	Premier Levels of Service
Air Conditioning	Unreliable air conditioning systems largely at end-of-life, (uneven distribution in main theatre, foyer not air conditioned)	Reliable, air conditioning systems provided to theatres and function rooms	Reliable air conditioning provided to all internal areas and efficiently designed specifically for large gatherings and movement of patrons
Exterior	Building exterior is deteriorating and dated, lacks iconic nature, no covered porte cochere and vehicle set down. Some areas in poor condition e.g. loss of mortar, cracks and exposed steel	Building exterior is as tidy as practical with a presentable profile	Street presence and external appearance that enhances the iconic nature of the facility and presents an image used widely in promotion of the region Provision of covered porte cochere and vehicle set down
Service Areas	Bars and service areas are in poor condition. Bar and food service facilities are constricted and available range limited at peak times.	Acceptable wait times during peak times and acceptable range of products available and an attractive point of sale presentation	Bar and food services cater for large volumes of patrons at peak times and offer a good range of products (e.g. barista quality coffee) in minimal time to allow patrons time to enjoy them. An attractive point of sale presentation
Security	Security processes and systems are inadequate and lack technical systems required for visibility and recording	Security systems and processes provide for the safety of patrons and staff, and provide necessary records in the event of an incident	Security systems and processes provide for the safety of patrons and staff, and provide necessary records in the event of an incident

From this, a series of projects have been identified as needed to bring the facility up to a premier facility in line with similar facilities operated throughout Australia. Section 6 gives details of each of these projects.

A number of options are presented in Section 5 regarding how these projects may be staged.

4.5 Management and Staff

Ultimately, the quality of service, and maintenance of service levels is the responsibility of management and staff, regardless of the physical assets.

In recent years, the current management has raised the business bar in terms of effective running, promotion and management of the facility, but the facility needs to be upgraded to premier level of service to match this performance. In doing so, this would serve to retain a premier standard of management, and attract a similar standard of management into the future; it would be expected that once the reputation and culture is developed in the community, this level of management and service delivery would be maintained with sustained business growth.

Similarly, when a facility is geared towards efficiency and service in its design, i.e. kitchen and bar facilities, technical rooms, storage spaces and corridors, this will attract and retain good

staff, and enable them to do their work with satisfaction, ultimately enhancing service to patrons and the reputation of the facility.

4.6 Venue Definitions

The Sunshine Coast Performance and Community Venues Service Plan contains the following definitions with regards to TEC Caloundra:

> *'Performance and community venue' is a general term when referring to all six key venues subject to this Plan. These places offer a variety of spaces for performing arts, community, and commercial activities and events. These venues offer:*
>
> - *A space for performance and arts rehearsal, and cultural activities;*
> - *A space for social, educational and recreational activities, civic events, health and/or support services, and information distribution, and*
> - *A space for commercial activities, such as functions, conferences and expos.*
>
> *Venue Definitions:*
>
> *Performance venue: These venues primarily host the performing arts, functioning as spaces for accomplished performers and touring events which draw significant audiences. These venues are especially equipped to be capable of staging theatrical and concert performances to industry standards. These venues can also accommodate a range of secondary uses, including commercial and community events and activities. Within this Plan, this term applies to The Events Centre Caloundra and Nambour Civic Centre.*
>
> *Hierarchy Definitions:*
>
> *Sunshine Coast wide venue: These venues are large scale facilities which service a regional catchment, have a seating capacity of more than 500 people, have staff based on-site and are well equipped to support their primary role and function. Within this Plan, this term applies to The Events Centre Caloundra, Nambour Civic Centre and Lake Kawana Community Centre.*

TEC is currently fulfilling the Sunshine Coast requirements for the delivery of performing arts and small to medium sized conferences. TEC is the largest local government owned conference and performing arts centre in South East Queensland.

There is a distinction to be made when comparing a conference facility to a performing arts venue. While a performing arts venue can be used as a conference facility, it does not follow that a conference facility can be used effectively as a performing arts venue.

Performing arts venues are specifically structured for various types of concerts and theatre in a way that a standard conference centre does not cater for in terms of staging, specialist stage equipment and lighting, audio visual equipment and structure (i.e. fly towers). It is important that venues such as TEC remain, and are maintained to a premier level of service if achievable.

Convention / Conference / Entertainment Centre

A convention /conference centre is a large open plan building that is designed to hold a convention, where individuals and groups gather to promote and share common interests.

- Convention centres typically offer sufficient flat floor area to accommodate several thousand attendees
- Convention centres typically have at least one auditorium and may also contain lecture halls, meeting rooms, and conference rooms with speciality audio visual presentation equipment
- Very large venues, suitable for major trade shows, are sometimes known as exhibition centres
- An entertainment centre is a flexible space capable of hosting sporting events and large concerts by musical artists usually ranging up to around 30,000 people.
- Aside from seating options the major event staging, sporting or other equipment is usually sourced and installed as required for specific events

Performing Arts Centre

A performing arts centre is a multi-use performance space that is designed and equipped for use by various types of the performing arts, including dance, voice, drama, comedy, music and theatre.

- A performing arts centre has a cluster of performance spaces, each possibly designed for a specific purpose such as symphonic music or chamber music or dance or theatre, but multi-purpose as a whole.
- Performing arts centres include specialist; staging, lighting, sound, rigging, seating, access, hospitality, ambience and access to enjoy a range of cultural experiences of engaging, intimate and technical staged presentations.

5. Options

Probable Opinion of Costs – Forecasting Assumptions

Note that for amounts provided as probable opinion of costs in this section the figures exclude GST and inclusive of the following:

HVAC:

- Preliminaries, Design Contingency and Construction Contingency (25% - note that for the Industry level of service option, this has also been applied to replacement of existing HVAC)

Other Works:

- Preliminaries (20%)
- Staging Allowance (10%)
- Design Contingency (15%)
- Construction Contingency (5%)

The figures do not incorporate any allowance for inflation.

GHD undertook a condition, compliance and accessibility audit in November 2014 as an input into this Plan. This also provided an asset register with estimated renewal and replacement costs over the next 15 years, as well as identifying defects to be addressed.

Further details about the condition survey can be found in Appendix A Condition Audit

5.1 Option 1 – Maintain Existing Standard

This scenario includes what is necessary to maintain the existing facility to a serviceable condition without any upgrade to a higher or premier level of service and includes:

- Addressing defects and compliance issues
- Renewing or replacing assets reaching end of life with equivalent similar assets
- Maintaining and servicing the facility

This provides for no enhancements or increases in service levels and is basically a "like for like" replacement scenario with no allowance for unplanned (reactive) repairs and maintenance. Any unexpected expenditure would have to be separately funded as it arises.

Taking this approach means that there is a greatly increased risk of business disruption due to issues such as the unreliability of ageing plant, equipment, materials and finishes.

The following table and graph demonstrates the probable opinion of costs over the next 15 years based on the condition assessment undertaken.

For a detailed breakdown of these figures please refer to the Microsoft Excel spreadsheet supplied by GHD with this report titled "TEC Options Breakdown". Within this spreadsheet are a number of tabulated worksheets. The 'Summary' sheet presents the main tables linked to each option, and the related graphs. Each detailed worksheet itemises the operational and capital costs over a fifteen year window.

Option 1: Maintain Existing Standard

Total capital and operational costs over 15 years - $7.87M

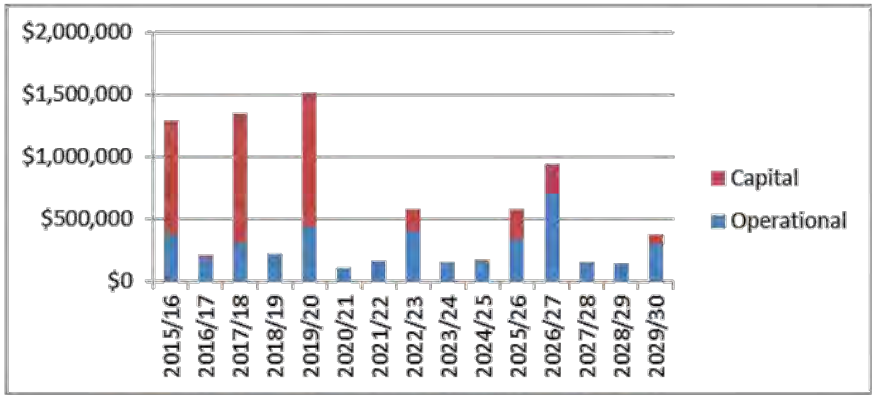


Figure 2 15 year Financial Model: Option 1

Table 2 15 Year Expenditure: Option 1

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 1 - Maintain	Operational	$370,535	$187,415	$303,150	$215,715	$440,245	$103,350	$158,575	$401,480	$148,900	$155,115	$335,455	$693,890	$148,900	$141,995	$298,615	$4,103,335
	Capital	$913,400	$15,000	$1,037,150	$0	$1,068,500	$0	$0	$171,350	$0	$5,400	$244,200	$238,700	$0	$0	$73,000	$3,766,700
	Total	$1,283,935	$202,415	$1,340,300	$215,715	$1,508,745	$103,350	$158,575	$572,830	$148,900	$160,515	$579,655	$932,590	$148,900	$141,995	$371,615	$7,870,035

*Operational incorporates CPM = Corrective and Preventative Maintenance and SPM = Statutory & Planned Maintenance (Note: no allowance for unplanned reactive repairs and maintenance in this option)

5.2 Option 2 - Enhance to Industry Standard and Maintain

This scenario includes what is necessary to bring the existing facility up to condition without any upgrade to a higher or premier level of service and includes:

- Addressing defects and compliance issues (as per Option 1)
- Public areas brought up to, and maintained in, good or very good condition
- Renewing or replacing assets reaching end of life with equivalent similar assets (as per Option 1)
- Maintaining and servicing the facility (as per Option 1)

The facility is currently not maintained to an industry standard in terms of condition, a number of compliance and safety issues need to be addressed, and some main HVAC systems have reached the end of their effective life. This option requires significant expenditure over the next 5 years. Even once this is undertaken, the functional levels of service will not be increased nor will sustainability objectives be realised i.e. foyer will not have air conditioning, kitchen and bar facilities remain inefficient and with substandard layouts.

Allowance has been made in this option for an expected amount of unplanned maintenance and repairs.

Taking this approach also means that there is still an increased risk of business disruption due to the unreliability of ageing HVAC plant, and the vulnerability of the kitchen to operate should the ceiling be subject to more rainwater ingress during weather events.

The following table and graph demonstrates the probable opinion of costs over the next 15 years based on the condition assessment undertaken.

For a detailed breakdown of these figures please refer to the Microsoft Excel spreadsheet supplied by GHD with this report titled "TEC Options Breakdown". Within this spreadsheet are a number of tabulated worksheets. The 'Summary' sheet presents the main tables linked to each option, and the related graphs. Each detailed worksheet itemises the operational and capital costs over a fifteen year window.

Option 2 - Enhance to Industry Standard and Maintain

Total capital and operational maintenance costs over 15 years - $9.60M

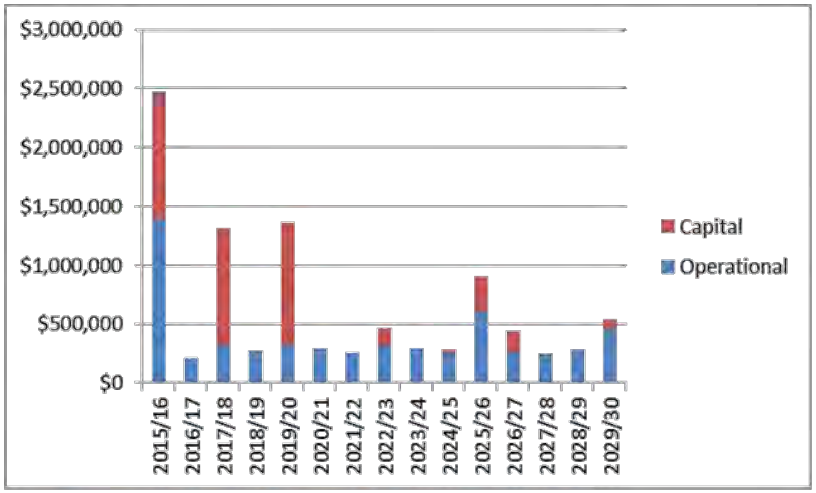


Figure 3 15 year Financial Model: Option 2

Table 3 15 Year Expenditure: Option 2

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 2 - Enhance	Operational	$1,382,865	$207,840	$321,415	$267,905	$327,370	$289,775	$257,825	$322,360	$286,800	$255,220	$613,255	$260,795	$248,900	$279,145	$456,265	**$5,777,735**
	Capital	$1,087,200	$0	$991,600	$0	$1,027,500	$0	$0	$144,000	$0	$29,700	$289,200	$172,500	$0	$0	$76,400	**$3,818,100**
	Total	**$2,470,065**	**$207,840**	**$1,313,015**	**$267,905**	**$1,354,870**	**$289,775**	**$257,825**	**$466,360**	**$286,800**	**$284,920**	**$902,455**	**$433,295**	**$248,900**	**$279,145**	**$532,665**	$9,595,835

*Operational incorporates CPM = Corrective and Preventative Maintenance and SPM = Statutory & Planned Maintenance

5.3 Option 3 - Premier Level of Service Upgrade (1 + 3 Year Delivery)

This option is to achieve enhanced presentation, efficiencies, current compliance, benchmarked standards 'as compared to other like regional performance centres (Toowoomba, Geelong, Wollongong, Mandurah, etc.). It presents a cost effective treatment to maximise the benefit possible from the existing facility.

The upgrade capital investment projects identified in the 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 to the community.

Figure 4 below highlights the packages of work and projects as discussed through workshops with stakeholders.

Figure 5, Table 4 and Section 5.4 demonstrate the probable opinion of costs over the next 15 years to upgrade and maintain the facility as per this option.

For a detailed breakdown of these figures please refer to the Microsoft Excel spreadsheet supplied by GHD with this report titled "TEC Options Breakdown". Within this spreadsheet are a number of tabulated worksheets. The 'Summary' sheet presents the main tables linked to each option, and the related graphs. Each detailed worksheet itemises the upgrade, operational and capital costs over a fifteen year window.

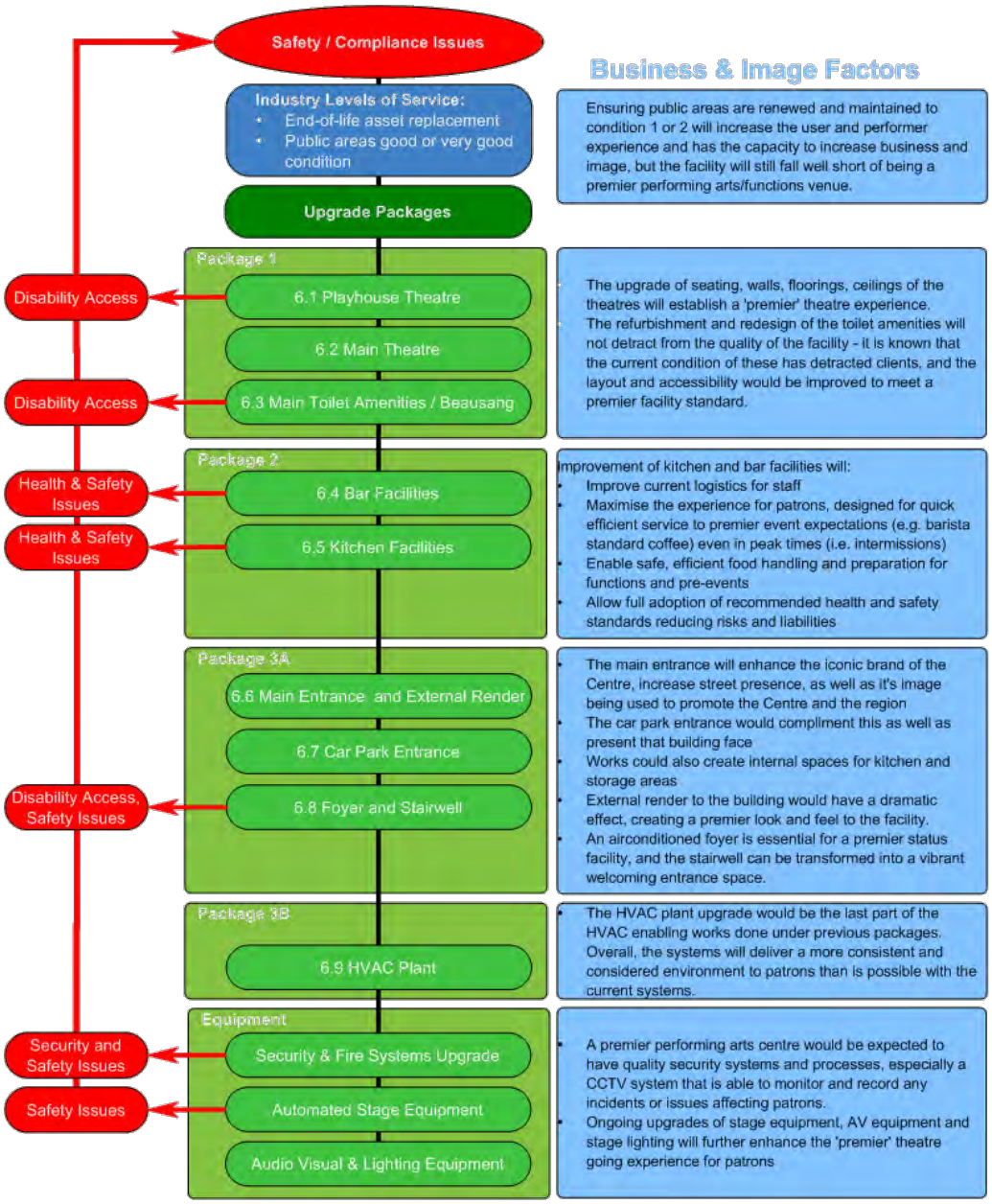


Figure 4 Work Packages

Option 3: Premier Facility Upgrade (1 + 3 Year Project):

Total capital upgrade cost over 1 + 3 years - $11.25M

Total upgrade, capital and operational maintenance costs over 15 years - $16.88M.

