

Sunshine Coast
Council

**DRAFT SUNSHINE COAST PERFORMANCE AND
COMMUNITY VENUES PLAN 2013-2028**



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Definitions

Performance and community venue: These places offer a variety of spaces for performing arts, community, and commercial activities and events. These venues offer:

- A space for arts rehearsal and performance;
- A space for social, educational and recreational activities, health and/or support services, and information distribution, and
- A space for commercial activities, such as functions, conferences and expos.

Sunshine Coast wide venue - These venues are key places to host the performing arts, functioning as spaces for accomplished performers and touring events which draw significant audiences. These venues also have a large community and commercial function, incorporating a range of activities such as meetings, community events, conferences, expos and so on. These venues have staff based on-site.

District venue - These venues can accommodate performing arts activities and community activities of a moderate to large scale. These venues operate under a self-service model, meaning there no staff are based on-site.

Local venue - These are simple, modest scale facilities which serve a range of community functions, including hosting participatory activities such as meetings and classes. In terms of performing arts, these venues can also serve as rehearsal spaces.

Executive summary

Performance and community venues provide valuable infrastructure to the Sunshine Coast region. They accommodate a diverse range of community, cultural and commercial activities, including theatre, concerts, cinema, major touring productions, cultural initiatives, recreation activities, programs and workshops, school based activities, conferences, expos, meetings, and key community events such as school formals, weddings, graduations, eisteddfods. Council's six key performance and community venues had nearly 315,000 people walk through their doors during 2012/2013 to participate in the many events and activities they accommodate.

The value of performance and community venues is unprecedented. Opportunities for active participation in community and cultural events has the ability to result in increased connectivity, community engagement, local pride, personal and cultural development, enhanced cultural lifestyle options, while also forming a building block of social inclusion. When combined with thought-provoking and diverse programming, performance and community venues can also provide a platform for cultural expression and experiences, which is imperative to showcasing the region's creative and cultural offerings.

The economic value of performance and community venues is just as significant. A study into the live entertainment industry has revealed that many economic activities are involved in 'putting on the show,' from staging, ticketing, venue hire, advertising, and the actual performance itself. The study revealed that in 2008, the live entertainment industry generated revenues of \$1.88 billion Australia-wide, with profits and wages generated by the industry (i.e. the "Industry Value Added") amounting to \$1.01 billion¹. There is also growing international recognition that investment in human and civic assets are core foundations to health, wellbeing and economic prosperity. Research suggests that communities that offer opportunities for personal development, and which have diversified lifestyle and cultural choices, have strong social capital and act as magnets for investment, growth, and economic development^{2&3}.

This *Sunshine Coast Performance and Community Venues 2013-2028* (the Plan) has been prepared to ensure that the full potential of performance and community venues can be realised throughout the Sunshine Coast region. The purpose of this Plan is to set the strategic direction for the future use, operation and possible development of six of council's key performance and community venues over the next 15 years. The Plan aims to ensure that council's investment is directed in the best way possible in order for maximum benefits to be achieved throughout the region.

In planning for council's six key venues, the Plan acknowledges the array of factors that will impact on their future. Other venues operating within the region; age of existing infrastructure; levels of usage, and population growth are amongst those challenges to be addressed. There are also other specific industry-related trends influencing venues in the future, including the drive in the industry for community facilities to be collocated, the drive towards providing larger and higher quality facilities which serve a larger population, as well as keeping pace with evolving industry standards and technological trends.

This Plan looks at how best to address these key challenges and trends moving forward, while also looking at how best to capitalise on the value of performance and community venues. The following vision guides the Plan and its intention:

"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."

¹ Live Performance Australia (2008) *Size & Scope of the Live Entertainment Industry*

² Office of Urban Management (2005) *Implementation Guideline No. 5 - Social infrastructure planning*

³ Arts Victoria (2008) *The role of arts and culture in liveability and competitiveness*

The Plan aims to channel council's investment towards creating a network of performance and community venues, which is able to keep pace with community demands and industry standards. This is guided by the Plan's four desired outcomes and the accompanying Action Plan. The four desired outcomes of the Plan are:

Desired Outcome 1: The Sunshine Coast region is serviced by an efficient network of performance and community venues, which are well located and accessible to the community.

Desired Outcome 2: The usage of Sunshine Coast performance and community venues is maximised.

Desired Outcome 3: Sunshine Coast Council venues are designed and equipped to be resourceful, and to offer a high quality experience for the community.

Desired Outcome 4: Venues which are owned and/or managed by Sunshine Coast Council are operated in a coordinated manner which is financially responsible and efficient.

Through the implementation of this Plan, council's continued involvement and investment within performance and community venues will ensure that the Sunshine Coast community is well equipped with venue opportunities, so that their full social, economic and cultural value can be brought to the region. This is imperative in striving towards council's goal of being 'vibrant, green and diverse'.

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1. Introduction

1.1. Purpose

Performance and community venues form a key component to a healthy and connected community. They provide a central meeting point for the community to interact and participate in community and cultural activities. So our region is assured to have the best access to performance and community venues in the future, council has prepared a Sunshine Coast Performance and Community Venues Plan 2013-2028 (the Plan).

The purpose of this Plan is to guide decision-making about the future use, operation and further development of council's key performance and community venues over the next 15 years. So the community and council can experience maximum benefits in the future, council needs to ensure that there are an adequate number of venues, which are located in the right location, and performing the right role and function.



Image: Lake Kawana Community Centre

This Plan sets out to:

- Identify the social, cultural and economic value of council's performance and community venues.
- Provide a clear picture of the current status of council's six performance and community venues, in terms of level of provision, usage, investment and operational matters.
- Identify the needs and considerations for moving forward.
- Detail council's approach to providing performance and community venues in the future, including strategic directions, service levels and infrastructure requirements.
- Clearly establish council's role in performance and community venues in the future.

1.2. Need for this Plan

This Plan has emerged from the need to:

- Provide clear direction for the role and function for six of council's performance and community venues.
- Define council's role in the provision of Sunshine Coast wide and district performance and community venues.
- Inform council's capital works program with the key priorities for council's performance and community venues.
- Deliver on council's goals and initiatives, one being the Corporate Plan intent to be an innovative and creative region.

1.3. Project scope

A venue can be described as a place or a locale where people come together for an organised event or activity. This could be an organised event such as a meeting, community activity or a performance of any scale. This Plan focuses on those type of venues which can host performance and/or community activities.

Today, venues have become more flexible and are being designed in such a way which can accommodate both performance and community activities. An example of this is where multi-purpose halls can be used for martial arts classes, but can also act as a rehearsal space and host small scale performances. Given the large overlap, this plan has focussed on both of these types of venues.

This Plan focusses on the major performance and community venues which council owns and/or manages, which serve a significant role in the community where they are located by having a seating capacity of over 250 people, have a stage as well as basic sound and lighting equipment, and which council currently has a large investment within. These venues include:

- The Events Centre Caloundra
- Nambour Civic Centre
- Lake Kawana Community Centre
- Coolum Civic Centre
- Kawana Community Hall
- Beerwah and District Community Hall

The scope of the Plan and actions focus on the future Sunshine Coast Council local government area. Whilst the network of performance and community venues in the Noosa Council area is acknowledged, the scope of the Plan does not concentrate on, nor primarily direct Noosa services.

The Plan has also been developed with acknowledgement of the proposed future development of the Sunshine Coast Entertainment, Convention and Exhibition Centre within the Maroochydore Principal Regional Activity Centre, and other significant event facilities located on the Sunshine Coast such as Quad Park.

Although this Plan focuses on this scope, it does not preclude additional future planning to be undertaken for other council venues across the region.

1.4. Methodology

The methodology used to develop this Plan is illustrated below.

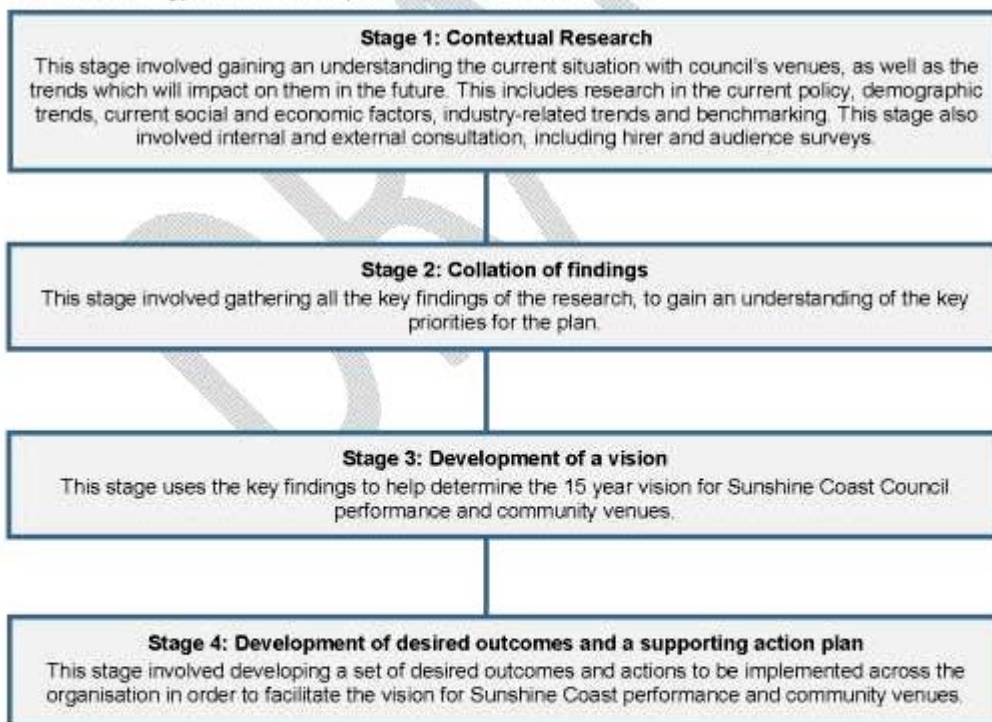


Figure 1: Plan methodology

1.5. Plan alignment

1.5.1 Corporate Plan

Performance and community venues contribute to the achievement of council's and the community's cultural, community and economic development goals. The Sunshine Coast Council Corporate Plan 2009-2014 outlines the key emerging priorities and key strategies to pursue in order to help achieve council's vision of becoming Australia's most sustainable region – vibrant, green and diverse.

This Plan directly aligns with the Corporate Plan theme of 'Innovation and Creativity'. The intent behind this theme is:

'A culture of innovation and creativity will help brand the region, attract new investment and build on our competitive advantage. It will also ensure that the Sunshine Coast communities are able to respond positively to the challenges of the 21st century. Council will develop partnerships and alliances to drive innovation, while also developing arts and cultural opportunities to help foster and encourage creativity.'

The values embedded in this Corporate Plan intent align with this Plan, primarily as council's venues are key incubators for innovation and creativity. Council's venues also provide opportunities for arts and cultural activities, as well as social interaction and cohesion. As a result, this Plan also delivers on a number of other council's corporate themes being:

- Social Cohesion
- Health and Wellbeing
- Accessibility and Connectedness.

A detailed review of council's current strategy framework, strategic documents and policies has been conducted to ensure that this Plan aligns with council's strategic frameworks and priorities. Refer to *Volume 2: Supporting Resources* which provides an overview of the relevant legislative and policy context.

1.5.2 Linkage with the Cultural Development Policy 2013

Council's Cultural Development Policy outlines council's commitment to cultural development throughout the region, recognising its value in celebrating and building the region's creative and cultural communities, social wellbeing, place identity, sector resilience and future prosperity.

Two of the policy's key focus areas are to "ensure council's libraries, galleries, performing arts venues and open spaces continue to foster and support creative and cultural development initiatives and programs" and to "provide and support creative and cultural activities which engage the community, encourage participation and support the delivery of adopted council priorities."

This Plan directly responds to these focus areas by ensuring council maintains its commitment to providing and/or facilitating access to performance and community venues, so that cultural development initiatives and programs can continue to be supported and provided throughout the region. A further review of this Plan's alignment with the Cultural Development Policy is provided within *Volume 2: Supporting Resources*.

1.5.3 Linkage with the Sunshine Coast Social Infrastructure Strategy 2011

Council endorsed the Sunshine Coast Social Infrastructure Strategy 2011 to identify council's long term direction for social infrastructure, particularly focused on the areas for which council has primary responsibility. The vision of the Social Infrastructure Strategy 2011 is:

'The Sunshine Coast is well serviced by social infrastructure which meets the needs of our diverse population, provides a focus for communities and contributes to community wellbeing and the economy. Our social infrastructure enables our communities to be creative, active and healthy, strengthening the Sunshine Coast as a community of communities.'

The following desired outcomes underpin the vision of the Social Infrastructure Strategy 2011:

- Strong network of community hubs
- Maximising economic benefit
- Well-designed spaces and places
- Involved and connected communities
- Strong partnerships and alliances
- Well-resourced communities

This Plan builds on the principles of the Social Infrastructure Strategy 2011, and provides further detailed planning for council's performance and community venues.

A further review of this Plan's alignment with the Social Infrastructure Strategy is provided within *Volume 2: Supporting Resources*.

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2. Current portfolio

2.1. Hierarchy overview

The network of performance and community venues on the Sunshine Coast is represented by a hierarchy, as set out within Table 1. This hierarchy is derived from the Sunshine Coast Social Infrastructure Strategy 2011, and categorises performance and community venues into three levels which reflect different roles and degree of embellishment (refer to Table 12 for further details on desired standards of embellishment).

Table 1: Performance and community venues hierarchy

Role	Capacity
Sunshine Coast Wide	
These venues are key places to host the performing arts, functioning as spaces for accomplished performers and touring events which draw significant audiences. These venues also have a large community function, incorporating a range of meeting and community event activities. These venues also have the ability to host commercial events such as conferences.	Seating: Over 500 people Infrastructure: Advanced
District	
These venues accommodate performing arts activities and community activities of a moderate to large scale.	Seating: Between 250-500 people Infrastructure: Basic
Local (out of scope)	
These are simple, modest scale facilities which serve a range of community functions, including hosting participatory activities such as meetings and classes. In terms of performing arts, these venues can also serve as rehearsal spaces	Seating: Less than 250 people Infrastructure: Limited

2.2. Council's network


Table 1 sets out how council's six performance and community venues align with council's hierarchy as outlined within the Sunshine Coast Social Infrastructure Strategy 2011. It is recognised that council's venues, despite being defined as a performance and community venue, can have a more dominant performance or community function. Table 2 illustrates the mix of activities undertaken with council's six performance and community venues.

Table 2: Primary utilisation of performance and community venues

Sunshine Coast Wide Venues	District Venues
The Events Centre Caloundra:	Coolum Civic Centre:
Nambour Civic Centre:	Kawana Community Hall:
Lake Kawana Community Centre:	Beerwah and District Community Hall:

2.3. Venue profiles

2.3.1. The Events Centre Caloundra

Location:	Minchinton St, Caloundra	
Established:	1980	
Maximum capacity:	1,200 people (seated)	
Hierarchy:	Sunshine Coast wide	
Subsidy (12/13):	\$1,066,682 (+ internal charges)	

Venue overview:

Located centrally within Caloundra, The Events Centre is the largest venue within council's portfolio. The venue features one large theatre with a capacity of 1,200 people theatre style, a smaller playhouse theatre with a seating capacity of 320 people, and a number of meeting rooms and breakout spaces with varying capacities.

Primary function:

The centre primarily operates as a venue for cultural, business, community and catered events. The Events Centre also specialises in staging corporate events, in particular conferences, seminars, product launches and banquets with a dining capacity for 1,000 patrons.