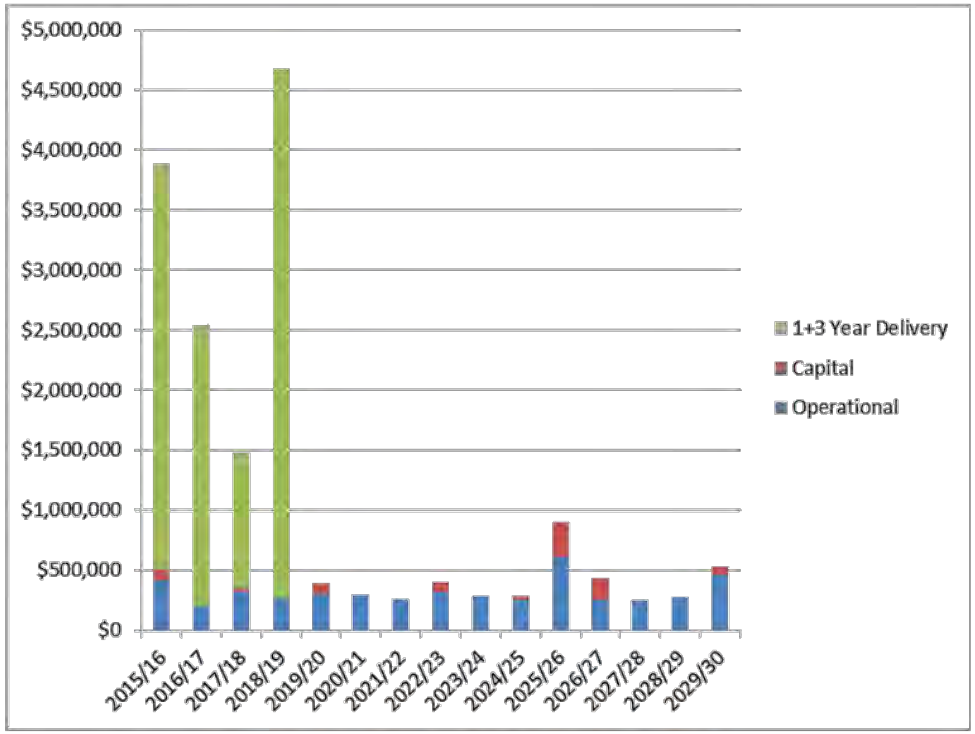


Figure 5 15 year Financial Model: Option 3

Table 4 15 Year Expenditure: Option 3

	Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Option 3 - Premier	Operational	$418,255	$205,090	$321,415	$267,905	$305,750	$289,775	$257,825	$322,360	$286,800	$255,220	$613,255	$260,795	$248,900	$279,145	$456,265	**$4,788,755**
	Capital	$97,150	$0	$27,600	$0	$80,500	$0	$0	$73,500	$0	$29,700	$289,200	$172,500	$0	$0	$76,400	**$846,550**
	1+3 Year Delivery	$3,373,890	$2,340,555	$1,127,350	$4,404,505	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$11,246,300**
	Total	**$3,889,295**	**$2,545,645**	**$1,476,365**	**$4,672,410**	**$386,250**	**$289,775**	**$257,825**	**$395,860**	**$286,800**	**$284,920**	**$902,455**	**$433,295**	**$248,900**	**$279,145**	**$532,665**	**$16,881,605**

*Operational incorporates CPM = Corrective and Preventative Maintenance and SPM = Statutory & Planned Maintenance

5.4 Proposed Work Packages

Projects have been grouped into work packages such that the works can occur simultaneously and minimising/localising the potential impact of works on the facility as follows:

It is proposed that the works packages be undertaken in blocks of 8-12 weeks each year, during the quieter periods of each year, enabling business continuity during peak periods.

Plan Section	Project Details	Option Cost Estimate	Package Priority	Project Priority
	Package 1		1	
6.1	Playhouse Theatre	665,000		
	Allowance for removal of asbestos removal	63,000		1
	Replace existing ceiling finishes	95,300		1
	Replace existing floor finishes	40,800		1
	Replace existing wall finishes	68,000		1
	Replace seating upholstery finishes to Playhouse theatre	116,000		1
	Supply and install lift at Orchestra pit	162,000		3
	Replace existing stage equipment as required - Playhouse stage	31,500		1
	DDA compliant covered access linkway	34,750		2
	BCA compliant stair balustrade (Stair 2)	9,900		1
	Replace lights and fittings to lounge - Maleny Room	10,000		3
	Cut existing brickwork to form opening for window - Bio Box	2,000		1
	New windows and blinds - Maleny Room	29,000		3
	Make good to existing wall - Maleny Room	2,750		3
6.1	Playhouse Heating Ventiliation and Air Conditioning	187,500		
	Playhouse/Reef front of house	187,500		1
6.2	Main Theatre	728,244		
	Replace tiered theatre seating	300,000		1
	Replace existing ceiling finishes	200,094		2
	Replace existing wall finishes	174,150		1
	Replace existing stage equipment as required - Auditorium	54,000		1
6.2	Dividing Wall Between Main Theatre and Glasshouse Room	49,000		
	25 sections of partition wall panelling	45,000		2
	Storage closet for partitions	4,000		2
6.2	Main Theatre Heating Ventiliation and Air Conditioning	375,000		
	Main Theatre front of house	375,000		1
6.3	Beausang Room	95,000		
	Replace existing ceiling and acoustics	79,000		2
	Repaint existing wall	3,000		2
	Allowance for new feature wall	13,000		2
6.3	Main Toilets	440,000		
	Refurbish male/ female/ PWD public amenities			
	Allowance for removal of asbestos removal	27,000		1
	Replace existing ceiling finishes	27,000		1
	Replace existing light fittings upon completion	21,600		1
	Replace existing floor finishes	29,700		1
	Replace existing wall finishes	99,300		1
	Widen corridor for BCA compliance	16,200		1
	Reconfigure existing pipework	27,000		1
	Widen door opening for BCA compliance	10,800		1
	Provide BCA compliant ambulant toilets	11,700		1
	Allowance for general make good	18,000		1
	Replace existing sanitary fittings and accessories			
	Male (assumed 6 cubicles)	36,800		1
	Female (assumed 10 cubicles)	57,500		1
	Cleaner	5,600		1
	New PWD toilet/ dressing for DDA compliance			
	Allowance for removal of asbestos removal	27,000		1
	Replace existing ceiling finishes	1,600		1
	Replace existing light fittings upon completion	1,300		1
	Replace existing floor finishes	1,750		1
	Replace existing wall finishes	8,650		1
	Reconfigure existing pipework	1,600		1
	Widen door opening for BCA compliant	3,600		1
	Allowance for general make good	1,800		1
	Replace existing sanitary fittings and accessories	4,500		1
6.3	PWD Lift Between Car Park and Foyer Level	335,400		
	Cut existing suspended slab to form opening for lift	3,600		2
	Cut existing ground slab to form lift pit	2,700		2
	New lift pit	10,800		2
	Reinstate existing roof to accomodate new lift	14,400		2
	Lift wall	42,900		2
	New lift	252,000		2
	BWIC	9,000		2
6.3	Beausang Heating Ventiliation and Air Conditioning	468,750		
	Beausang Central Plant	468,750		1

Plan Section	Project Details	Option Cost Estimate	Package Priority	Project Priority
	Package 2		2	
6.4	Bar Facilities	1,081,500		
	Improve workspace behind bar counter (Cafe)	134,600		1
	Rectify floor, wall and ceiling finishes	218,400		1
	Amalgamate cafe and bar server areas	131,000		2
	Add dedicated expresso coffee outlets	108,000		3
	Rectify under counter refrigeration	190,000		1
	Cover exposed pipework	79,250		1
	Centralise cold room & store area	220,250		2
6.5	Roof Replacement Above Kitchen	125,000		
	Repair Roof Leakage	120,000		1
	Replace ceiling	5,000		1
6.5	Kitchen Facilities	404,000		
	New drop off bench	13,500		2
	New heat sanitizing	9,000		1
	Replace obsolete cooking equipment	360,000		2
	Reposition existing preparation bench	3,500		1
	Rectify pest and food issues	18,000		1
	Package 3		3	
6.6	Main Entrance	912,000		
	Rectification of water leakage to wall and roof of clock-tower	83,750		1
	Refurbishment of staircase entry	65,000		1
	Provide sheltered setdown	144,250		1
	Increase visual presence of entry at Minchinton street	619,000		1
6.6	Verandah Area Café Seating	691,750		
	Seating areas to be refurbished with new finishes and furniture to blend with the theming of the Foyer space	360,500		2
	Existing shade sails will be replaced with a translucent canopy shaded by a trellis of aluminium battens	210,500		2
	Outdoor seating area will be extended towards Minchinton Street and the Main Entrance	120,750		2
6.6	External Render	788,500		
	Brick veneer mortar treatment incl. access, cleaning & re-pointing mortar joints	591,500		1
	Apply Dulux Acratex 950 spray-on acrylic coating	197,000		1
6.7	Car Park Entrance	295,000		
	New cladding to carpark entrance	295,000		2
6.8	Foyer	579,900		
	Removal of asbestos from ceiling	55,000		1
	Upgrade floor, wall, ceiling finishes to entry foyer	207,000		1
	Upgrade signage and way finding to entry foyer	70,000		1
	Allowance for new HVAC system	229,900		1
	Allowance for BWIC	18,000		1
6.8	Foyer Heating Ventiliation and Air Conditioning	675,000		
	Foyer Central Plant	675,000		1
6.9	Main Central Heating Ventiliation and Air Conditioning Plant	1,600,000		
	Main Theatre Central Plant and AHU's	1,600,000		1
6.9	Playhouse Central Heating Ventiliation and Air Conditioning Plant	437,000		
	Playhouse Central Plant	437,000		1
6.9	Playhouse Reef Plantation Air Handling Units	312,000		
	Playhouse Reef Plantroom and AHU	312,000		1