Management and subsidy:

The Sunshine Coast Events Centre Pty Ltd is council owned, and is externally managed by a board of directors, with Sunshine Coast Council being the sole shareholder. In 2012/2013, council made a company contribution to The Events Centre Caloundra of \$1,066,682 (not including council's other internal charges).

Issues and considerations:


The Events Centre Caloundra is the oldest of council's Sunshine Coast wide venues. The age of the venue does mean that there are number design flaws with the venue, which limits its use to some extent. The venue has seen a number of capital improvements over its lifespan, and continues to need ongoing investment in order to operate at industry standards.

The Events Centre Caloundra is located within proximity to other major venues, including the Lake Kawana Community Centre and licenced venues such as the Caloundra RSL. Other local venues within proximity to The Events Centre Caloundra also provide alternative meeting spaces. Sharing of the market has been found to affect overall levels of usage.


Future population growth in Caloundra South identifies additional venues in this structure plan area. The balance of roles between these new venues, The Events Centre Caloundra and the Lake Kawana Community Centre will need to be further considered moving forward to ensure there is not a duplication of service.

Refer to Volume 2: Supporting Resources for a detailed overview of The Events Centre Caloundra.


2.3.2. Nambour Civic Centre

Location:	Currie St, Nambour	
Established:	1990	
Maximum capacity:	810 people (seated)	
Hierarchy:	Sunshine Coast wide	
Subsidy (12/13):	\$830,600	
Venue overview:		
<p>Located within the heart of Nambour, the Nambour Civic Centre features a multi-purpose hall with tiered seating with a seating capacity of 775 people (up to 810 people in certain modes), a smaller theatre/art-house cinema with a seating capacity of 275 people, a flexible foyer space and hireable kitchen facilities.</p>		
Primary function:		
<p>The current primary function of the venue is to promote live theatre and cinema, as well as act as a live music venue. The dedicated art-house cinema within the venue is reported as the only art-house cinema north of Brisbane.</p>		
Management and subsidy:		
<p>Council currently leases this venue from a private owner. The lease expires in 2018, with an option to renew after this time. Leasing this facility means that depreciation and asset costs for council are limited. However despite being a leased venue, council still provided a large operating subsidy in 2012/13, totalling \$830,600.</p>		
Issues and considerations:		
<p>Nambour Civic Centre has relatively few recurring meetings or classes compared with the other Sunshine Coast wide venues, primarily because it does not have a large variety of spaces for hire. The venue's major activities are cinema screenings which are held in the smaller theatre. The main hall is used for live performances; however this is not to the same level as the smaller theatre.</p>		
<p>The Nambour Civic Centre is a relatively older venue, the second oldest in council's portfolio of Sunshine Coast wide venues. Consultation findings found that the venue is viewed as out-dated and 'tired' by the community. Disability access is currently being investigated within the venue; however street presence and accessibility to free parking are recurring shortfalls of the venue.</p>		
<p>As an alternative to the Nambour Civic Centre, there are a large number of smaller venues within the Nambour area which can be used as community meeting places. In addition, the Flinders Performance Centre located in Buderim provides a high standard, modern alternative performance venue. The Big Pineapple is also in proximity to the Nambour Civic Centre which operates within a similar market for meetings, conferences and events.</p>		
<p>Refer to Volume 2: Supporting Resources for a detailed overview of the Nambour Civic Centre.</p>		

2.3.3. Lake Kawana Community Centre

Location:	Sportsmans Pde, Bokarina	
Established:	2005	
Maximum capacity:	750 people (seated)	
Hierarchy:	Sunshine Coast wide	
Subsidy (12/13):	\$841,377	
Venue overview:		
<p>Lake Kawana Community Centre is a three storey, multi-functional venue and is well-located on the banks of Lake Kawana. The venue has 15 spaces to hire, providing for varying seating capacities. The largest capacity is 750 people theatre style, and 1300 people standing.</p>		
Primary function:		
<p>The primary role of this modern facility is to act as a venue for community use, as well as a venue for live music, functions and traditional hall-type activities such as dance or martial arts classes. Some theatre programming has also been held at this venue, however the venue is not as well-equipped for this role compared to others.</p>		
Management and subsidy:		
<p>Lake Kawana Community Centre is managed by council, with staff based on site at the venue. In 2012/13, the centre had an operating subsidy of \$841,377.</p>		
Issues and considerations:		
<p>Lake Kawana Community Centre is the most highly used of council's Sunshine Coast wide venues, with consultation results highlighting that the Lake Kawana Community Centre is a highly valued space by hirers and users.</p>		
<p>The venue was established as part of the Kawana Waters Community Development Strategy. The Kawana Waters Community Development Strategy proposes a number of new venues in proximity to the Lake Kawana Community Centre, which may affect levels of usage in the future. In addition, The Events Centre Caloundra, Quad Park as well as licenced clubs such as the Caloundra RSL, are located within proximity to the Lake Kawana Community Centre, and also operate within a similar market. Other local venues within proximity to this venue also provide alternative meeting spaces to this venue.</p>		
<p>The multi-purpose nature of this venue does present a number of challenges. The facility is staffed at all times when the venue is being used. There is potential to investigate alternative access arrangements for regular users while maintaining the service levels required for corporate and one-off bookings.</p>		
<p>Refer to Volume 2: Supporting Resources for a detailed overview of the Lake Kawana Community Centre.</p>		


2.3.4. Coolum Civic Centre

Location:	Park St, Coolum	
Established:	1982	
Maximum capacity:	350 people (seated)	
Hierarchy:	District	
Subsidy (12/13):	\$123,987	
Venue overview:		
<p>The Coolum Civic Centre is a large multi-purpose venue located within Jack Morgan Park, Coolum. The oldest of council's district venues, Coolum Civic Centre consists of a hall with a maximum capacity of 350 people, and a small meeting space which can be divided from the hall foyer.</p>		
Primary function:		
<p>The centre currently functions as an active community hub, with diverse range of users including a child health clinic, classes and children's activities. The main hall is used for an average of 23 hours per week, while the meeting room is used on average for 16 hours per week. One key user of the venue is the Coolum Theatre Players, who have a high degree of ownership of the hall and have acquired some equipment for the venue over time.</p>		
Management and subsidy:		
<p>The Coolum Civic Centre has a relatively small operating subsidy, totalling \$123,987 in 2012/13. Like council's other district venues, the Coolum Civic Centre does operate under a self-service model. However as a legacy of the former Maroochy Shire Council, this venue has a caretaker to help assist with its maintenance and operational matters.</p>		
Issues and considerations:		
<p>Being located within Jack Morgan Park, the Coolum Civic Centre is located alongside a number of other community facilities including the Coolum Library and Coolum Community Centre. Precinct planning is anticipated for this area in the future. Through this process, opportunity exists to improve the relationship between these facilities.</p>		
<p>The venue does show signs of its age, with disability compliance being the key area which needs to be addressed. Subterranean work will also be required in the future in relation to the venue's steel girders. In the past, council has received requests to upgrade the infrastructure and equipment within the Coolum Civic Centre, to more align with that contained within a Sunshine Coast wide venue. The proximity of this venue to purpose built performance venues (The J in Noosa being a 20 minute drive away, and Nambour Civic Centre being a 15 minute away) would not appear to justify such a movement.</p>		
<p>Refer to Volume 2: Supporting Resources for a detailed overview of the Coolum Civic Centre.</p>		

2.3.5. Kawana Community Hall

Location:	Nanyima St, Buddina	
Established:	1989	
Maximum capacity:	320 people (seated)	
Hierarchy:	District	
Subsidy (12/13):	\$47,948	
Venue overview:		
<p>The Kawana Community Hall is a multi-functional venue centrally located on Nanyima Street, Buddina. The venue consists of a main hall which seats up to 320 people theatre style, and an upstairs meeting room which seats approximately 30 people. The hall contains a large performance stage with supporting sound and lighting equipment, as well as a fully appointed commercial kitchen.</p>		
Primary function:		
<p>Kawana Community Hall accommodates for a range of uses, including community groups, concerts, dance classes, trade displays, meetings, weddings and parties. The venue is the most highly used council venue located in the region, used for an average of 50 hours per week.</p>		
Management and subsidy:		
<p>As a result of its high usage, this venue has a relatively low operating subsidy, totalling \$47,948 in 2012/13. The hall operates under a self-service management model, meaning that no staff are located on-site at this venue.</p>		
Issues and considerations:		
<p>The hall is well-located, neighbouring the Kawana Library, Kevin Asmus Park and Kawana Shopping World. Being a well-located venue however, the Kawana Community Hall lacks street presence as it is concealed by the Kawana Library. This makes the venue difficult to find for non-regular users.</p>		
<p>Despite the venue being highly successful, there are a number of opportunities that can be progressed. Opportunity exists to improve the use of the upstairs meeting room, as well as to strengthen the relationship with the adjoining library. Many other venues, both council owned and owned by others, are located within proximity to the Kawana Community Hall. New venues are also forecasted within the nearby land subject to the Kawana Waters Development Agreement. The relationship between the current Kawana Community Hall and future facilities in the wider Kawana area, including proposed meeting spaces and a library, will need to be further considered moving forward.</p>		
<p>Refer to Volume 2: Supporting Resources for a detailed overview of the Kawana Community Hall.</p>		

2.3.6. Beerwah and District Community Hall

Location:	Peachester Rd, Beerwah	
Established:	2002	
Maximum capacity:	400 people (seated)	
Hierarchy:	District	
Subsidy (12/13):	\$120,293	
Venue overview:		
<p>The Beerwah and District Community Hall is a large scale multipurpose venue located within the Beerwah town centre. The venue comprises of a 400 seat hall with stage and backstage areas, a fully appointed commercial kitchen and separate bar area offering both indoor and outdoor serving. The floor-to-ceiling glass walls allow sufficient natural light, and a good visual outlook.</p>		
Primary function:		
<p>The venue is used for regular activities such as classes and for a meeting place for local community groups, as well as for significant district events. The Glasshouse Country Senior Citizens and Beerwah Indoor Bowls have been regular hirers of the venue for over ten years.</p> <p>In 2012/13, the level of weekly usage of the Beerwah and District Community Hall is relatively low, being used on average of 18 hours per week. This is expected given the more rural population base which surrounds this venue.</p>		
Management and subsidy:		
<p>As a result of the lower levels of usage, this venue had a higher operating subsidy when compared to the Coolum Civic Centre and the Kawana Community Hall, totalling \$120,293 in 2012/13. The hall operates under a self-service management model, meaning that no staff are located on-site at this venue.</p>		
Issues and considerations:		
<p>The Beerwah and District Community Hall is co-located with the Beerwah Library. As well as sharing a large carparking area, these two facilities share a verandah area and overlook parkland and a lagoon. Opportunity exists to enhance the relationship between the hall and the library. There may also be potential to market the use of the commercial kitchen for small or social enterprises in the catering/cooking field.</p> <p>There are a number of other venue opportunities within the Beerwah locality and surrounding localities, which also provide alternative venue opportunities for the community.</p> <p>Refer to Volume 2: Supporting Resources for a detailed overview of the Beerwah and District Community Hall.</p>		

3. Value of performance and community venues

“Investment in social infrastructure is considered essential for the health, wellbeing and economic prosperity of communities. It plays an important role in bringing people together, developing social capital, maintaining quality of life, and developing the skills and resilience essential to strong communities⁴.”



Image: Lake Kawana Community Centre

Performance and community venues provide the region with a place able to accommodate a diverse range of activities. Venues can host theatre, concerts, cinema, major touring productions, cultural initiatives, recreation activities, programs and workshops, school based activities, commercial activities such as conferences and expos, while also holding key community events such as school formals, weddings, graduations, eisteddfods.

The South East Queensland Regional Plan 2009-2031 reinforces the importance of planning for and providing these facilities to support strong, functional and connected communities and to support arts and cultural development.

The following sections detail the value performance and community venues can bring to the Sunshine Coast region, from an economic, social and cultural perspective.

3.1. Economic value of venues

There is growing international recognition that investment in human and civic assets are core foundations to health, wellbeing and economic prosperity. Research suggests that communities that offer opportunities for personal development have strong social capital, and act as magnets for investment, growth, and economic development⁵.

Research into the economic value of venues is most apparent in relation to performing arts venues. The Australian Performing Arts Centres Association (APACA) undertook a 2011 *Economic Impact Report* finding that performance venues are generators of economic activity within their communities. The 61 venues that responded to the survey generated \$104 million in earned income, on top of \$47 million in government funding and \$3 million in sponsorship or fundraising in the 2009-10 financial year; with many of the large capital city centres not represented in the sample. With this revenue, the venues injected \$152 million into their economies, with 45% of this in wages.

A study into the live entertainment industry has also revealed that many economic activities are involved in 'putting on the show,' from staging, ticketing, venue hire, advertising, and the actual performance itself. The study revealed that in 2008, the live entertainment industry generated revenues of \$1.88 billion, with profits and wages generated by the industry (i.e. the "Industry Value Added") amounting to \$1.01 billion⁶.

As well as providing jobs and channelling revenue to cultural groups, research reveals that the economic impact of venues is increased when they are linked with broader experiences. For example, festivals and conferences attract visitors who spend money on accommodation, food, shopping and other experiences in the region. According to the Cultural Ministers Council *Vital Signs* report, visitors who come for cultural or heritage reasons stay longer and spend more than other visitors⁷.

⁴ Sunshine Coast Council (2011) *Social Infrastructure Strategy 2011*

⁵ Office of Urban Management (2005) *Implementation Guideline No. 5 - Social infrastructure planning*

⁶ Live Performance Australia (2008) *Size & Scope of the Live Entertainment Industry*

⁷ Cultural Ministers Council (2010) *Vital Signs: Cultural Indicators for Australia*

The *Vital Signs* report also cites international research that indicates that arts and culture are catalysts for economic growth, attracting the types of people who will drive creative industries and innovation. A thriving cultural scene, supported by active venues, is seen to attract the sorts of people who will work in design technologies, fashion, media, architecture and the like⁷.

Arts Victoria also presents a review of international research that concludes that arts and culture contribute to a region's liveability and hence its competitive advantage. Their report finds that in regional centres, the presence of a diversified lifestyle and cultural choices is a key driver of high economic performance⁸. The Sunshine Coast is in an excellent position to capitalise on this opportunity.

3.2. Social value of venues

Performance and community venues are key locations for interaction and participation in cultural and community activity. They provide suitable spaces to deliver services, programs and activities to meet the social needs of the community and build community capacity.

Council's venues host diverse participation opportunities, including community theatre, meetings, recreational activities (such as martial arts and dance classes), programs for young children and seniors, and youth activities. Opportunities for active participation can result in increased connectivity, community engagement, local pride, personal and cultural development, enhanced cultural lifestyle options, while also forming a building block of social inclusion⁷.

Apart from being rewarding for individuals, active engagement contributes to community wellbeing and quality of life. Participation connects people with others, fostering varied and open social relationships and promoting social inclusion⁷.

Combining the 'hard infrastructure' of the venue with the 'soft infrastructure' (the programming, promotion, cultural and community development activities), performance and community venues can become pivotal places for their catchments; housing cultural, community and commercial activities. APACA highlights in its 2011 National Cultural Policy Submission that performance venues in regional areas have a broader focus than simply the arts, unlike similar facilities in capital cities. In an area like the Sunshine Coast, venues tend to do "a bit of everything".

Performing arts centres are important community resources, providing hubs of activity and community engagement through the high level of non-arts activity undertaken both by and within them⁹.

3.3. Cultural value of venues

Cultural value embodies the benefits hard and soft infrastructure can bring to a region, the talent which can be developed, and the cultural identity which can be created to create a shared sense of belonging.