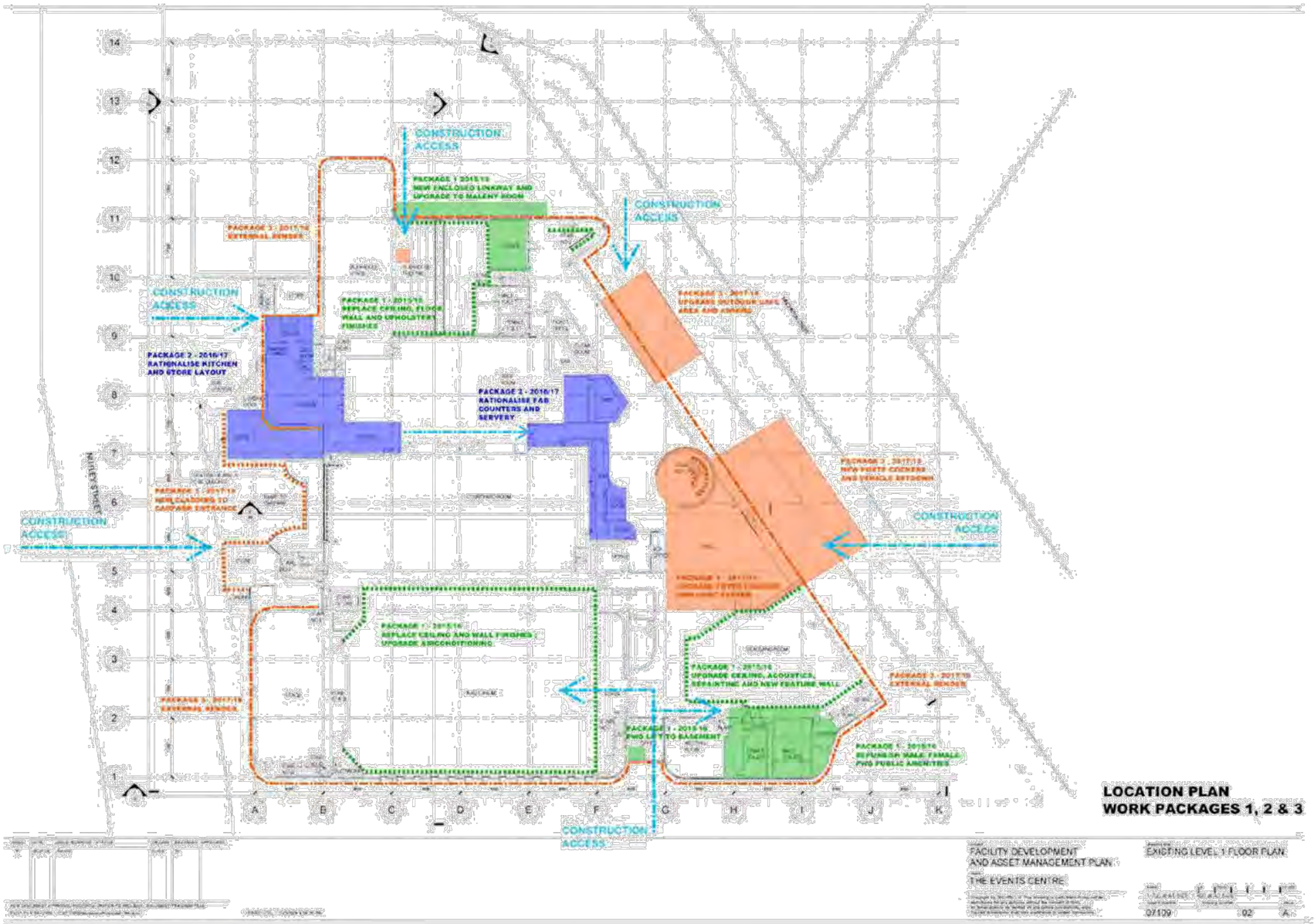


Figure 6 Work Packages 1, 2 & 3A

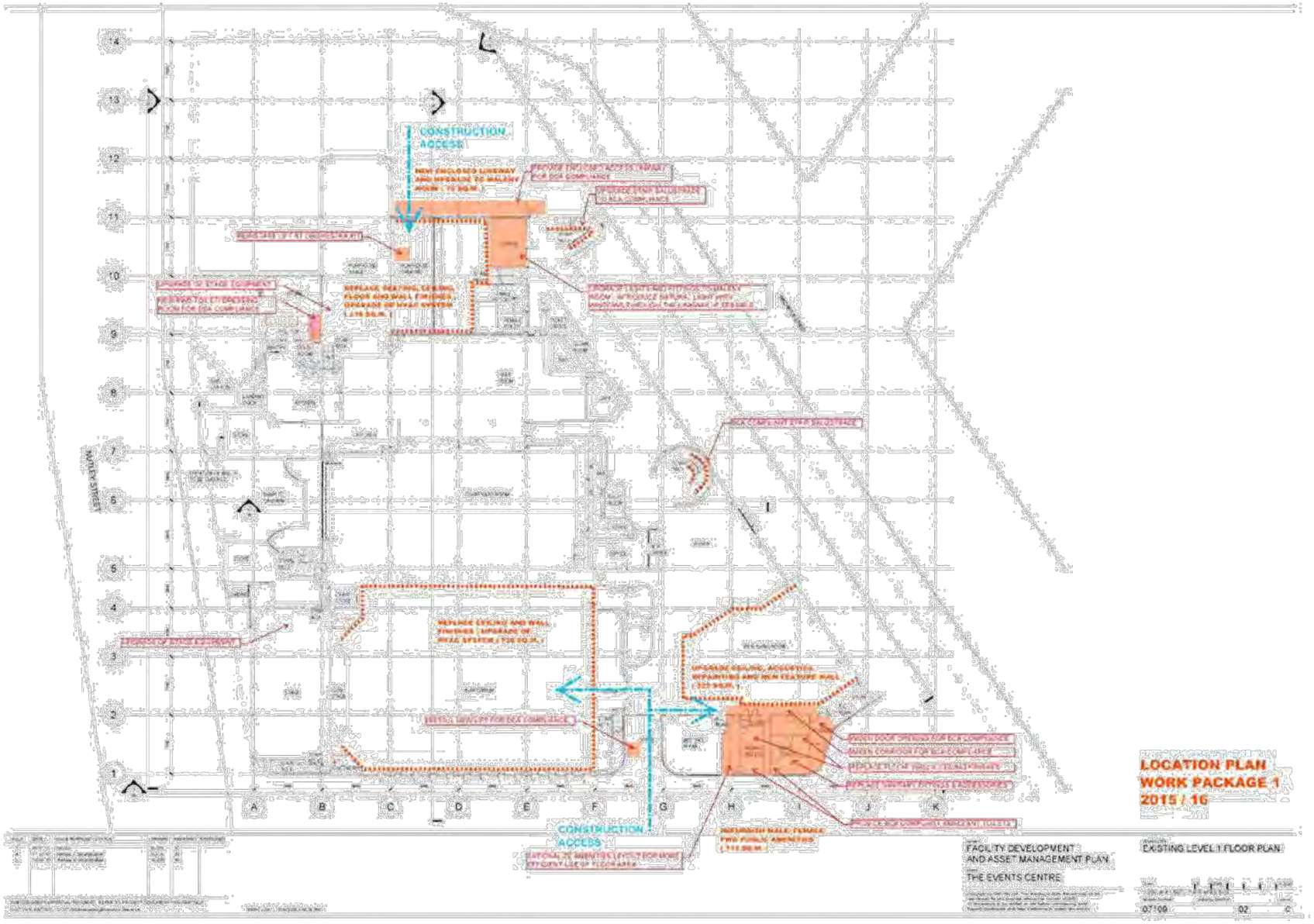


Figure 7 Work Package 1

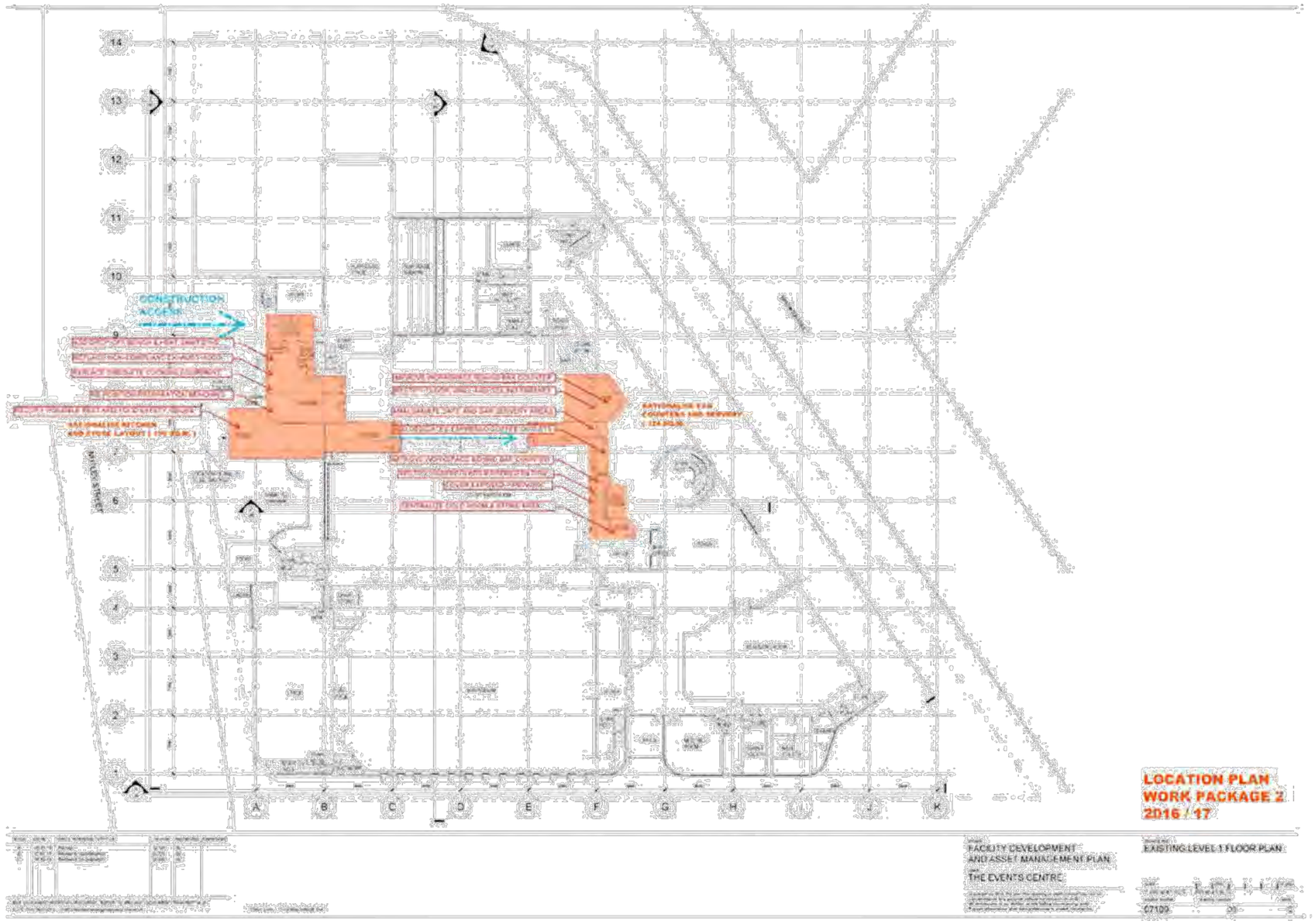


Figure 8 Work Package 2

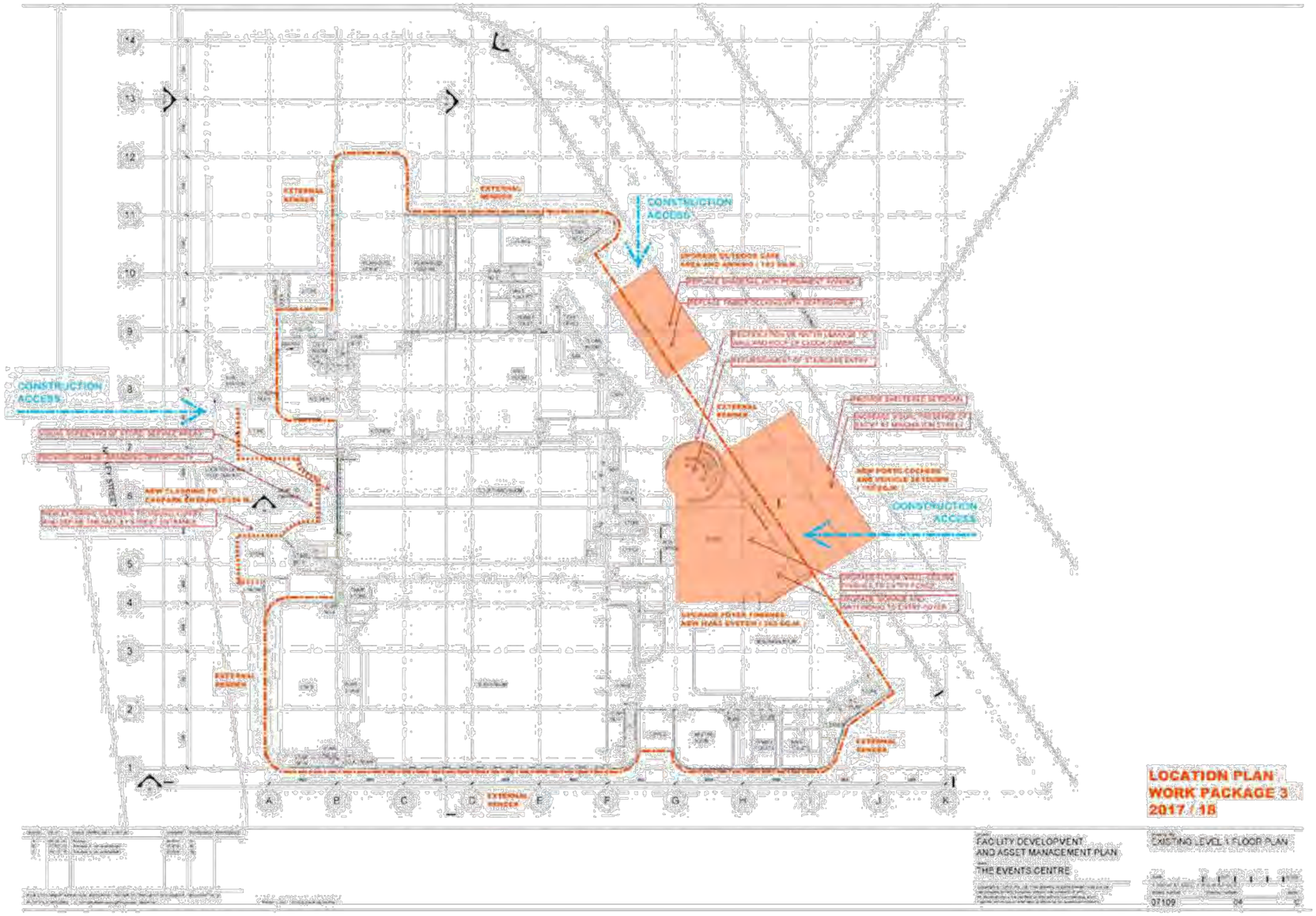


Figure 9 Work Package 3A

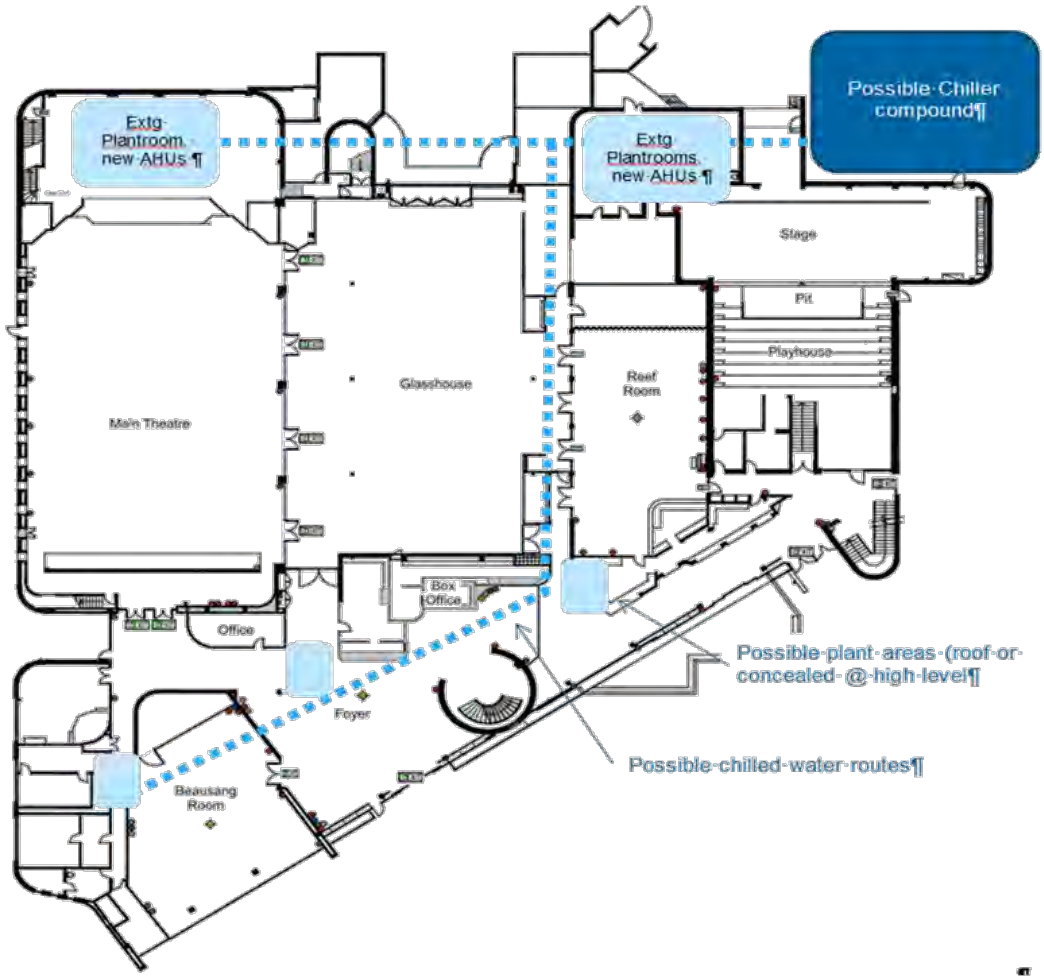


Figure 10 Work Package 3B

5.5 Preferred Option – Premier Facility Upgrade (1 + 3 Year Project): (2015-2018)

- 2015/16 Design all works
- 2016/17 Package 1
- 2017/18 Package 2
- 2018/19 Package 3 (3A and 3B)

A 3 year construction upgrade provides a measured approach, with time to plan, design and manage carried in year 1, and the ability to maintain a certain amount of operability and function during construction.

5.6 Premier Facility Upgrade (1 + 4 Year Project): (2015-2019)

- 2015/16 Design all works
- 2016/17 Package 1
- 2017/18 Package 2
- 2018/19 Package 3A
- 2019/20 Package 3B

This option proposes a prolonged staged upgrade process by delaying the HVAC upgrade (identified as Package 3B) as listed in section 6.9.3. However, there are risks associated with reliance upon the existing HVAC plant to function reliably past its useful life until the upgrade work is carried out. Accordingly, this option was considered undesirable by the stakeholders consulted.

6. Upgrade Projects

6.1 Playhouse Theatre

6.1.1 Playhouse - Current Status

Overall the theatre has a good sized stage, a fly tower, and newly upgraded dressing rooms. It has good acoustics and good sightlines, providing an intimate and engaging theatre experience.

Stage access from the road is adequate. The stage wings are limited in size by the nature of the building footprint

Condition and Compliance

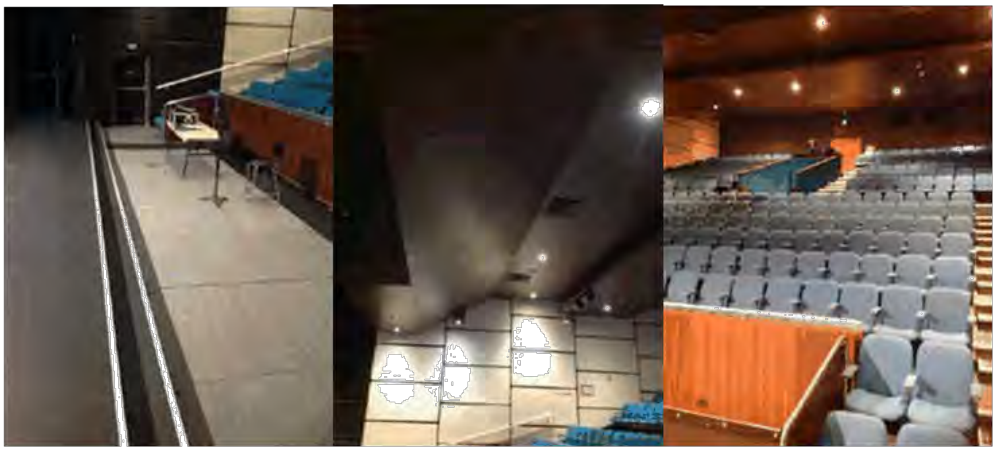
The condition audit highlighted that many elements of the Playhouse Theatre are currently below industry standard as follows:

- Water damaged ceiling panels
- Disability access
- Theatre seating
- Floor finishes
- Wall finishes and linings
- Handrails (including stage areas)

Generally the interior space of the Playhouse presents as being outdated, tired and showing visible signs of wear-and-tear; there are visible damp stains and signs of water-damage to the ceiling (external roof issues have since been rectified). There is minor impact damage and scratches to the wall surfaces, and the carpet has been worn out in areas with high traffic. Rips and tears to the upholstery fabric in the seating have also been noted.

The backroom areas show evidence of piecemeal additions in stage control equipment and electrical cabling over time, and these have not been adequately enclosed in purpose-built joinery with cable management, which poses several WH&S and public safety issues.

The rear staircase is designated as a means of escape for occupants of the Playhouse, as well as being a public passageway. The balustrade height and gaps between the balustrade panels and stair treads do not comply with current BCA standards and pose a public safety issue.



Accessibility

Access to the seating area of the Playhouse is currently via the main entry staircase with no provision for equitable access by wheelchair users. In order to enter the theatre, disabled patrons are currently required to exit the foyer to an external footpath with only a section of linkway exposed to the elements, and back through the exposed external doors at the front of the Playhouse; this arrangement may not comply with current DDA requirements. External disability access needs to be addressed in order that disabled patrons have a safe, sheltered internal access to the theatre equivalent to able-bodied patrons.

Disability access to the seating area and Playhouse stage is currently limited to the floor ramp via the Technical Store and may not comply with current DDA requirements.

Stage Level Dressing Room and Toilet Facility

Access to the dressing rooms in the Playhouse is currently limited to a single staircase and may not comply with current DDA standards, which require PWD dressing room facilities at stage level.

Orchestra Pit

The orchestra pit in the Playhouse Theatre is currently inoperable, especially as historic flooding has damaged the lifting mechanism. The area above the pit is covered and currently utilised for disabled seating. This functionality is meeting operational requirements as there are currently no other accessible areas available in the theatre for disabled seating.

Bio Box

The bio box is limited in view and therefore lacks the necessary sightlines. Due to the insufficiencies, the sound technicians are currently based in a rear central location in the seating area which affects the seating capacity and presents some safety issues.

6.1.2 Playhouse - Proposed Upgrade

The upgrading proposal recommends the replacement of the aging internal finishes in the public spaces of the Playhouse to establish a premier theatre and performing venue, updated with a contemporary palette of materials, textures and colours that enhance the premier experience. The upgrading proposal also recommends the works to the backroom areas of the Playhouse to address and rectify several BCA, WH&S and public safety issues.

Entry Staircase

This area would receive new carpet, handrails and discrete LED floor lighting to provide full compliance and functionality after the upgrade.

Ceiling

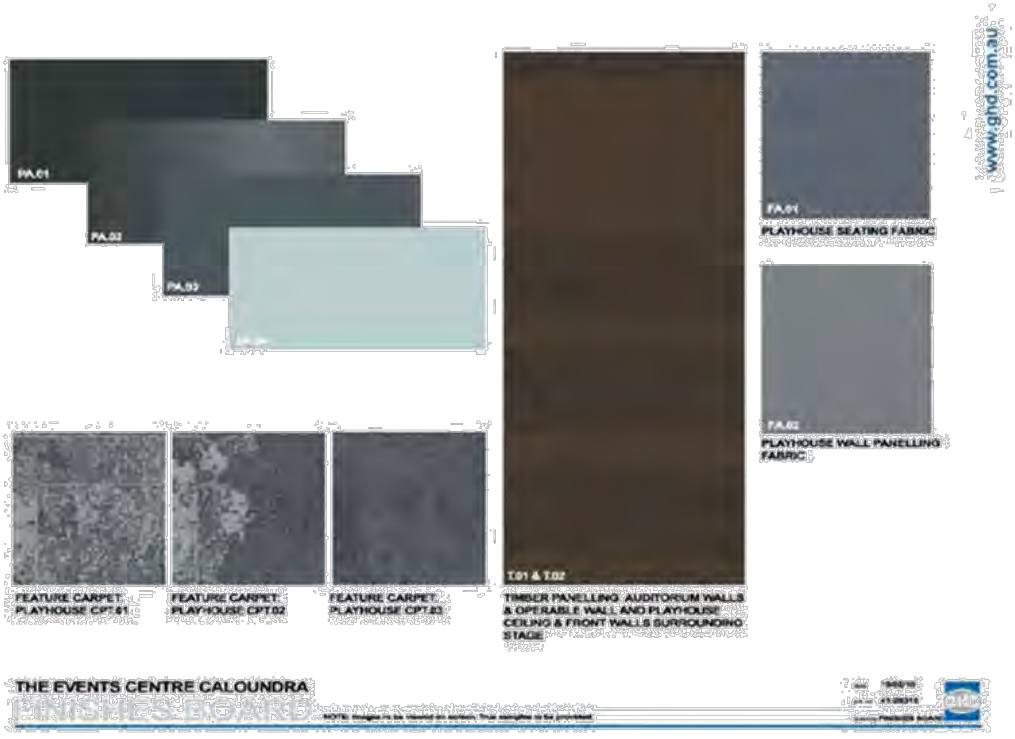
New ceiling, with appropriate acoustic properties

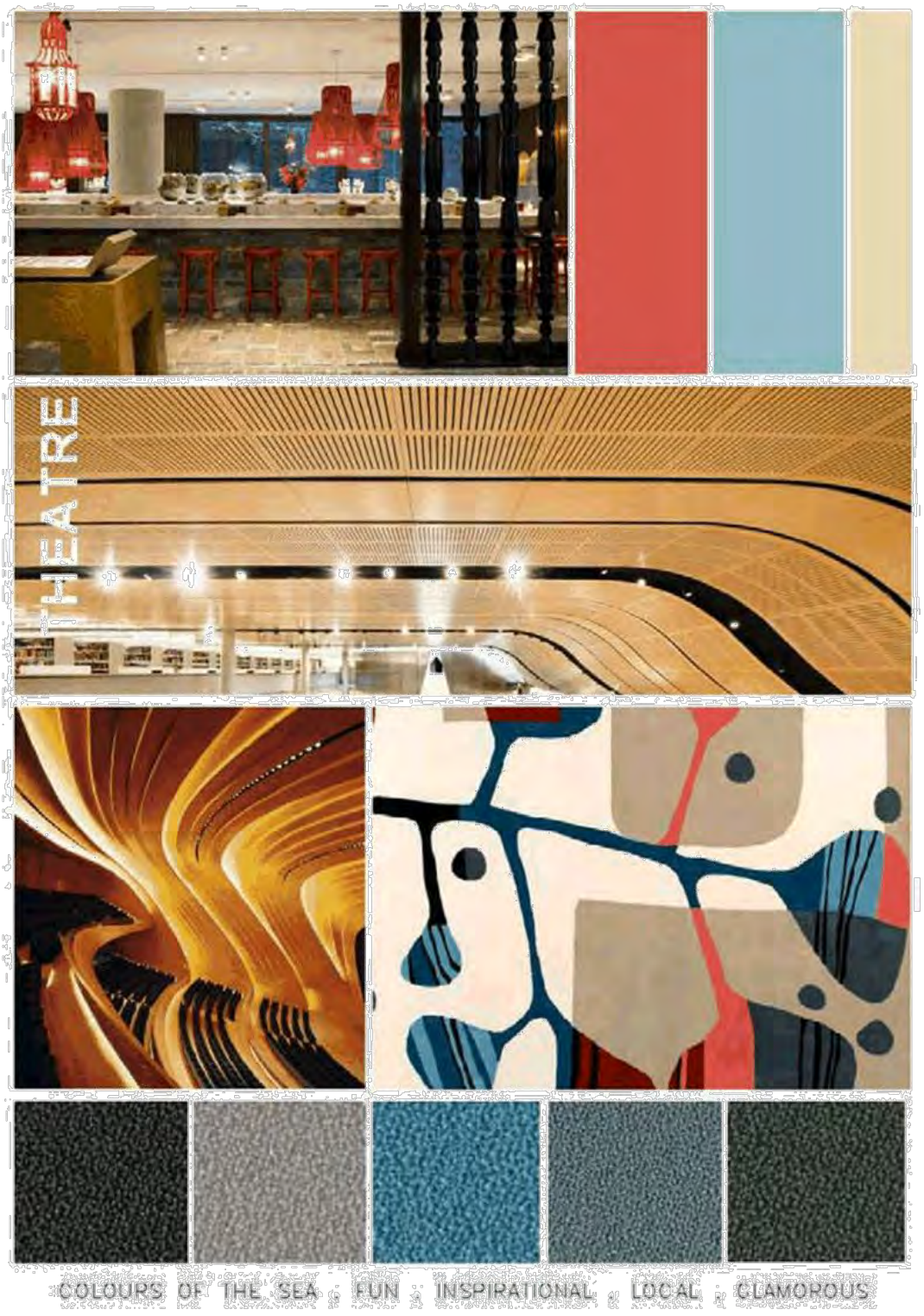
Floors, Walls and Balustrades

New paint/ fabric finishes, with appropriate acoustic properties

Seating

Re-upholstered seating, with seat numbering.




THEATRE
COLOURS OF THE SEA , FUN , INSPIRATIONAL , LOCAL , GLAMOROUS

Lighting

Replace with energy-efficient LED lights, discrete low-level directional lights

Stage Manager's Console

Provision of partial enclosure for better security, new joinery to house equipment that is currently exposed and improved cable management.

Bio-Box

Enlarge the glazed viewing panel, refurbish room finishes, rationalize work bench layout and improved cable management. This will enhance technical operations sightlines and safety.

Rear Staircase

Install new BCA compliant balustrade, designed to visually enhance this public passageway and renew the wall/ ceiling finishes with colour palette co-ordinated with the Playhouse interior space.

External Disability Entrance Structure

The upgrading proposal recommends the construction of a new enclosed linkway that will provide a safe, well-lit and fully enclosed all-weather access from the lobby to the front of the Playhouse.

A new accessible ramp to the front of the stage will be incorporated into the upgrading works.

Stage Level Dressing Room and Toilet Facility

The upgrading proposal recommends the fitout of a new PWD toilet/ shower cum dressing room which will occupy part of the space currently taken up by the toilets/ showers in the Kitchen, such that the DDA requirements are met.

Orchestra Pit Lift

Installation of a new lift in the orchestra pit.

Playhouse HVAC – Front-of-house

In order to eventually upgrade the Playhouse Theatre HVAC, and provide the necessary zoning/separation, front-of-house systems will need to be upgraded, and depending on the nature of other works, these systems will likely need to be installed prior to other works. Refer also to Section 6.9.

Maleny Room

Introduction of natural light proposed with installation of a window through to the linkway if feasible

Probable Opinion of Cost $852,500

Figure 11 Playhouse Theatre Interior – Before and After

6.1.3 Playhouse - Other Issues and Actions

Playhouse HVAC – Front-of-house

Some design work will be required on the entire eventual HVAC solution in order to tailor the needs of the front-of-house installation. However, the current Playhouse Theatre / Reef Room chillers would be used through these new works until upgraded.

There are risks around relying on the existing chillers that increase with every year, with impacts being:

- Continued use of R22 refrigerant (both a cost and environmental risk)
- Higher maintenance and operating costs
- High risk of system failure affecting an event, and ultimately affecting the reputation and track record of the facility

Orchestra Pit

The disabled seating area provided above the historic orchestra pit is essential to operating this theatre. The size and nature of performances in the theatre, current and possible future, do not necessitate an orchestra pit. At this stage it is not viewed as essential to maintain a premier venue status, and could be cost prohibitive in terms of repair, renewal and alternative disabled access and seating provision, however, this could remain as an option for a separate upgrade in future. It could also be that any such production requiring an orchestra utilise the Main Theatre.

A possible alternative to a new or renewed lift could be a non-mechanical option involving the physical modification of scaffolding in the pit to provide a sunken space for musicians for part of the pit, and retaining disabled seating for the remainder.

Automated Stage Equipment

It is recognised that automation of the stage equipment in the form of motorised winches for the pulleys would be beneficial from a functional and safety point of view. This is not included in the upgrades, but expected to be planned for in future strategic plans within the equipment budget.

6.2 Main Theatre

6.2.1 Main Theatre - Current Status

The Main theatre has a capacity of 900 seats using the retractable tiered theatre seating, and up to 450 seats in a dining configuration. Overall the theatre has a good stage size with a fly tower, and newly upgraded dressing rooms and green room. It has functional sound, lighting and audio visual fittings.

Condition and Compliance

The theatre is highly utilised, and this has generated high wear and tear. The condition audit highlighted that many elements are currently below industry standard as follows:

- Theatre seating: current retractable seating is not upholstered sufficiently, resulting in many and regular complaints of being hard and uncomfortable
- HVAC: While there some zoning of air conditioning, it is not specialised enough to provide an even comfortable environment to patrons, reportedly those on the rear tiered seating are subject to blasts from the ceiling air conditioning ducts
- Ceiling: boxed beams and plasterboard ceiling appears in reasonable condition with normal signs of wear (inspected from floor level)
- Floor finishes: reasonable condition, with normal signs of wear (varnished since audit undertaken)
- Wall finishes and linings: reasonable condition, with normal signs of wear
- Backstage handrails – compliance issues with heights

Generally the aesthetics of the interior space in the Main Theatre presents as being dated and, although in reasonable condition, there is an opportunity to improve integration between the Main Theatre and the Glasshouse Room through a unified colour palette so that they are able to operate effectively as one large space through the use of a large operable wall.

Orchestra Pit

The theatre does not have a dedicated orchestra pit, however, sufficient space can be dedicated at floor level for musicians. The current HVAC equipment is housed under the theatre floor in front of the stage, with access from the car park below. If the HVAC is relocated, this would be the exact location where the orchestra pit needs to be constructed.

6.2.2 Main Theatre - Proposed Upgrade

The upgrading proposal recommends the Main Theatre room finishes and fittings be upgraded to a higher standard with a more contemporary palette of materials and colours, befitting a premier venue where the main corporate events in the Sunshine Coast region are held such as dinners, award nights and gala performances. This will include the following works:

Theatre retractable seating

Replace tiered theatre seating and stalls seating

Ceiling

Additional infill panels would be installed between the boxed beams to enhance acoustic characteristics and update the visual appearance of the ceiling to a more contemporary aesthetic

Wall finishes and linings

As part of the scheduled maintenance cycle, new finishes selected from a colour palette consistent with the Glasshouse Room will significantly improve the aesthetic functionality of this space

Floor finishes

As part of the scheduled maintenance cycle, the existing floor finish will be re-conditioned to visually match the newly installed parquetry flooring in the adjoining Glasshouse Room. Note that recently, a superficial water-based varnish has been undertaken to sustain the floor.

Main Theatre HVAC – Front-of-house

In order to eventually upgrade the Main Theatre HVAC, front-of-house systems will need to be upgraded, and depending on the nature of other works, these systems will likely need to be installed prior to other works, especially to increase the zoning to provide the flexibility to moderate the environment for patrons, especially those seated on the new retractable seats when utilised. Refer also to Section 6.9 regarding the upgrade of the HVAC plant.

Depending on the HVAC design, these works could cost between $100,000 and $300,000, and can be installed at any time once the HVAC design is finalised.

Backstage

Safety rails need to be rectified to a compliant height. Additional 3-phase power is also required

Flexible panel wall

An extra flexible panel wall would create an extra area of separation between the Main Theatre and the Glasshouse Room, and form a corridor between the two areas, and increase the seating capacity of the Main Theatre when needed, by storing the existing panel wall while utilising the new wall.

When the existing wall was installed, an extra track was installed in place and ready to hang the extra panel wall. In addition, a partitioned area for storage of panels would be installed to store the panels when not in use, this would be adjacent to the existing area for storing the current panel wall.

Probable Opinion of Cost $1,152,000

Figure 12 Main Theatre Interior – Before and After

6.2.3 Main Theatre - Other Issues and Actions

Main Theatre HVAC

Some design work will be required on the entire eventual HVAC solution in order to tailor the needs of the front-of-house installation. However, the current chillers would be used through these new works until upgraded. Refer also to Section6.9.

There are risks around relying on the existing chillers that increase with every year, with impacts being:

- Continued use of R22 refrigerant (both a cost and environmental risk)
- Higher maintenance and operating costs
- No flexibility to manage areas of the theatre through appropriate zoning
- High risk of system failure affecting an event, and ultimately affecting the reputation and track record of the facility

Orchestra Pit

The creation of an orchestra pit would require some specialist thought and design from a theatrical, structural and HVAC perspective. Key to this would be the relocation of current HVAC systems. A conscious choice would have to be made to locate the upgraded HVAC systems to a separate compound so as not to inhibit the future construction of an orchestra pit.

Automated Stage Equipment

It is recognised that automation of the stage equipment in the form of motorised winches for the pulleys would be beneficial from a functional and safety point of view. This is not included in the upgrades, but expected to be planned for in future strategic plans within the equipment budget.