Performance and community venues provide a platform for generating cultural value in a region, as well as encouraging, stimulating and showcasing cultural identity.

Performance and community venues are also major facilities for cultural expression and experiences, while also functioning as development spaces for local groups. Accessible and useable performance and community venues, combined with thought-provoking and diverse programming, are imperative to attracting a wide range of audiences and showcasing the region's creative and cultural offerings.

In relation to the performing arts, it has been found that Queenslanders strongly value the arts and can see the benefits it can generate:

⁷ Arts Victoria (2008) *The role of arts and culture in liveability and competitiveness*

⁹ APACA (2011) *National Cultural Policy Submission*

- 83% of Queenslanders agreed or strongly agreed that the arts should receive public funding¹⁰.
- 78% agreed local government should invest to ensure that arts and cultural activities are available to all Queenslanders¹⁰.
- 77% of Queenslanders agreed or strongly agreed that the arts make for a more richer and meaningful life¹⁰.



Image: Russian Ballet, The Events Centre

This same research revealed that the arts are also a factor in helping Queenslanders express and define what it means to be Australian (71%) and feel part of their local community (50%)¹⁰.

It has been found that a performance can extend beyond the stage, and communities can be enlivened by vibrant and diverse arts and cultural experiences. Performance and community venues provide a home to support cultural development activities and initiatives, which has the ability to bring ongoing benefits to the region including the contribution towards community wellbeing, social inclusion, and the building of resilient communities⁷.

3.4. Council's role in venues

Local government is at the centre of the sector, playing a much greater role in the management, operational and capital funding than the other tiers of government.¹¹

Performance and community venues are not part of the traditional "roads, rates and rubbish" core roles of local governments. However all local governments in areas comparable with the Sunshine Coast provide these facilities for residents and visitors alike. Almost 80% of the venues covered in the most recent APACA survey were owned by local governments, with local government being the biggest provider of subsidies¹¹.

Owning and operating performance and community venues is generally not a profitable industry. However the ability of performance and community venues to yield significant social, cultural and economic benefits for the region cannot be overlooked or undervalued.

The accepted role for local governments is therefore to fulfil a community service obligation, and ensure people have access to venues which offer opportunities for cultural and community activity, while being sensitive to responsible financial management practices. This Plan endeavours to confirm council's role within performance and community venues over the next 15 years.

Key findings:

- Performance and community venues form an essential part of the social infrastructure network for the region.
- With the potential to improve the usage of council's venues on the Sunshine Coast, council, community and businesses have the opportunity to capitalise further on the social, cultural and economic benefits council's venues can provide for the region.
- The accepted role for local governments is to fulfil a community service obligation, and ensure people have access to venues which offer opportunities for cultural and community activity while being sensitive to responsible financial management practices.

¹⁰ Arts Queensland (2011) *More than bums on seats: Queenslanders and the Arts*

¹¹ APACA (2011) *Economic Impact Report 2011*

4. Strategic context

To ensure that the recommendations of this Plan are well-grounded, it is important to understand the factors which will shape the use, operation and feasibility of council's venues over the next 15 years. The following section provides a strategic context, highlighting the trends which will shape how council's venues are planned, designed and managed.

4.1. Sunshine Coast regional overview

The Sunshine Coast is a community of communities, made up of 32 unique localities spread over 2,257 square kilometres. The region is made up of both urban and rural communities, with the urban population primarily concentrated along the coastline and the rural populations spread across the hinterland.

The region is supported by the Principal Regional Activity Centre of Maroochydore, and the current and future major regional activity centres of Nambour, Kawana, Caloundra, Sippy Downs, Caloundra South and Beerwah. A network of district activity centres, local activity centres, tourist focus areas, employment areas and enterprise areas make up the region, along with a comprehensive network of open space, community and cultural facilities.

An audit of the region's 32 localities has revealed the extensive network of performance and community venues which support the Sunshine Coast region (refer to Volume 2: Supporting Resources). In addition to the six venues within the scope of this Plan, more than 400 venue opportunities were identified to be located across the Sunshine Coast, which were found to be in various forms of ownership.

Venues located in surrounding local government areas provide further venue opportunities for the Sunshine Coast region. The proximity of Noosa Shire allows easy access to a range of performance and community venues for Sunshine Coast residents (and vice versa), including The J and Bicentennial Community Centre. Located just one hour north of Brisbane, the Sunshine Coast is also serviced by State-wide venues located within Brisbane. The Brisbane Convention and Exhibition Centre, the Queensland Performing Arts Centre and the Brisbane Entertainment Centre (at Boondall) are commonly accessed by Sunshine Coast residents, primarily for national and international touring acts.

4.2. Demographic trends

4.2.1 The Sunshine Coast population profile

In 2011, the new Sunshine Coast local government area had a total population of approximately 272,000 people, which were primarily concentrated along the coastline, with further population residing within the hinterland areas¹². Large population growth has been experienced on the Sunshine Coast, with the growth of more than 63,000 people since 2001.

This demonstrates that the region is fast evolving, and this is forecasted to continue into the future. A high rate of growth is anticipated in the southern end of the region, as Caloundra South and Palmview structure plan areas are developed. An additional 64,000 people are anticipated in these areas alone.

The forecast population increases will not be uniform across all age groups. On the Sunshine Coast, demographic patterns reflect a rapid increase in the 'newly retired' baby boomer generation, and a progressively ageing population.



Image: Marketing event, Lake Kawana Community Centre

¹² Based on Australian Bureau of Statistics (2011) Census.

It is also worth noting that the Sunshine Coast region is an attractive place to live and to visit. In the year ending June 2013, there were 2,908,000 international and domestic overnight visitors to the Sunshine Coast (including Noosa Shire)¹³. This represents a large transient population on the Sunshine Coast who come to visit for work or leisure. This presents a large market opportunity for council's venues.

The forecast increase in population numbers, as well as the demographic profile for the Sunshine Coast over the next 20 years, has the potential to create an increased demand for council's performance and community venues. This will need to be continually monitored to ensure council's performance and community venues remain responsive to the needs and the demands of the region.

4.2.2 How people use their time

Trends have shown the time for which people can participate in leisure activities is changing as demands on people's time continues to increase and work practices change. A time use survey completed in 2006 found that time spent on recreation and leisure activities has decreased by 1 hour 45 minutes per week since 1997 (to 29 hours 31 minutes a week)¹⁴. The survey also found that 85% of people's free time was spent on recreation and leisure (such as recreation and leisure activities include playing sport, walking, participating in games or hobbies, reading and watching television) with the remaining time spent on social and community interaction (such as attending a concert, visiting a library or amusement park, attending sports events and participating in religious ceremonies). Not only is finding time to participate in leisure activities becoming more difficult, people are seeking to take their recreation in more time-effective ways and are demanding new services which take their needs into account.

4.3. Industry trends

4.3.1 Shared Use and co-location of facilities

The Social Infrastructure Strategy 2011 identifies new and innovative models for the development and management of social infrastructure into the future. This strategy encourages the shared use and co-location of social infrastructure in order to enhance the cost-effectiveness and long term sustainability of social infrastructure.

Shared use involves a number of compatible uses to be provided under the same roof and share the facility and resources. Alternatively, co-location involves a number of compatible resources to be co-located and share the resources, but not necessarily share the same space. Libraries, art galleries, workshop meeting spaces and commercial uses are amongst the shared use and co-location opportunities for council's performance and community venues.

The advantages of sharing the use of a facility, or co-locating facilities include:

- sharing of resources
- a reduction of land requirements
- sharing of capital and operational costs
- enhanced service coordination
- reduction of car trips for users
- attraction of compatible commercial uses

The shared use or co-location of facilities has the ability to create vibrant spaces and in turn, have a positive influence on usage levels.

¹³ Tourism and Events Queensland (2013) *Sunshine Coast Regional Snapshot*

¹⁴ Australian Bureau of Statistics (2006) *How Australians Use Their Time*

Some of council's venues are already located with other uses, or accommodate multiple spaces within the same building. Opportunities exist to strengthen these relationships, or integrate a number of uses in the future.

4.3.2 Size and Scale

Trends across local governments show that many councils are moving away from providing small, stand alone buildings which serve a relatively small population (such as at the neighbourhood level), towards providing larger, higher quality facilities which serve a larger population¹⁵.

The provision of smaller facilities can lead to underutilised venues which have large capital and operational costs. Research reveals that people often prefer to travel further to facilities that offer a higher quality of service. Consolidation of services and resources into the provision of higher quality venues presents obvious benefits to council, both from a financial and social perspective and will need to be considered within future planning processes for council venues.

4.3.3 Impact of technology

Technology is continually improving, and therefore challenging council to keep up with the latest technological changes. Technology has already impacted on how council's venues are equipped with sound and lighting infrastructure, current business practices such as the shift to internet ticketing, and reaching audiences in new ways such as the use of social media. The increase in at-home technology has also opened up more options for people to enjoy cultural experiences in the privacy of their own home, such as watching performances on DVD or via the internet. This is instead of venturing out to enjoy cultural activities in a community setting. Council's performance and community venues will be challenged to keep pace with digital technology, and to meet the growing needs of the performing arts sector.

4.3.4 Planning for the large-scale region-wide venues

Venues which are often cited as most successful appear to be those which have little competition, and are those that are the one and only venue for a discrete region. Most urban areas have, or have a desire to have, one region-wide venue. These large-scale facilities have multiple activity and revenue streams (such as venue hire, functions and entrepreneurial programming divisions) and are seen to largely support economic development within a region.

4.4. Participation profiles

It often depends on 'what's on' as to who uses council's venues. The following reveals the large spectrum of users of council's venues.

4.4.1 Participation in the performing arts

In Queensland in 2009-10, an estimated 49% of people over 15 years of age attended at least one performing arts event, including live music, theatre and dance¹⁶. On the Sunshine Coast as a whole (including Noosa Shire), this would equate to approximately 122,000 people (49% of the 248,860 people aged 15 years and over) attending some kind of performing arts event. This 122,000 people represents the potential audience for performing arts on the Sunshine Coast, noting that many people attend events in other privately operated venues, or venues within the other regions such as Brisbane.

Analysis of the social and demographic characteristics of people who attend cultural events such as live music and theatre suggests that there are a number of other relevant factors, including:

¹⁵ City of Ryde (2010) *Community Facilities: Future Directions*

¹⁶ Australian Bureau of Statistics (2010) *Attendance at Selected Cultural Venues and Events, Australia, 2009-10*

- People of different ages are likely to attend different types of cultural events¹⁶;
- Women were more likely to attend all types of performing arts than men¹⁶;
- The level of attendance at performing arts events increases with the level of income¹⁶;
- People with higher levels of education are more likely to attend performing arts events¹⁶, and
- Barriers for attending events include lack of time, cost, health issues, transport barriers, safety concerns and a lack of someone to attend with.¹⁷

Mapping of ticket sales of council's Sunshine Coast wide venues by postcode also reveals that people are willing to travel in order to attend an event. Sunshine Coast residents attending events in Brisbane is an example of how people are willing to travel. This is supported by audience surveys which show that people are willing to travel 20 kilometres and more in order to attend an event or activity.

A more detailed profile of the users of performance venues is provided within *Volume 2: Supporting Resources*.

4.4.2 Participation in community activities

Participation in activities occurring within council's venues (other than performing arts activities as detailed in section 3.2.5) are generally based on an affiliation or interest in an event or program being offered. The use of a venue and the activities they host generally depend on life stage and interest, as well as socio-economic factors. Relevant observations about participation include:

Table 3: Participation in activities by life stage

Life stage	General activities	Period of use
Parents of young children	<ul style="list-style-type: none"> • Playgroups • Baby and toddler activities • Child health groups and clinics 	Daytime demand
Children	<ul style="list-style-type: none"> • Leisure activities 	After school hours
Teenagers	<ul style="list-style-type: none"> • Leisure activities • Youth programs 	Weekend and evening demand
Young adults	<ul style="list-style-type: none"> • Leisure activities • Live music • Private parties 	Weekend and evening demand
Middle aged adults	<ul style="list-style-type: none"> • Adult education • Leisure activities • Community theatre 	Weekend and evening demand
Seniors	<ul style="list-style-type: none"> • Adult education • Leisure activities • Seniors programs • Community theatre and music • Respite programs 	Daytime demand

¹⁷ Cultural Ministers Council Statistics Working Group (2006) *The Social and Demographic Profile of Cultural Attendees*

Observations shown in Table 3 are seen within council's portfolio of venues, where they are used for a good cross section of activities including dance, drama, leisure activities (such as martial arts, dance classes, indoor bowls) and community meetings.

4.5. Design considerations

Local government facility experts agree that community facilities should have built-in flexibility and be adaptable to new uses and activities¹⁸. In part, this approach is a response to many governments holding old-style legacy assets which do not meet emerging needs. In many cases, groups are using a venue because it is available, rather than because they are what is best for their activity.

Current practice is to develop multi-purpose facilities that meet a range of current needs and can be adapted as communities change. The Lake Kawana Community Centre is an example of this, which is comprised of flexible spaces which can be made larger or smaller depending on the needs of users.

The following are widely considered mandatory design requirements for a successful multi-purpose venue:

- welcoming/attractive;
- flexible spaces allowing for a variety of uses;
- high accessibility with high standard disability access;
- proper soundproofing between spaces;
- indoor/outdoor facilities that make the most of the sub-tropical environment;
- linkages between facilities in precincts;
- incorporation of other services;
- consideration of Crime Prevention Through Environmental Design principles;
- sustainable design principles, incorporating low energy consumption;
- street frontage, and
- access to public transport.

There are more specialised design considerations when accommodating performing arts activities within a venue. A purpose built performance venue will include some or all of the following infrastructure, depending on its scale and degree of specialisation (derived from an APACA 2008 submission to Infrastructure Australia):

- | | |
|---------------------------------------------|---------------------------------------------------------------------------|
| • foyers | • flexible theatre spaces i.e. with seating and performance space options |
| • entrance and pick-up and drop off points | • bar/ function areas |
| • amenities including disability facilities | • public lounges |
| • theatre(s), which include: | • back of house areas: |
| ▪ seating (ideally tiered) | ▪ green rooms |
| ▪ fly tower | ▪ dressing rooms, toilets, showers |
| ▪ orchestra pit | ▪ laundry |
| ▪ lighting | ▪ musician's room |
| ▪ stage wings | ▪ rehearsal space |
| ▪ mechanical services | ▪ store |
| ▪ audio-visual services | ▪ workshop |
| • kitchens | |

¹⁸ Montgomery (2005) *The Role of Community Facilities in Developing Community Spirit: Themes and Issues Emerging from the Better Facilities, Stronger Communities Conference*

- administration offices
- loading docks
- stage management/ touring staff office.

In addition to the above, users would expect the following in contemporary performance venues:

- facilities for presentation of technology based works and digitally transmitted broadcasts;
- high quality seating and sound equipment;
- high quality infrastructure for people with disabilities;
- transport and parking services, and
- high aesthetic standards.

The specialised facilities included in highly embellished performance venues require ongoing investment in maintenance, upgrades, renewal and replacement to operate at industry standards.

4.6. Management considerations

The ultimate goal in determining which management model to implement in a venue is to ensure that the model achieves the outcomes desired by council and the community, with consideration to minimising risks, council's contribution to operations costs, and optimising capital investments. Table 4 details different management approaches used on the Sunshine Coast and adopted elsewhere.