6.3 Main Toilet Amenities / Beausang Room / Lift from Car Park

6.3.1 Toilets / Beausang - Current Status

Condition and Compliance – Main Toilets

Generally the interior space of the Main Toilet Amenities presents as being rather worn-out and dilapidated with much of the finishes and fittings in need of replacement, which unfortunately makes a significant first impression on the visiting public and patrons of TEC. The internal planning of the toilets also appears inefficient in the use of space and the provision of Ambulant WC facilities does not comply with current BCA standards. The condition audit highlighted that many elements are currently below industry standard as follows:

- Accessibility: the circulation space outside the PWD Amenities door is only 1060mm leading straight into the hallway; this does not comply with current regulations. In addition to this, the general access to toilets down a narrow hallway is reportedly difficult, especially when there is a queue outside the women's toilet door during intermissions at events, and men and disabled patrons having to move past this obstruction.
- Wall finishes : Poor condition
- Doors : Poor condition
- Ceilings : Fair to Very Poor condition
- Sanitary fittings : Fair to Poor condition
- Hand dryers : Very Poor condition
- Floors : Poor condition

Condition and Compliance – Beausang Room

The aesthetics of the interior space in the Beausang Room presents as being rather spartan and utilitarian for a venue which is intended as a venue for celebratory occasions, such as school graduations, weddings, birthdays, etc. in addition to dinners, conferences and seminars. The overall room acoustics are poor and below the standards expected of a function venue hosting events that feature speech and sound reproduction.

The condition audit highlighted that many elements are currently below industry standard as follows:

- Ceiling : Poor condition, very poor in some areas, rusted brackets, mould and odour
- Wall finishes : Fair condition
- Window blinds : Fair condition
- Floor : Fair condition

Condition and Compliance – Lift Access from Car Park

Access between the basement carpark to TEC is currently via an external pathway with no provision for all-weather equitable access by wheelchair users, this arrangement may not comply with current DDA requirements.

6.3.2 Toilets / Beausang - Proposed Upgrade

The upgrading proposal recommends that the Beausang Room finishes and fittings be upgraded with a more contemporary palette of materials and colours, and addition of a feature wall (which is often used as a backdrop for photo/ publicity opportunities) to enhance the theming, functionality and patron experience as a premier function venue. This will include the following works:

Beausang Ceiling

New acoustic lining to improve room functionality

Beausang Feature Wall

The South wall would be fitted out with fabric panels, with a feature pattern or subtle macro-graphics that references the "Caloundra beachside-lifestyle" theme

Wall Finishes and Linings

As part of the scheduled maintenance cycle, re-paint with colours selected from the overall materials and finishes palette proposed for TEC

Floor Finishes

As part of the scheduled maintenance cycle, re-placed with carpet selected from the overall materials and finishes palette proposed for TEC

- Visually appealing, modern palettes and styles for surfaces and furniture that enhance the premier experience
- Bathroom amenities that allow for a sufficient number of patrons at peak times (e.g. intermissions). Rationalise amenities layout for more efficient use of floor area
- Widen door opening for DDA compliance
- Widen corridor for DDA compliance
- Amenities: replace floor, wall and ceiling finishes
- Amenities: replace sanitary fittings and accessories
- Provide BCA compliant ambulant toilets
- Install new lift from car park for DDA compliance
- Beausang Room: Upgrade ceiling, acoustics, repainting and new feature wall

Offices and Tea Room

The layout of offices would be rationalised. The tea room would be enhanced to a functional standard.

Toilets

The upgrading proposal recommends that the Main Toilet Amenities be re-planned more efficiently and in doing so allow the corridor to be widened and all other provisions brought in line with current BCA/ DDA standards. The floor, wall, ceiling finishes and sanitary fittings will be completely refurbished to a higher standard with a more contemporary design and palette of materials and colours, as befitting a premier venue.

Lift Access from Car Park

The upgrading proposal recommends the installation of a PWD/ Passenger Lift located adjacent to Stair No. 7 in the south-west corner of the Office, which would operate between Level 1 and the Basement Carpark.

Probable Opinion of Cost *$1,339,150*

6.3.3 Toilets / Beausang - Other Issues and Actions

Beausang External Windows

While the interior of the Beausang Room would be upgraded as part of this project, the external windows installation (floor to ceiling) is recommended to be undertaken during the external works in Section 6.6. The work would be undertaken from the outside, accessing from the front and hoarded off from the inside so that the room can still be used.

Possibly, if extra budget is available, these could be a series of bi-fold doors, opening out onto a garden terrace for functions. This plan does not currently allow for that, but only the windows.

6.4 Bar Facilities

6.4.1 Bar Facilities - Current Status

Condition and Compliance

At the request of GHD, Food Service Design Australia (FSDA) undertook an assessment of the current kitchen and bar facilities. FSDA visited the site on 26 November 2014 and reviewed the current status of the Main Kitchen Function Bars and Foyer Café, in relation to compliance with current food safety and local regulatory requirements and standards. Upon inspection of the kitchen they noted several issues with the kitchen layout and operation.

Their full report is included in Appendix C Kitchen and Bar Facilities Audit, but in summary, all of the bars are extremely outdated and require a considerable amount work to make them operationally acceptable and to bring them up to the current standards. The operator work space in the bars is tight and there are building issues that require attention.

6.4.2 Bar Facilities - Proposed Upgrade

Based on FSDA's inspection and subsequent report, it is our recommendation that the Glasshouse, Reef Room and Verandah Bar be amalgamated and redesigned to bring them up to current WH&S and F&B licensing standards. This will include the following works and assumes purchase of new equipment:

- Consolidate all bar servery into a centralized location to provide efficiencies of labour and area
- Provide the foyer and verandah areas with more open space for pre-function and intermission times
- Improve operator work space behind the bar counter to meet current WH&S standards
- Refurbish the floor/ wall and ceiling finishes to meet current F&B licensing standards
- Replace outdated bar equipment and bar counter fittings to improve workflow
- Rectify exposed services and pipework to improve maintainability
- Rationalize the cold stores and other storage areas, where locations are not optimal
- Provide a dedicated glass washing scullery and glassware storage
- Provide dedicated espresso coffee outlets (barista type)

This will result in bar facilities that can efficiently serve a large number of patrons with good quality beverages and snack food in short periods of time i.e. pre-show, intermission, as well as staff facilities and equipment that enable them to work most efficiently, especially with the aim of serving patrons.

Note that some offices off the foyer, including the box office, would be affected to various degrees depending on the final design/rationalisation of the bar facilities. Otherwise, the refurbishment of the offices would be undertaken as part of the Foyer works (see Section 6.8)

Probable Opinion of Cost $1,081,500

6.4.3 Bar Facilities - Other Issues and Actions

Possible Planning and OLGR Approval

As discussed in Appendix D, Potential Urban Planning Issues, the refurbishment of the foyer and café areas, and subsequent uses, may trigger planning approvals depending on a number of factors. In addition, approval is required from the Office of the Liquor and Gaming Regulation. Some key triggers are as follows:

- Rearrangement of gross floor area distribution between use areas leading to an increase in GFA even though the overall footprint remains the same (for example, shifting a wall to decrease storage area and marginally increase GFA of function areas)
- Adding a new use or changing the mix of uses (change a theatre area to dining area
- Change to the hours and days of operation

6.5 Kitchen Facilities

6.5.1 Kitchen Facilities - Current Status

The kitchen is currently used to serve small gatherings up to large events, including banquets with a dining capacity of 1,000 people.

Condition and Compliance

At the request of GHD, Food Service Design Australia (FSDA) undertook an assessment of the current kitchen and bar facilities. FSDA visited the site on 26 November 2014 and reviewed the current status of the Main Kitchen Function Bars and Foyer Café, in relation to compliance with current food safety and local regulatory requirements and standards. Upon inspection of the kitchen they noted several issues with the kitchen layout and operation. Their full report is included in Appendix C Kitchen and Bar Facilities Audit.

The kitchen has increased its footprint over the years by taking over adjacent rooms and areas as and when it required to, in an effort to provide to an increased catering capacity. The end result is the current fit-out is in line with outdated practices and does not embrace correct flow principles and progressive separation of procedures to eliminate or at least reduce the chances of possible cross contamination issues.

There are several points of Food Safety and Australian Standards noncompliance that should be addressed as a minimum, however there is a significant inadequacy in kitchen flow as well as the operational issues that would be enough to raise the question as to whether a complete new kitchen be reviewed.

Weather Damage

Since the inspection was undertaken, and at the time of preparing this report, the weather associated with ex-cyclone Marcia has caused a large amount of water to enter the ceiling area of the kitchen area, and rendered the kitchen temporarily unusable.

6.5.2 Kitchen Facilities - Proposed Upgrade

Kitchen facilities need to be better designed to cater for large functions efficiently and safely. Facilities, systems and equipment should be upgraded to enable staff to work most efficiently, especially with the aim of serving patrons, and improve environmental performance.

Based on FSDA's inspection and subsequent report, it is our recommendation that the Kitchen be redesigned with increased storage facilities and better work flow - from point of food delivery, through to food plating, service and the return of dirty dishware. This will include the following works and assumes purchase of new equipment:

Delivery Dock and Waste Area

The entry dock into the kitchen area needs to be enlarged to allow large deliveries and provided with an extending roof cover to allow unpacking in the event of rain. Visual screening would be provided to the waste area as the current condition is unsightly to neighbouring houses.

Food Storage Areas

The coolroom and freezer capacity is to be increased, amalgamating the current add-on coolrooms currently in various locations. Re-position Dry Store to address possible pest and food safety issues in its current location.

Food Preparation Areas

The food preparation bench would be re-positioned to address possible food safety issues in its current location.

Cooking Areas

Obsolete cooking equipment is to be replaced. The exhaust hood over the equipment is to be replaced to comply with current statutory requirements.

Meal Plating and Serving Area

Re-positioned the meal plating and serving area to optimize work-flows with other sections of the kitchen.

Dishwashing and Ware Washing Area

Addition of a drop-off bench for dirty crockery and dinner wares, and a sink for spray-cleaning of dirty crockery.

Pot-washing Area

Addition of a pot-washer to enable heat sanitizing of cook ware.

Toilets/Showers

Toilets and showers are to be reinstated and made operational to comply with WH&S requirements. Both toilets/showers need to be operational.

Kitchen Services

Exposed services pipework/ connections would be rectified to meet current WH&S standards and improve maintainability.

Repair / Replace Roof

Since the inspection was undertaken, and at the time of preparing this report, the weather associated with ex-cyclone Marcia has caused a large amount of water to enter the ceiling area. During the recent roof replacement, around 10% of the roof area was not replaced.

Probable Opinion of Cost ***$529,000***

6.5.3 Kitchen Facilities - Other Issues and Actions

Weather Damage

The impact of the weather damage has highlighted the priority and importance placed on these facilities and the need to identify the source of the water entry and rectify it as part of these works. It is essential to address this concern for food safety and business continuity reasons.

6.6 Main Entrance and External

6.6.1 Main Entrance and External - Current Status

Condition and Compliance

Generally, the existing building frontage to Minchinton Street presents as being rather characterless and nondescript; the late 70's architectural style of the shopfront façade makes it almost indistinguishable from the other single-storey shopfronts of the shopping strip further down the road. There is no existing provision for a sheltered drop-off for the visiting public and patrons.

The preliminary visual inspection of the historic Clock Tower, and selected areas of existing external brickwork, reveal that parts of the mortar has significantly deteriorated, presenting increasing risks of falling bricks and water leakage into the internal areas. The faded dull colour of the external brickwork significantly detracts from the sense of a welcoming impression to the Event Centre, particularly in distant views on the vehicular approach from surrounding streets.

6.6.2 Main Entrance and External - Proposed Upgrade

The upgrading proposal recommends the following works to the Main Entrance, Clock Tower and External Brickwork.

Figure 13 Possible Main Entrance & Port Cochere

Porte Cochere

A new Porte Cochere is proposed to extend out towards Minchinton Street. This will communicate a sense of arrival, announce the street presence of TEC, and also function as a patron-drop off area. The design of the porte cochere will maximise natural light with a translucent canopy shaded by a trellis of aluminium battens, which spiral geometry anchors the visual composition to the Clock Tower.

Being the most prominent aspect of the building, there is a significant branding opportunity for the Porte Cochere and historic Clock Tower to project a strong imagery, iconic in design and reflective of a coastal lifestyle that can be used to promote TEC, as well as the Sunshine Coast region.

Refurbished Clock Tower

The existing brickwork surfaces are to be refurbished, similarly to the External Render (below), the clock face will be updated with a more contemporary dial face design and markings, glazed

roof replaced and additional uplighting installed to make the Clock Tower a prominent illuminated local landmark after dark. The balustrades to the spiral staircase at the base of the Clock Tower will also be replaced with glazed panels to increase the sense of openness and arrival as this is the main entry access from the Basement Carpark. The landscape feature at the bottom of the staircase will also be replaced with sculptural artwork which will extend upwards through the main volume of the Clock Tower. The price of any artwork is not included in the probable opinion of costs.

External Render

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. 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.

Outdoor Café Seating Area and Awning

Indoor/ outdoor seating areas would be refurbished with new finishes and furniture to blend with the theming of the Foyer space. 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 it's visual continuity with the Main Entrance. 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.

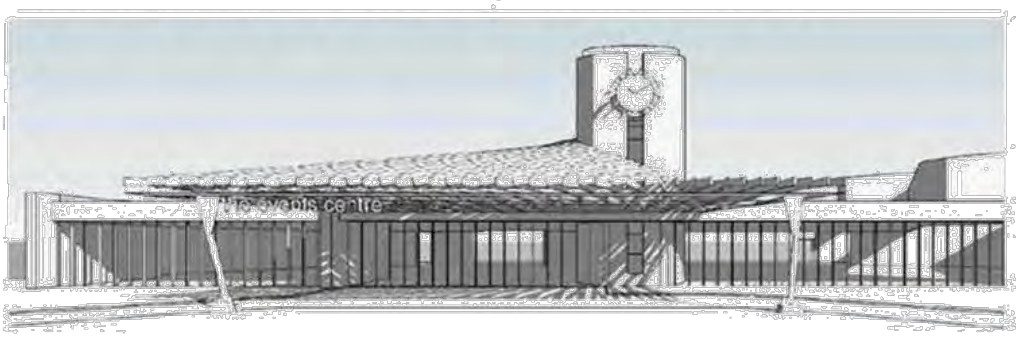
Beausang External Windows

While the interior of the Beausang Room would be upgraded as part of the works proposed in Section 6.3, the external windows installation (floor to ceiling) is recommended to be undertaken during these works. The work would be undertaken from the outside, accessing from the front and hoarded off from the inside so that the room can still be used.

Possibly, if extra budget is available, these could be a series of bi-fold doors, opening out onto a garden terrace for functions. This plan does not currently allow for that, but only the windows.

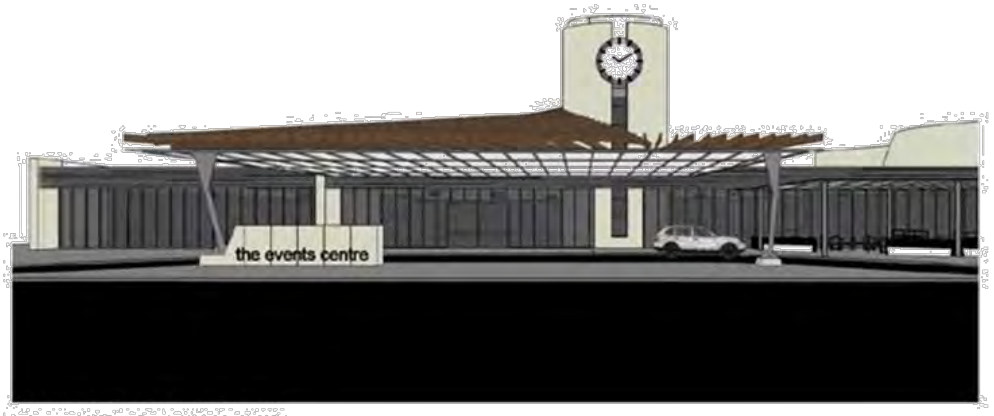
Probable Opinion of Cost ***$2,392,250***

THE EVENTS CENTRE, CALOUNDRA



COLOUR OPTION 1 MAIN ENTRANCE AT MINCHINTON STREET

COLOUR OPTION 2 MAIN ENTRANCE AT MINCHINTON STREET



COLOUR OPTION 3 MAIN ENTRANCE AT MINCHINTON STREET

6.6.3 Main Entrance and External - Other Issues and Actions

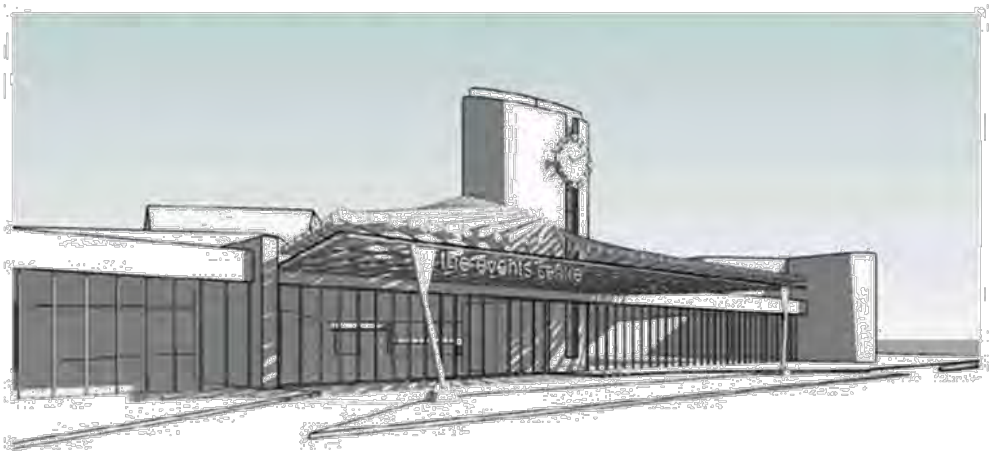
Signage

There is opportunity during this project to provide signage with digital images for promotion of events.

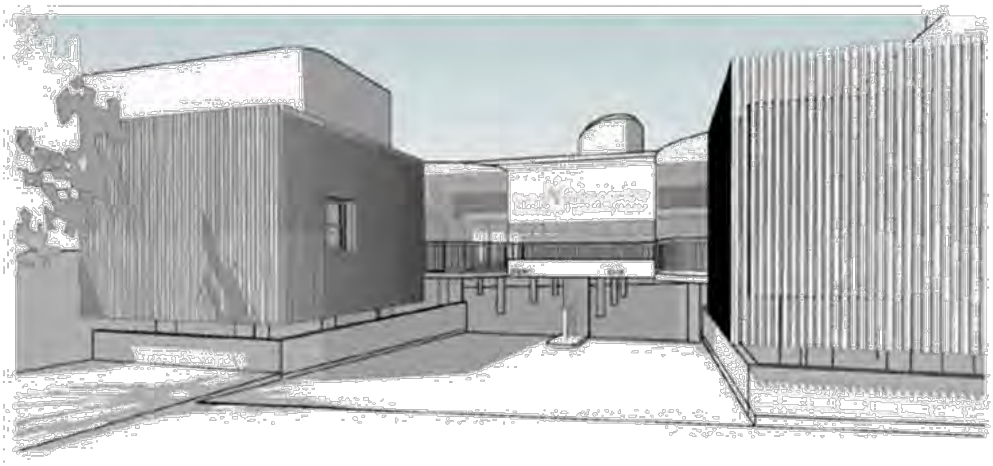
Possible Planning and OLGR Approval

As discussed in Appendix D, Potential Urban Planning Issues, the refurbishment of the foyer and café areas, and subsequent uses, may trigger planning approvals depending on a number of factors. In addition, approval is required from the Office of the Liquor and Gaming Regulation. Some key triggers are as follows:

- Rearrangement of gross floor area distribution between use areas leading to an increase in GFA even though the overall footprint remains the same (for example, shifting a wall to decrease storage area and marginally increase GFA of function areas)
- Adding a new use or changing the mix of uses (change a theatre area to dining area
- Change to the hours and days of operation



CONCEPT SKETCH OF PORTE COCHERE AND SETDOWN AT MINCHINTON STREET



6.7 Car Park Entrance

6.7.1 Car Park Entrance - Current Status

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; 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. 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.

6.7.2 Car Park Entrance - Proposed Upgrade

The upgrading proposal recommends the 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.

Figure 14 Possible Car Park Entrance

Probable Opinion of Cost $295,000

6.7.3 Car Park Entrance - Other Issues and Actions

Urban Planning

It is possible that signage on the new car park entrance may trigger urban planning issues to be addressed.

Possible Extension of Storage at Entrance

Some thought was given to extending the floor area immediately above the entry/exit area for additional storage. However, if the floor is extended at the current level, the entrance headroom height is compromised.

COLOUR OPTION 1 - CARPARK ENTRY FROM NUTLEY STREET

COLOUR OPTION 2 - CARPARK ENTRY FROM NUTLEY STREET

COLOUR OPTION 3 - CARPARK ENTRY FROM NUTLEY STREET

6.8 Foyer and Stairwell

6.8.1 Foyer and Stairwell - Current Status

Condition and Compliance

The existing Foyer presents as being rather worn-out and dated and although in a well-maintained condition, the space does not give visitors the sense of arrival and occasion, which is often characteristic of the lobby spaces in established performing arts venues or convention centres. There appears to be sufficient floor area for the Foyer to serve as a proper pre-function space to the Main Theatre and Glasshouse Room but the functionality is compromised by the lack of air-conditioning.

6.8.2 Foyer and Stairwell - Proposed Upgrade

The foyer is to be refurbished with new finishes to walls, feature ceiling, carpet, new/ re-upholstered furniture and feature lighting themed on a contemporary palette reflecting the "Caloundra – beachside" lifestyle ; a new HVAC system is proposed to be installed to provide the level of expected functionality. There will also be minor re-planning and modernising of the box offices to communicate a sense of space and openness as a first point of contact. The lobby design will be the most prominent aspect of the building which can serve as a glamourous backdrop to "red carpet" social events within the Sunshine Coast community

The upgrade would also incorporate:

- Rectification of water leakage to wall and roof of clock tower
- Refurbishment of staircase entry

Note that some offices off the foyer, including the box office, would be affected to various degrees depending on the final design/rationalisation of the bar facilities (see Section 6.4). Otherwise, the refurbishment of the offices would be undertaken as part of these Foyer works

This stage would complete any upgrades needed along the entire foyer system between the South toilets and the Playhouse Theatre that had not already been upgraded under previous projects.

It would be expected that these works would be undertaken in combination with the front entrance works under Section 6.6 when the entire front-of-house would be hoarded off.

Note that the Playhouse Theatre staircase and entry foyer would be undertaken as part of the Playhouse Theatre upgrade (see section 6.1).

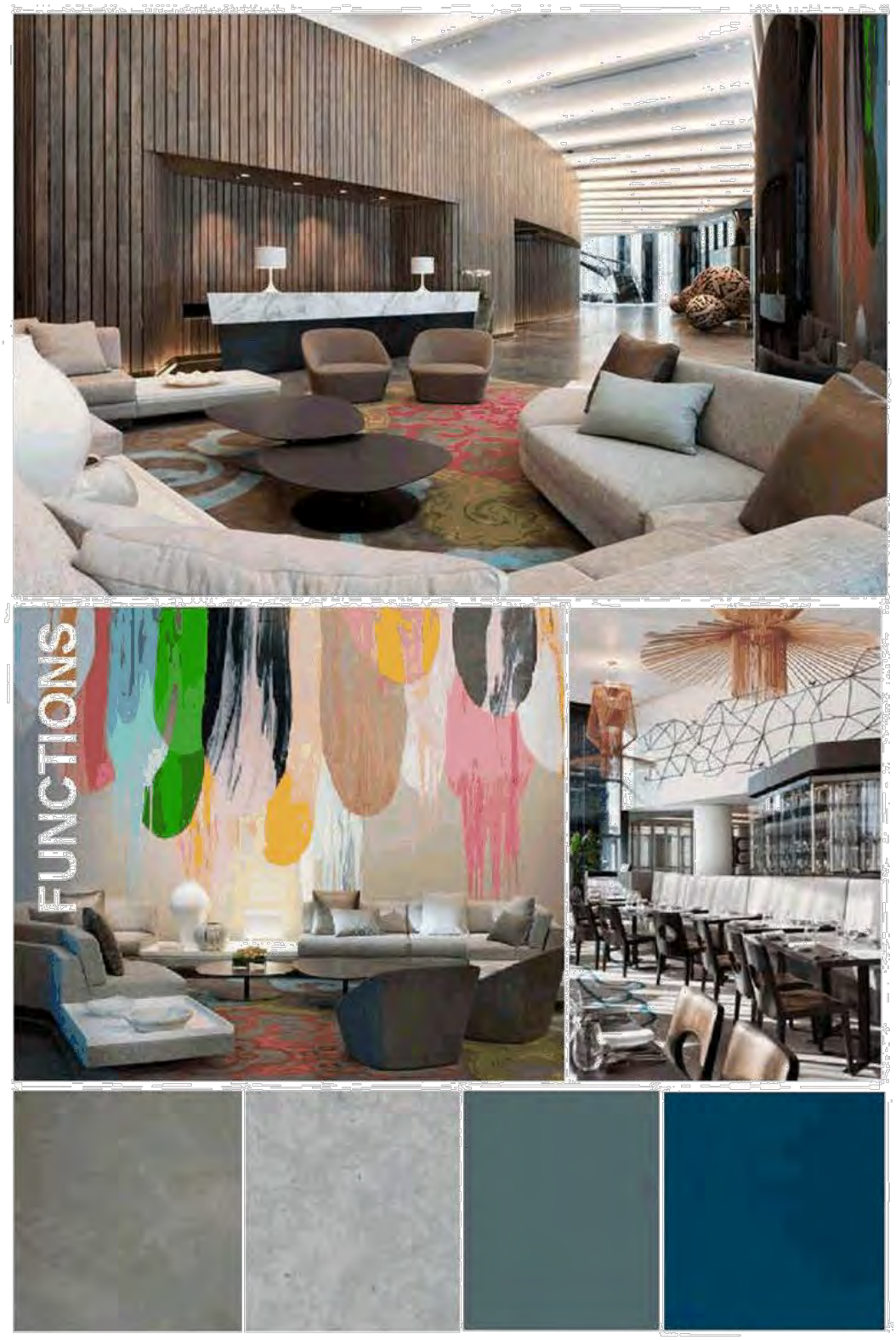
Probable Opinion of Cost ***$1,254,900***

6.8.3 Foyer and Stairwell - Other Issues and Actions

Possible Planning and OLGR Approval

As discussed in Appendix D, Potential Urban Planning Issues, the refurbishment of the foyer and café areas, and subsequent uses, may trigger planning approvals depending on a number of factors. In addition, approval is required from the Office of the Liquor and Gaming Regulation. Some key triggers are as follows:

- Rearrangement of gross floor area distribution between use areas leading to an increase in GFA even though the overall footprint remains the same (for example, shifting a wall to decrease storage area and marginally increase GFA of function areas)
- Adding a new use or changing the mix of uses (change a theatre area to dining area
- Change to the hours and days of operation


FUNCTIONS

6.9 Heating, Ventilation and Air Conditioning (HVAC)

6.9.1 HVAC - Current Status

TEC is served by 3 major systems:

Main Theatre

The system consists of two Built Up DX systems with rooftop evaporative condensers, nominally 500kWr and uses R22 refrigerant. The system was installed at construction and is essentially at the end of its life.

Playhouse Theatre & Reef Room

This is a chilled water system (Trane) using two Built Up Air Handling Units (AHUs) and with rooftop air cooled condensers, nominally 500kWr and uses R22 refrigerant. The system was installed at construction and is close to the end of its life.

Glasshouse Room

The system is a near new single large Packaged DX system (Temperzone).

It is unusual that one system is chilled water (Main Theatre), one system (Playhouse/Reef) is a built up DX system, and the third system is a packaged DX system. It would be more conventional for both systems in the one facility to be similar technology.

The refrigerant used in the Main Theatre & 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.

Given the age of the Main Theatre & Playhouse systems, and technology improvements, these systems are likely to be inefficient compared to modern installations.

The Glasshouse system is near new, so it is not practical to upgrade or incorporate into any proposed upgraded systems.

6.9.2 HVAC - Proposed Upgrade

A new central plant (chilled water) would be provided that serves the Main Theatre, Playhouse/Reef Room, Beausang Room. Provision would be made for expansion to include the Front-of-house Foyer, Kitchen and ultimately the Glasshouse Room (when this systems needs lifecycle replacement).

The proposed system is based on a central compound housing several air cooled chillers that provide chilled water to distributed air handling units located in plantrooms or on the roof.

The system can be staged to suit the redevelopment program, and the supporting HVAC structure is incorporated into other projects in preparation for the upgrade of the chillers and AHUs.

A preliminary system configuration is proposed as follows:

- Three 350kWr air cooled chillers
- A 150kWr low load chiller
- Air cooled (lower efficiency than water cooled, but also lower maintenance costs and less legionella risk)

Probable Opinion of Cost ***$2,350,000***

6.9.3 HVAC - Other Issues and Actions

There are risks around relying on the existing Main Theatre and Playhouse Theatre chillers that increase with every year, with impacts being:

- Continued use of R22 refrigerant (both a cost and environmental risk)
- Higher maintenance and operating costs
- No flexibility to manage areas of the theatre through appropriate zoning
- High risk of system failure affecting an event, and ultimately affecting the reputation and track record of the facility

6.10 Equipment

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.

Accordingly, ongoing procurement and maintenance of appropriate equipment and systems will continue as part of the strategic planning and equipment budgets.

6.10.1 Security Equipment

Currently CCTV is not extensive and certainly not able to assist in the event of an incident requiring evidential video footage.

Council has adopted a Public Space CCTV Policy to address public safety, liquor licences, terrorism, cash, theft and robbery issues and risks.

The Centre is a significant place for public assembly in the community and requires security systems and processes to match the intentions of Council policy and the premier levels of service expected.

Accordingly, there are improvements to be gained such as:

- CCTV cameras and recording
- Swipe card access to secure spaces
- Car park lighting

6.10.2 Automated Stage Equipment

It is recognised that automation of the stage equipment in the form of motorised winches for the pulleys would be beneficial from a functional and safety point of view in both the Main Theatre and the Playhouse Theatre.

6.10.3 Audio Visual and Lighting Equipment

Ongoing procurement and maintenance of appropriate audio visual, stage and lighting equipment to technical requirements to a premier level of service

Appendix A Condition Audit

A.1 Condition Audit

GHD undertook a condition, compliance and accessibility audit in November 2014 as an input into this Plan. The site condition assessment identified the deterioration of the asset in relation to its life cycle, capital renewal, code compliance and indicative replacement value. This also provided an asset register with estimated renewal and replacement costs over the next 15 years, as well as identifying defects to be addressed.

In developing the audit and condition assessment, criteria were used as provided in the SCC Asset Condition Assessments Branch Guidelines.

Data Collection and Review

An electronic data collection methodology was utilised, based on designed collection forms that are populated by entry of data into tablet computers by the assessors. The tablet was also used to take photos of each asset and any defects, and assign these to the data entry for that asset. Information on the defects and suggested rectification works are also entered directly by the assessors.

Data was uploaded directly from the tablet to an online repository. From this repository, the combined data for each facility is downloaded into an Excel spreadsheet that is used to complete the condition assessment as detailed later in this section.

This system eliminated double entry of field collected data and allowed the assessor to concentrate upon identifying defects and capturing asset attribute details. The system provided real time review capability of the field data allowing viewing of the actual data and providing the opportunity to give feedback to the assessment team as needed whilst still on location.

Condition Methodology

The condition and performance information will be used to support decision making critical to the management of risks and performance in achieving service standards. Condition data will be used to determine the need and timing of some preventive or remedial action to prevent loss of service or economic loss.

The development and continued use of condition assessment data will allow preparation of verifiable predictive decay curves for particular asset types and hence permit prediction of remaining life. Consideration will still be required to allow for economic influences in the adopted life for the asset type.

It is important to develop formal condition assessment techniques to give repeatable and objective assessments.

Typical asset condition questions considered when preparing an assessment strategy are:

- When was the asset constructed / rehabilitated / replaced?
- Where are the asset / component in its lifecycle?
- What is the asset's theoretical effective life?
- What is the estimated residual life until rehabilitation and / or replacement is necessary?
- Has the asset been inspected physically and by what process?
- How can the asset's deterioration be predicted?

- How can the asset's failure be predicted?
- How could planned maintenance prevent the asset's failure or extend the time to failure?
- Can the asset be rehabilitated and at what cost?
- What level of service will the asset deliver once rehabilitated and for how long?
- Is the asset technically or commercially obsolete?
- Are asset condition gradings appropriate and relevant?
- Are asset condition monitoring processes effective?

It is to be noted that the centre was undergoing some rehabilitation during the audit, and the survey did not include any areas closed off for physical works.

Establishment of Remaining Life

Remaining life is the period for which the asset(s) are expected to provide services in the future.

The remaining useful life was estimated by assessing the remaining life of the asset using condition and economic information.

Condition Based Method

For these facilities, assessing the remaining life of the asset based on the asset's current condition proved to be a better theoretical measure than deducting the age from the standard economic life.