Table 4: Management model options for performance and community venues

Management model option	Level of control (day to day)	Level of investment
In-house staffed, staff based on site <i>E.g. Lake Kawana Community Centre and Nambour Civic Centre</i>	High	High
In-house staffed, off-site management, plus caretaker <i>E.g. Coolum Civic Centre</i>	High	High
In-house staffed, off-site management <i>E.g. Kawana Community Hall and Beerwah & District Community Hall</i>	High	High
Shareholder model <i>E.g. The Events Centre Caloundra. Although council does not have direct control over the day to day operations of The Events Centre, council does have a high level of control in terms of the governance of this venue.</i>	Medium	High
Outsourced model/External group acts as agent <i>E.g. Moreton Bay Regional Council has used this model with the Pine Rivers Neighbourhood Association.</i>	Low	Medium
Anchor tenant (typically a lease with council) <i>E.g. Milwell Road Community Centre</i>	Low	Low
Tenancy & Co-tenancy (typically a lease or a licence with council) <i>E.g. Many not-for-profit groups use this model on the Sunshine Coast.</i>	Low	Low
Permit to occupy (typically a management agreement with council) <i>E.g. Some not-for-profit groups use this model on the Sunshine Coast.</i>	Low	High

Decisions about which approach to use are usually based on a number of factors:

- **Criticality and complexity:** venues that are critical to the achievement of a council goal or require significant nurturing are often managed in-house, with significant investment in programming as well as within the venue itself.
- **Control:** where councils desire day to day control over outcomes, they often operate venues themselves.
- **Cost:** local governments have historically seen outsourced models as a cost saving, transferring responsibility for maintenance and operation to an external party.
- **Capacity:** local governments are increasingly grappling with a lack of ability or willingness within communities to take on roles that were traditionally done by volunteers.

Irrespective of the individual site management model, council has the opportunity to consider the development of a centrally operated unit for its key venues. The benefits of this concept are the synergies in marketing, buying power, staffing, resource sharing and adopting a regional approach. This unit could consider the options of being operated in-house, as a business unit of council, being outsourced or board operated. The unit would ideally be managed on the basis of commercial principles, in order to achieve the best outcome for the operations of these venues.

4.7. What are our customers looking for?

Council consulted with the community, hirers and potential hirers to gain an understanding of their perceptions of council's performance and community venues. A total 146 survey responses were received. *Volume 2: Supporting Resources* provides a detailed overview of the survey results, however the key findings of the consultation revealed:

- The four factors considered most important to hirers across the board were the ease of using the venue; the cost of using the venue; the ease of booking the venue, and the way the venue is managed.
- Of these important factors, three were also ranked highest in terms of how the venues performed: the way the venues are managed, the ease of using the venue, and the ease of booking the venue.
- The cost for hiring a venue was an important consideration for hirers, yet council's performance in this area was not rated as highly. No factors were rated worse than "adequate" on average, although 21% of respondents rated cost as "very poor" or "poor".
- There were minor variations in average performance ratings across all factors for each venue, with Lake Kawana Community Centre scoring highest overall.
- Audiences to performances at Nambour Civic Centre, The Events Centre Caloundra and Lake Kawana Community Centre were asked to give impressions of each venue they had visited by providing three words to describe that venue. While responses varied, the most common themes that emerged for each venue were:
 - Nambour Civic Centre: friendly, old, adequate
 - The Events Centre Caloundra: convenient, large, dated
 - Lake Kawana Community Centre: functional, versatile, modern.
- Overall, audiences were positive about council's venues. Factors deemed least positive, despite being considered important by respondents were:
 - Parking
 - Cost of attending events
 - Disability access

- Standard/quality of furnishings
- Of those cultural and community groups who have not hired one of council's venues in the past 12 months, the most common reason for not hiring a council venue was because they were too expensive.
- The most common need expressed by respondents was for performance spaces (19 respondents) followed by rehearsal spaces (10).

Key findings:

- The Sunshine Coast region spreads over a large geographic area, and is forecasted to have large population growth up to 2031. How the Sunshine Coast is serviced by performance and community venues in the future is a key priority for this plan.
- In planning for council's six performance and community venues, consideration will need to be given to those venues within nearby local government areas, including those in Noosa and Brisbane.
- The Sunshine Coast population is characterised by an ageing population, which will continue into the future. Complementing the needs of this age group will be an important consideration for council's venues in the future.
- The large tourism base of the Sunshine Coast presents a market opportunity for council's venues in the future.
- Defining the participation profile of those using performance and community venues is difficult, given the diversity of performances and activities which can be held in venues. Programming and design of venues in the future will need to accommodate this diversity of users.
- People are generally willing to travel to attend an event they are interested in.
- Incorporating the models of co-location and shared use into the future provision of venues in the future can have direct benefits for council and the community.
- Advanced technology is becoming more affordable and accessible, providing people with an alternative way to access entertainment. How council's venues remain relevant needs to be addressed.
- Council faces the challenge of incorporating the contemporary design requirements of performance and community venues into its existing and future venues.
- Venues which are often cited as the most successful appear to be those which have little competition, and are those that are the one and only venue for a discrete region. This is not the case for the Sunshine Coast. Therefore the size of council's current portfolio, and how the proposed entertainment, exhibition and convention centre in Maroochydore fits into the existing network, will need to be addressed.
- The future management of council's performance and community venues will need to carefully consider the factors of criticality and complexity, control, cost and capacity, in order to ensure that the most appropriate model is adopted for council's venues.
- Consultation findings indicate that the cost to hire a council owned performance and community venue was considered expensive.

5. What's our current situation?

To effectively plan for council's venues, there needs to be an understanding of council's current situation. The following sections provide an overview of the current levels of provision, levels of usage, condition and investment in council's performance and community venues.

5.1. Level of provision

An audit of the Sunshine Coast's 32 localities has been undertaken to gain an understanding of the current levels of provision of performance and community venues across the region, and to determine whether each of the region's localities has adequate access to a performance and community venue. Although the scope of this Plan is in relation to council's six venues, these cannot be considered in isolation. Key findings of the locality audit reveal that:

- Council is one of many providers of performance and community venues in the region. There are a range of community-oriented and commercially-focussed operators on the Sunshine Coast, who provide a large range of venue opportunities for the region.
- Over 400 venue opportunities which offer some level of community access were identified to be located across the future Sunshine Coast local government area. This indicates that council's six performance and community venues are supported by a range of other venues, and that the community has access to many other venue opportunities.

The locality audit is provided within *Volume 2: Supporting Resources*, with a summary provided in Appendix 1.

The locality audit provided one tool to understand the current levels of supply. The following sections provide further analysis of the level of provision of venues on the Sunshine Coast.

5.1.1 Sunshine Coast wide venues

In Queensland, it is common to see one large scale venue servicing one local government area, such is the case for the Toowoomba, Rockhampton and Ipswich local government areas. In contrast, Sunshine Coast Council has a portfolio of three Sunshine Coast wide venues, with the Nambour Civic Centre and The Events Centre Caloundra serving as the region's key performance venues, and the Lake Kawana Community Centre providing a large scale multipurpose venue which has a large performance capacity (refer to Table 2).

To understand how well supplied the region is, a 20 kilometre catchment has been applied to each venue (refer to Appendix 2 for a map of catchments and drive times). The map demonstrates that 96% of the Sunshine Coast population lies within a 20 kilometre catchment of a council owned/managed Sunshine Coast venue. Given the scale of the Sunshine Coast region and the large rural population base west of the Bruce Highway, this demonstrates a high level of provision and accessibility for the community.

Appendix 2 also demonstrates that there is a large overlap of venue catchments, particularly along the coastline. As this is where the majority of the Sunshine Coast population resides, it shows that most of the Sunshine Coast population is presented with a number of options for Sunshine Coast wide venues. Of particular note, the overlap of the 20 kilometre catchments for the Lake Kawana Community Centre and The Events Centre Caloundra is significant. This does present an overlap of service, unless there is a clear difference in their respective roles and functions.

5.1.2 District venues

Within the scope of this project, council owns and operates three district venues, being the Beerwah and District Community Hall, Kawana Community Hall, and Coolum Civic Centre.