The condition of an asset reflected the wear and tear associated with the use of that asset. The remaining life depends on the operational and environmental conditions encountered by the asset. The following descriptions are drawn from the SCC Asset Condition Assessments Branch Guidelines

Table 5: Condition Ratings

Condition	Tag	Description	% through useful life
1	Very Good	New condition, no visible signs of wear and tear or defects	0% New
2	Good	In excellent condition with only very slight conditions decline (obvious no longer new)	25%
3	Average	In a fair condition, minor evidence of deterioration of the element which could potentially shorten life	50%
4	Poor	In poor condition with evidence of minor isolated failure in an element which will reduce future life, maintenance cost high	75%
5	Very Poor	In very poor condition with evidence of multiple failures and the inability of the element to continue to satisfactorily provide the intended purpose	100%
9	Critical	Statutory or Occupational Health and Safety elements requiring IMMEDIATE action. Total failure of the element, extreme risk in leaving asset in service, including asbestos	100%

By considering the current condition against % life left, the profile is used to predict the effective life (time) before failure. This failure time can be physical end of life, the minimum level of acceptable service or limit of capacity of the asset.

The figure below depicts the methodology:

Example:

Asset Effective Life = 20 years

Condition Score = 4

Percentage Effective Life Elapsed = 75%

Calculation = 20 x 75% = 15 years

Estimated Remaining Life = 5 years (20 – 15)

Various asset types were treated as follows:

Audio visual and specialised stage equipment

Items were registered during the condition assessment, but it was obvious this list was not comprehensive. While a nominal condition and replacement cost was applied to each registered item, all items under these asset types were not included in the financial models in any way.

Refurbished rooms

The Main Theatre and Playhouse Theatre dressing rooms and green room were being refurbished at the time of inspection, so not inspected, but were added to the register with replacement cost and maintenance costs assigned

Condition audit results

Around 800 separate assets were inspected and picked up during the condition audit. Figure 15 Asset Condition by Value shows the condition profile for TEC as a total of replacement value.

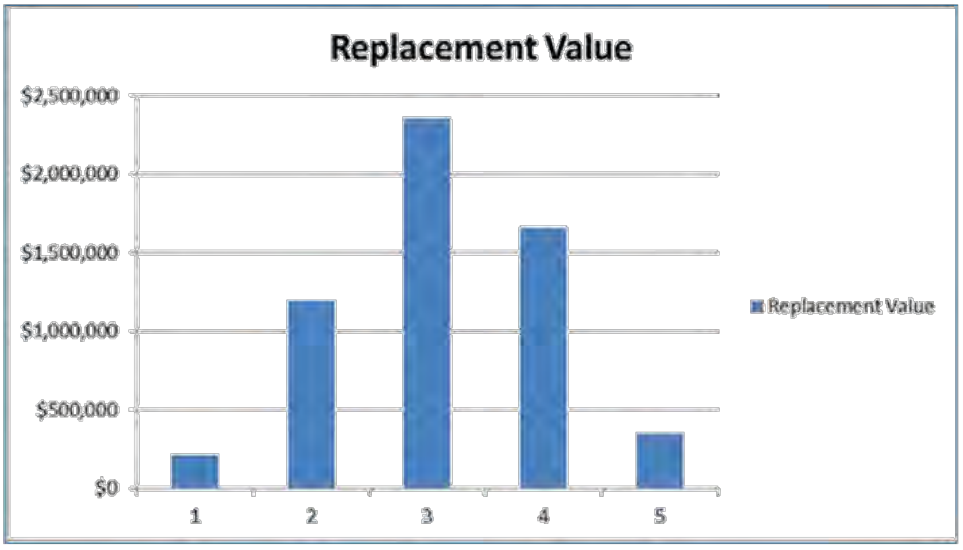


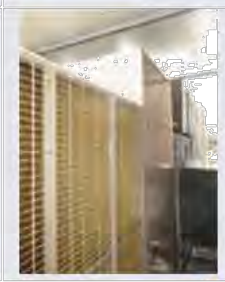
Figure 15 Asset Condition by Value

See Table 5: Condition Ratings above for explanation of the condition ratings 1 – 5.

Appendix B Heating, Ventilation and Air Conditioning (HVAC)

B.1 Existing Systems Summary

Table 6 Existing HVAC Systems

System		Description	Condition	Replacement Cost
Main Theatre		2 x Built Up DX Systems. R22 refrigerant Rooftop evaporative condensers ~500kWr	5 – Very Poor	$750k
Playhouse Theatre & Reef room		Chilled Water System (Trane) R22 refrigerant 2 x Built Up AHUs Rooftop air cooled condensers ~500kWr	4 - Poor	$750k
Glasshouse Room		Single large DX system (Temperzone)	1 - New	NA
Beausang Room		DX split system (Carrier) ~50kWr	5 – Very Poor	$200k
Carpark Exhaust		2 x carpark exhaust systems discharging above the roof	2 - Good	NA

Condition Assessment scheme:

1 new

The replacement costs are indicative only and assume re-use of existing equipment, pipework and ductwork where appropriate.

There are other miscellaneous minor systems, the largest of which is the Maleny Room.

The Front-of-House foyer is not air-conditioned, neither is the kitchen (except from overflow from the adjacent system).

B.2 Reference Information

The report provides conceptual information only.

Our understanding of systems and condition is based on

- GHD Condition Assessment November 2014
- Site inspection of 21 January 2015
- Report:
  "Caloundra Events Centre – Air Conditioning Systems Upgrading and Replacement"
  by Ford Consulting
- Telephone discussions with Veolia Energy

B.3 HVAC Overview

TEC is served by 3 major systems:

Main Theatre:	Built Up DX nominally 500kWr	At the end of life
Playhouse/Reef Room	Chilled Water nominally 500kWr	Close to end of life
Glasshouse Room	Large Packaged DX system	Near new

It is unusual that one system is chilled water (Main Theatre), one system (Playhouse/Reef) is a built up DX system, and the third system is a packaged DX system. It would be more conventional for both systems in the one facility to be similar technology.

The Main Theatre system and the Playhouse/Reef room system are both nearing the end of their economic life spans.

Due to environmental concerns, the refrigerant used in the Main Theatre & Playhouse systems is R22, and currently being phased out. 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.

Given the age of the Main Theatre and Playhouse systems, and technology improvements, these systems are likely to be inefficient compared to current installations.

B.4 HVAC Option 1 Maintenance and Renewal of Existing systems

Under this option systems continue to be maintained in "as is" condition until planned renewal occurs (or in the worst case catastrophic failure).

Order of magnitude capital costs are

Main Theatre:	$750,000
Playhouse/Reef Room	$750,000
Glasshouse Room	Not Applicable

Advantages:

- Lowest capital cost.

Disadvantages

- High Risk due to existing condition
- No expansion of areas served
- Higher maintenance and operating costs
- Continued use of R22 refrigerant (both a cost and environmental risk)

B.5 Option 2 Centralise Systems

B.5.1 Overview

Under this option new central plant (chilled water) would be provided that serves the Main Theatre, Playhouse/Reef Room, Beausang Room. Provision would be made for expansion to include the Front-of-house Foyer, Kitchen and ultimately the Glasshouse Room (when this systems needs lifecycle replacement)

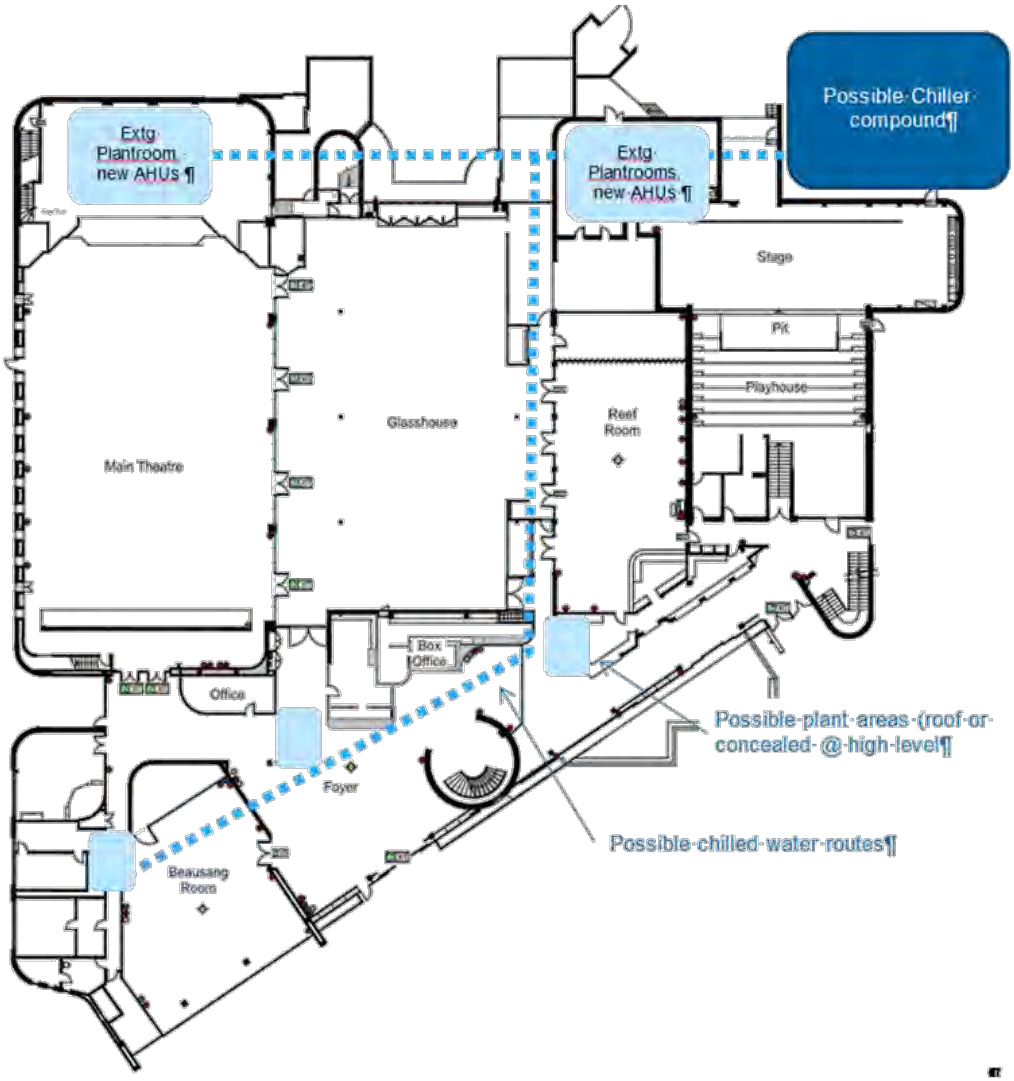


Figure 16 Example chart

B.5.2 System Description

The proposed system is based on a central compound housing several air cooled chillers that provide chilled water to distributed air handling units located in plantrooms or on the roof. Trane/Carrier are level of brands recommended – models sophisticated enough to handle a wider range than typical commercial systems and proven reliability and cost effectiveness.

The system can be staged to suit the redevelopment program.

Preliminary order-of-magnitude load estimates:

Main Theatre:	500kWr
Playhouse/Reef Room	250kWr
Beausang	100kWr
Foyer	200kWr
Glasshouse Room (Future)	200kWr
Total1	250kWr
Diversified Total (80%)	**1,000kWr**

Preliminary system configuration is proposed as follows:

- 3 x 350kWr air cooled chillers
- 150kWr low load chiller
- Air cooled (lower efficiency than water cooled, but also lower maintenance costs and less legionella risk)

Advantages:

- Staged installation to match programmed works
- Improved operating efficiency
- Takes building diversity into account to allow smaller plant
- Increased reliability (Loss of 1 chiller still provides 85% of peak diversified load
- Chilled water over packaged units (like glasshouse) will provide better flexibility, reliability and lower operating costs.

Disadvantages

- Higher Capital cost
- Separate Chiller compound required

B.5.3 Staging

Based on the preliminary packaging, the suggested scope of HVAC to be included in each package is as follows:

Table 7 Staging of HVAC Upgrade

Project	Package	Description of Work	Estimate*	When
5.1	1	Playhouse / Reef front-of-house	$50-150k	Any time
5.2	1	Main Theatre front-of-house	$100-300k	Any time
5.3	1	Beausang central plant	$345-375k	Any time
5.8	3A	Foyer central plant	$540k	Any time
5.9	3B	Main Theatre central plant and AHUs	$1,180-1,280k	Once enabling works ready
5.9	3B	Playhouse central plant	$250-350k	Once enabling works ready
5.9	3B	Playhouse/Reef plantroom & AHU	$175-250k	Once enabling works ready
N/A	N/A	Glasshouse system	$400-600k	Future – at end-of-life

*For the purposes of the providing a probable estimate of costs, a Preliminaries, Design Contingency and Construction Contingency figure of 25% will be added to these figures.

Appendix C Kitchen and Bar Facilities Audit

At the request of GHD, Food Service Design Australia (FSDA) undertook an assessment of the current kitchen and bar facilities. FSDA visited the site on 26 November 2014 and reviewed the current status of the Main Kitchen Function Bars and Foyer Café, in relation to compliance with current food safety and local regulatory requirements and standards. Upon inspection of the kitchen they noted several issues with the kitchen layout and operation.

Note that the wording from hereon is as per the FSDA report, so not keen to alter

C.1 Catering Kitchen

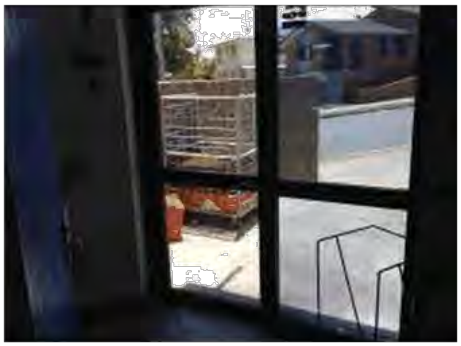
It is obvious that the kitchen has increased its footprint over the years by taking over adjacent rooms and areas as and when it required to, in an effort to provide to an increased catering capacity. The end result is the current fit-out is in line with outdated practices and does not embrace correct flow principles and progressive separation of procedures to eliminate or at least reduce the chances of possible cross contamination issues.

There are several points of Food Safety and Australian Standards noncompliance that should be addressed as a minimum, however there is a significant inadequacy in kitchen flow as well as the operational issues that would be enough to raise the question as to whether a complete new kitchen be reviewed.

C.1.1 Delivery Dock and Waste

The delivery dock is adequate in size and allows for truck to back up for unloading, however the small entry dock into the kitchen area is small and would not allow large deliveries to be unpacked quickly in the event of rain. Also, the delivery dock does not have any extending roof cover which again inhibits loading in bad weather events.

The waste area would seem to be adequate albeit extremely unsightly to the neighbouring houses.



C.1.2 Food Stores Areas

The current coolroom and freezer capacity is small and whilst add-on coolrooms in different locations have been included over the years, the location of these are not optimum.

Dry store would seem to be large enough for both, dry goods and ancillary equipment (pots, pans etc.), however again the position of this room is located is not optimum leaving the kitchen exposed to possible pest and food safety issues owing to boxes being bought into the kitchen space, past cooking and preparation areas.

C.1.3 Food Preparation

The food preparation (prep) benching is currently positioned correctly at either side of the cooking equipment. Any food products delivered and stored in the dry store and coolroom near the dry store pass the prep bench area, and that could lead to possible food safety issues with a high potential of cross contamination points.

The kitchen has the correct number of prep sinks and benching to do the job however, again, positioning of the prep benching is the issue.

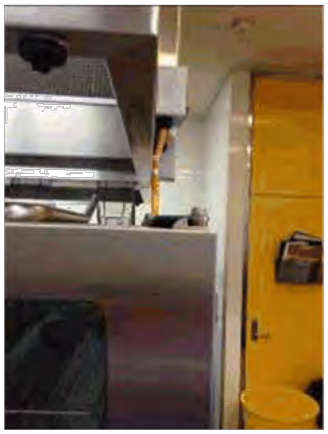
C.1.4 Cooking

The current cooking equipment is, in the opinion FSDA, sufficient for the operation, albeit, certain items are well past their used by date. On checking the serial number for the 10 Tray Convotherm ConvoStar with the manufacturer, they advised this oven was produced back in late 1992 or early 1993. This age reflects a great life for the oven with further useful life, however this unit would cost significantly more to operate than some of the current units.

C.1.5 Exhaust Hoods

As stated above, as the kitchen has grown, so has the cooking equipment, however the exhaust hood over the equipment has not been changed. The result of this is the current cooking line exhaust hood does not meet the current standards. The exhaust hood is required to overhang the equipment by at least 200mm to meet with AS1668.2-2002. This will be further exacerbated when the new AS1668.2-2012 is fully enforced. The new code has greater overhangs for Combi Steamers and certain items of equipment which will make the current setup well outdated.

Another possibility, if the centre had a fire that was found to have started in the kitchen at the exhaust hood, the insurance company may feel that with the hood not being compliant, this may have been a contributing factor and therefore may not honour any claim made.


C.1.6 Services

Services pipework and electricals between the cooking equipment is exposed making this all extremely hard to keep clean.


C.1.7 Meal Plating and Serving

The position of the plating and serving line is relevant to the cooking line and whilst the large plating bench is positioned near the cooking line. As discussed above, the flows with other sections of the kitchen make this area not optimally positioned.

C.1.8 Dishwashing and Ware Washing

The current position of the dishwasher meets with all statutory requirements; however this area lacks some basic infrastructure items such as a drop off bench for dirty crockery and dinner wares. The current operation has plates etc. being spray cleaned directly into the dishwasher that place a heavy load on the dishwasher wash pumps and internals trying to process a higher than normal load of waste through the machine.

C.1.9 Potwashing

Pot washing is correctly located near the cooking line, however the pots need to be either heat sanitized, normally through a dishwasher or pot washer, or chemically sanitized in a sink. Preference is for heat sanitizing to ensure all bacteria is eliminated through the 82 degree C rinsing process.

C.2 Function Bars and Cafe

In summary, all of the bars are extremely outdated and require a considerable amount work to make them operationally acceptable and to bring them up to the current standards. The operator work space in the bars is tight and there are building issues that require attention.

C.2.1 Glasshouse Bar

The current bar top is in poor condition with holes in the top exposing the timber. The bar width (front to back) is small and the operator space back to the rear refrigerators is tight. There is a lack of refrigeration space for the numbers that use this bar when a large show is performing. This adds to customer frustration in getting a beverage with enough time to consume it comfortably in the short intermission period. Building issues are the exposed roller shutter openings above the bar, coving missing from floor to wall junction and trims coming away from the walls. All of the exposed pipework under the bar meets with current standards however there has been a lack of cleaning leaving these pipes dirty and unsightly. There would also seem to be insufficient storage areas for glass ware. The inclusion of a dedicated glass washing scullery should be investigated further in any reworks.

In addition, with today's customer requesting more of their experiences when going to shows and events, it is our suggestion that a number of dedicated espresso coffee outlets (barista type) be included. This will enhance the experience and provide quicker service to those who opt for a hot beverage.





C.2.2 Reef Room Bar

This bar has major issues of compliance with regards to not having the required flush ceiling finish nor coving to the floor. Further there is a section of exposed dirt at the rear wall behind the 2-door refrigerator and the sink bench at the junction of the plinth and the wall. There are voids to the rear splash of the sink bench that would allow vermin habitation.

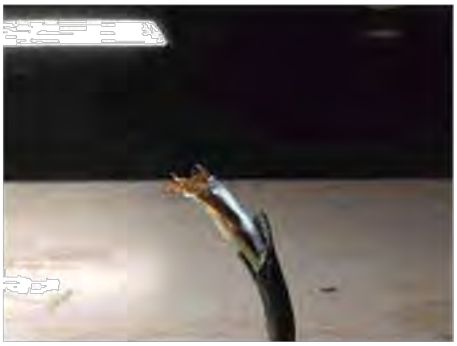
C.2.3 Verandah Bar and Café

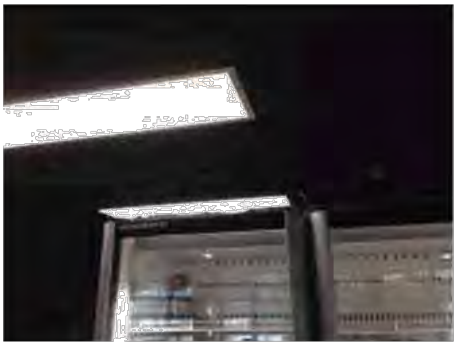
It was advised that only parts of this bar are used at performance times. Both areas are extremely tired and dated and require some significant improvements in finishes and equipment. One of the main notable issues is the floor in these bars. The slip rating applied would seem to be correct, however the medium used is a spray on material that has been applied directly over the existing tiles. There are areas where the film has not been applied and is lifting at the edges and requires attention.

The undercounter refrigeration cabinets to the northern end of the bar are condensating badly on the glass doors as well as the cabinet itself. This leads to moisture leaking on the floor.

The main verandah service area for snacks and beverages for before, during and after performances is very small and only really allows 2 persons to work comfortably in this area. The shape of these bars does not allow any enhancements to increase the usability of the space.

Through our inspection it was found that the 2-door drinks refrigerator to the main service area of the Verandah Bar had a possible live wire exposed at the top of the cabinet. Staff from TEC were alerted of this issue immediately upon inspection to have this issue rectified.





C.3 Summary

Based on our inspection and this subsequent report, FSDA advise that there are some very significant issues with the current food and beverage facilities at TEC Caloundra. Whilst all areas of concern could be rectified in their current positions and brought up to meet with current statutory regulations for Food Safety and Australian Standards, one would have to quantify if this is an economical solution.

It would be our recommendation that the kitchen be redesigned with increased storage facilities and a better flowing kitchen from point of food product delivery all the way through to the serving of food and the return of dirties.

The same can be said for the bars and café. We would envisage a better beverage service to the centres customers if all bars were condensed into the one area, centrally located providing efficiencies of labour and area allowing the foyer and verandah areas more open space for pre function and intermission times.

How to achieve these recommendations is another exercise in planning and discussion once this report has been read and fully understood.

Food Service Design Australia Pty Ltd

Appendix D Potential Urban Planning Issues

D.1 Material Change of Use Development Permit triggers

The refurbishment of TEC may trigger planning approvals depending on a number of factors. Some key triggers are as follows:

- An increase in undercover areas that constitute gross floor area (for example, the development of undercover waiting areas)
- Rearrangement of gross floor area distribution between use areas leading to an increase in GFA even though the overall footprint remains the same (for example, shifting a wall to decrease storage area and marginally increase GFA of function areas).
- Adding a new use or changing the mix of uses (change a theatre area to dining area
- Change to the hours and days of operation
- Significant change to the number of employees and visitors. This can be a change in capacity of the centre over a week, month or year period or a change in the number of visitors at any one time (ie, maximum capacity for a one off event)

The above points may trigger a material change of use (MCU) assessable against the *Sunshine Coast Planning Scheme 2014* which requires a development permit from Council prior to the commencement of the new use. A MCU under the *Sustainable Planning Act 2009* includes the start of a new use of the premises or a material increase in the intensity or scale of the use of the premises.

The current use of the premises most comfortably fits within the Major sport, recreation and entertainment facility land use definition as defined below:

Premises with large scale built facilities designed to cater for large scale events including major sporting, recreation, conference and entertainment events.

The site is located within the Major Centre Zone as detailed in the Sunshine Coast Planning Scheme zone map extract contained as Figure 1.

In the event the refurbishment works constitute a MCU, a MCU for a Major sport, recreation and entertainment facility within a Major Centre Zone requires a code assessable application for a development permit if:-

(a) for a convention and exhibition centre or entertainment centre;

(b) located on Council owned or controlled land; and

(c) undertaken by or on behalf of the Council.

If the works don't constitute a MCU, then no MCU approval for the use to commence is required. Other permits however may be triggered depending on the extent of works.

Figure 17 Site Zoning

Source: Sunshine Coast Planning Scheme 2014

The site is further included in Local Planning Precinct LPP-5 (refer to Figure 2) which sets out specific provisions for the site if an MCU is triggered.

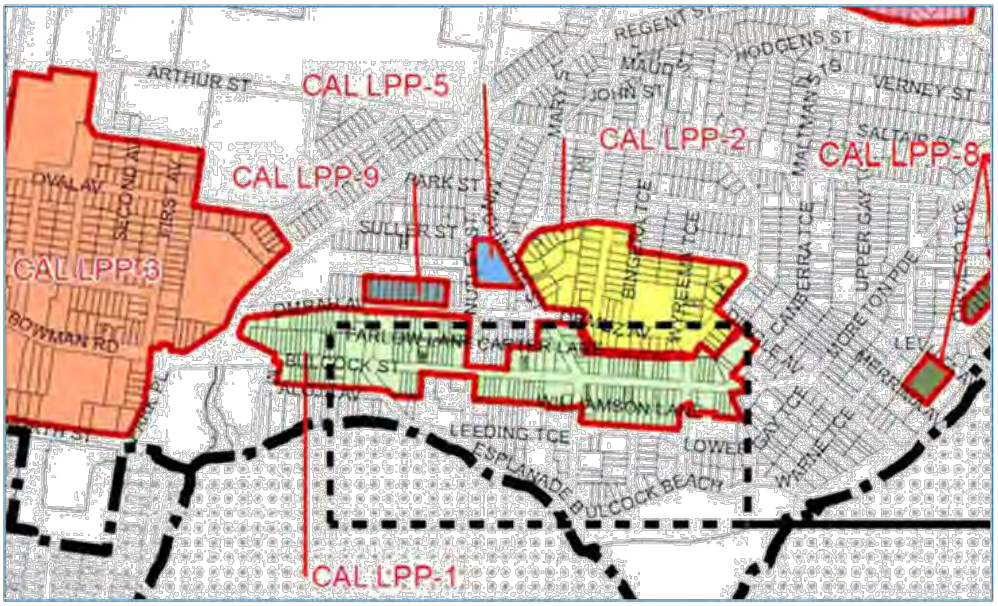


Figure 18 Local Planning Precinct

Source: Sunshine Coast Planning Scheme 2014

Performance Outcome PO26 in the Caloundra Local Plan Code sets out that development in Precincts CAL LPP-5 (Events Centre Hospitality Area), among other local planning precincts, provides for a range of entertainment/catering business uses and other business uses including food and drink outlets, function facilities, bars and hotels that may operate after hours and include live music which creates a vibrant atmosphere. The refurbishment of TEC is understood to be in line with the above outcome for the LPP-5 precinct.

D.2 Other permits for works assessable against the Sunshine Coast Planning Scheme 2014

Placing an advertising device on the premises will typically require approval from Council if the sign is for any of the following:

(i) above awning sign; (ii) billboard identification sign; (iii) created roof sign; (iv) high-rise building sign; (v) projecting sign; (vi) pylon identification sign; (vii) roof top sign; (viii) sign written roof sign; (ix) three-dimensional sign.

However, pursuant to Item 1, Table 4, Schedule 4 of the *Sustainable Planning Regulation 2009*, if the works are undertaken by or on behalf of a public sector entity authorised under State law this permit is not required if Council choose to enact this provision. Figure 3 below depicts the sign types mentioned above.

If the works include a subdivision, amalgamation, boundary realignment or subdivision by lease for a term over 10 years, a development permit for reconfiguring a lot may also be required. Other permits such as building approvals, plumbing and drainage approvals and Unitywater connection approvals may also apply in addition to the above.

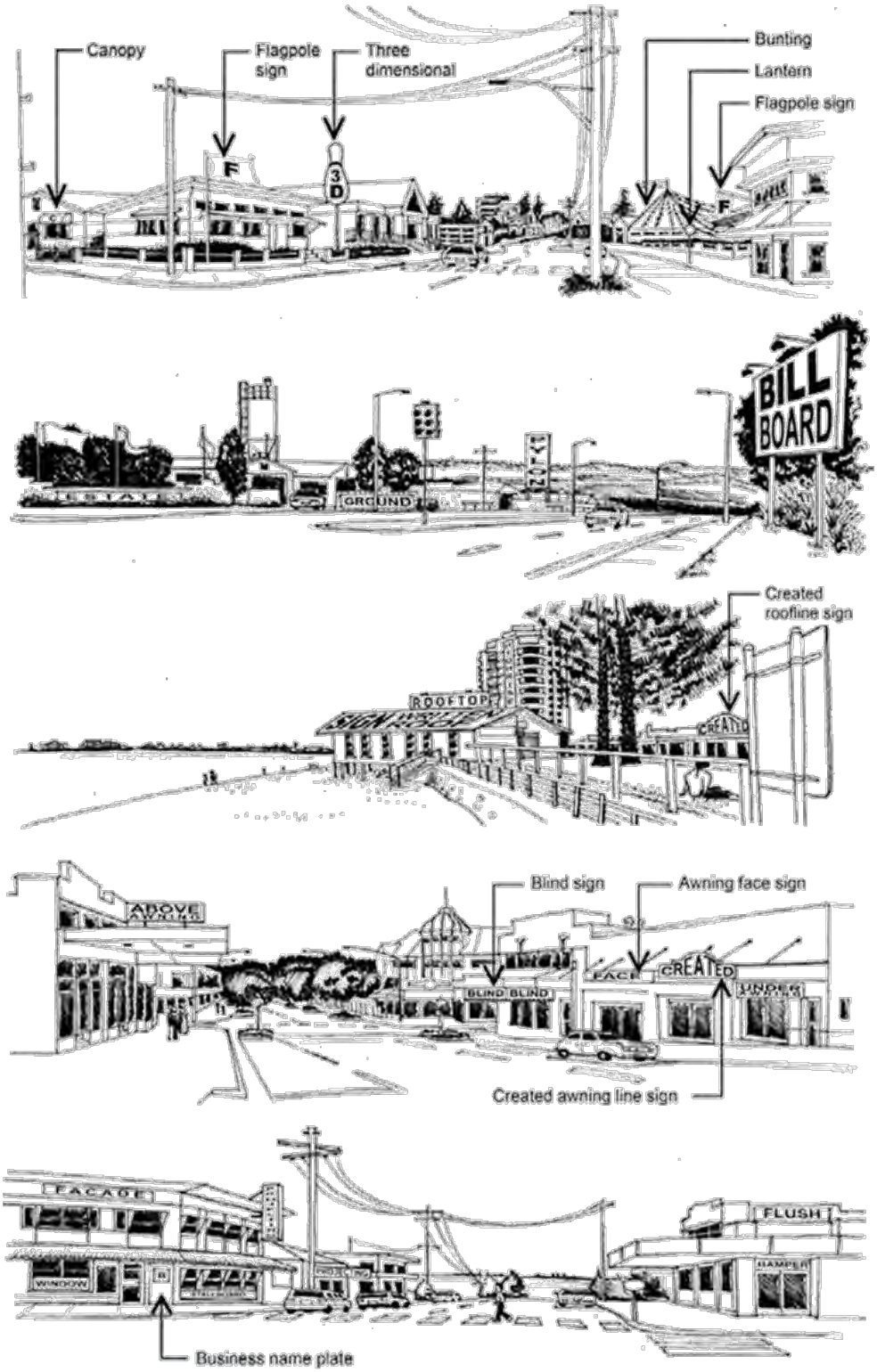


Figure 19 Sign Types

Source: Sunshine Coast Planning Scheme 2014

D.3 Car parking requirements under the Sunshine Coast Planning Scheme 2014

Car parking provisions in the Major Centre Zone generally, states that uses in this zone are to provide for car parking below ground level in a basement structure(s) or which is sleeved behind buildings.

Below are a number of car parking provisions from the Business Uses and Centre Design Code which also apply to the assessment of a material change of use application:

- Car parking areas, service areas and driveways are located so as not to dominate the streetscape.
- The development provides for:-(a) shared driveways; (b) rear access lanes; and (c) parking and service areas situated at the rear of the site or in a basement below ground level away from active street frontages.
- shade trees are provided in car parks;
- planting is provided on top of podium levels and on the roof or roof level of car parking structures.

An extract of the minimum on-site parking requirements from the Transport and Parking Code are as follows:

Table 8 Minimum on-site parking requirements

Land Use	Car spaces	Service vehicle spaces	Motorcycle/scooter spaces	Cycle spaces
Major sport, recreation and entertainment facility	Sufficient spaces to accommodate number of vehicles likely to be parked at any one time	Sufficient spaces to accommodate number of vehicles likely to be parked at any one time	Sufficient spaces to accommodate number of vehicles likely to be parked at any one time (with min. 1 space / 1,500m^2 total use area for spectator sports OR 1 space / 100m^2 total use area for other uses)	Sufficient spaces to accommodate number of vehicles likely to be parked at any one time (with min. 1 space / 1,500m^2 total use area for spectator sports OR 1 space / 100m^2 total use area for other uses)

Table 8 may assist with the provision of parking onsite for motorcycle/scooter spaces and cycle spaces. Depending on the type and scale of events at the centre proposed, a transport strategy is to be undertaken to determine the options for transport to and from the venue. Things to consider are type of visitors, where they will be travelling from, what time of day, public and private transport options, connectivity and distance to public transport options, safe and equitable access etc.

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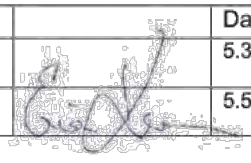
Final	F.Hill	H.Lancaster	H.L.	E.Kerr		5.5.15

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