Appendix 2 illustrates that these venues are well distributed from north to south along the Sunshine Coast, and their location is complementary to council's Sunshine Coast wide venues. Based on a 20 kilometre catchment, these three venues service 95% of the Sunshine Coast. This indicates a high level of accessibility for the community.

The locality audit provided within Appendix 1 also demonstrates the large scale of community venues located throughout the Sunshine Coast. Detailed planning will need to be undertaken to understand their capacity and accessibility, however anecdotal evidence suggests that the region has many venues of a district scale which are owned by others. The halls constructed as a result of the Building the Education Revolution (BER) funding program are an excellent example of this. This indicates a good level of accessibility to district venues for the Sunshine Coast region.

5.2. Levels of usage

5.2.1 Sunshine Coast wide venues

The level of usage of council's venues is a good measure of whether they are performing at their greatest capacity. Table 5 demonstrates that council's venues have varying levels of usage, attracting varying levels of attendance across the board.

Table 5: Sunshine Coast wide venues' comparative indicators 2012/13

	The Events Centre Caloundra	Nambour Civic Centre	Lake Kawana Community Centre
No of bookings	414	476	973
No of live performances	118	54	27
Performances as a percentage of total bookings	28.5%	11.3%	2.7%
Commercial Bookings	57%	45%	51%
No of tickets sold	44,602	22,981	2,921
No. of days whole venue is unused	116	88	71
Total attendances	71,322	43,546	83,191

Given the multi-purpose function of the Lake Kawana Community Centre, it has a significantly larger number of events and attendances per year compared to council's other venues. Meanwhile The Events Centre Caloundra had the largest number of performances and tickets sold in 2012/13.

Although some of council's venues are performing better than others, when compared to national benchmarks for performing arts centres, it becomes clear how well council's Sunshine Coast venues are performing overall. APACA notes that the national average was for the main theatre space of a venue to be unused for is 117 nights per year (referred to as 'dark nights').

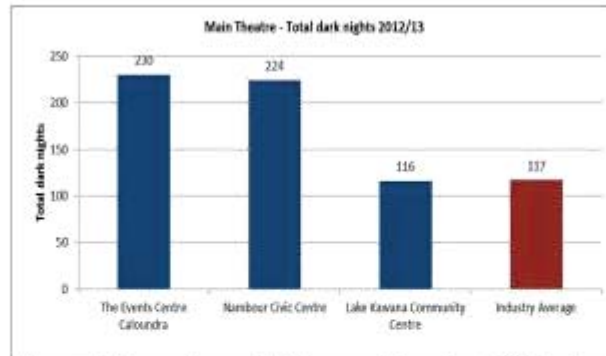


Figure 2: Comparison of total unused days for main theatres 2012/13

Figure 2 illustrates that council's main theatres are not operating to the industry standard. The main theatre of the Nambour Civic Centre and The Events Centre Caloundra, are not being used for 224 days and 230 days respectively. Lake Kawana Community Centre does perform better than the national average with 116 dark nights in 2012/2013. However given the multi-purpose nature of this venue, the main hall is used for many other functions other than performances (such as for classes and activities) therefore reducing how comparable the venue is in this regard.

It is clear that opportunity exists to improve the usage levels of council's performance and community venues. The above might also suggest that The Events Centre Caloundra and the Nambour Civic Centre could be competing to service a limited market, and additional competition between these venues may not be viable.

5.2.2 District venues

Table 6 demonstrates the varying usage levels of council's district venues.

Table 6: District venues' comparative indicators 2012/13

	Cooloom		Kawana		Beerwah	Total
	Hall	Meeting room	Hall	Meeting room	Hall	
Average hours use per week*	23	16	50	4	18	Hall average = 33 Meeting room average = 10
Days used per year	277	148	351	87	231	1,094
Total number of events	462	222	1,024	127	346	2,181
% of bookings – community**	41%	77%	57%	3%	25%	41%
% of bookings – commercial**	53%	0%	29%	4%	66%	30%
Total attendances (estimate)	21,818	2,558	71,490	1,577	19,045	116,488

*Based on hours of opening of halls from 8am to 9pm - 7 days a week (=91 hours per week)

** Other market segments for bookings are Church, Private, Government, Sunshine Coast Council & Education/School

Comparison with similar facilities in other local government areas suggests that usage level for a single space such as a hall is approximately 50-60 hours per week. Currently Kawana Community Hall is used on average 50 hours per week, which is similar to the benchmark standard.

Council's other venues achieve less than half this usage rate for their main hall. Beerwah has the lowest usage at 18 hours per week which is comparable with similar facilities in rural

areas. Coolum Civic Centre is also below the benchmark standard, recording an average of 23 hours usage per week for the main hall.

Opportunity exists to increase the usage levels of the Coolum Civic Centre and Beerwah and District Community Hall to improve their activation and align more with the industry standard.

5.3. Current investment

Table 7 sets out council's investment within its six key performance and community venues. In 2012/2013, council had a total operating subsidy of approximately \$3.6 million for these venues, representing a cost of \$29.28 per ratepayer on the Sunshine Coast.

Table 7: 2012/13 Investment

Finances (2012/2013)	
Total revenue*	\$1,228,663
Total operating expenditure	-\$4,863,521
Operating subsidy	-\$3,634,858
Capital expenditure	-\$604,839

It is evident that council has an existing large investment within its six performance and community venues. While council's operating subsidy per venue is in line with subsidies Australia-wide, very few local authorities appear to be subsidising so many venues. Should the region's supply of performance and community venues be rationalised, opportunity exists to direct investment towards building a consolidated network of higher-quality venues.

5.4. Operational matters

5.4.1 Current condition

A 2008 submission by APACA highlights the plight of many Australian regional performance venues that were built 20 to 30 years ago and no longer meet contemporary expectations and standards. Dated facilities have in most cases been made worse by a tendency to defer maintenance and prioritise the need for renewal.

This can be seen within a number of council's venues, which is also supported by community consultation results. Key issues which have been identified include:

- the perception that none of council's Sunshine Coast wide venues has appropriate acoustics;
- staging limitations in The Events Centre Caloundra and Nambour Civic Centre constrain the range of shows that can be performed, however these venues can host most of the national product that tour regionally;
- seating within the main theatre of The Events Centre Caloundra, and within halls of the Lake Kawana Community Centre, is perceived as uncomfortable;
- the flat floor of The Events Centre and the Nambour Civic Centre limits some types of events, however this does provide a level of flexibility for other events such as conferences;
- inadequate disability access to the Nambour Civic Centre (currently being addressed);
- audience feedback suggests The Events Centre Caloundra and Nambour Civic Centre are perceived as aesthetically dated and neglected;
- the Nambour Civic Centre has a lack of street frontage and carparking shortcomings, and
- issues with airflow and disability facilities have been noted at Coolum Civic Centre and plans developed to address these issues.

- subterranean structural works will need to be undertaken at the Coolum Civic Centre on external steel girders.

Volume 2: Supporting Resources provides further detail of the condition of council's performance and community venues.

It is clear that the age of council's performance and community venues presents ongoing challenges, particularly with the need for continued investment to ensure their upkeep. Particularly for the Nambour Civic Centre and The Events Centre Caloundra, large additional investment is required to address a number of inherent design flaws. Moving forward, council will need to consider how to direct its investment to achieve the best value. Investment into the Nambour Civic Centre will need to be carefully considered as council does not own this venue.

5.4.2 Management and staffing structure

Prior to local government amalgamation in 2008, three different approaches to managing and operating council's performance and community venues were in place. Over time, Council has worked to improve integration and efficiency.

With the exception of The Events Centre Caloundra, council's six venues are operated from council's Performance and community Venues team consisting of approximately 16 staff. Council's three minor venues operate under a self-service hire model, while the Sunshine Coast wide venues are equipped with on-site staff who are supported by casual staff. Venue staff are paid under council's enterprise agreement which includes pay and penalty rates above industry standards.

Outcomes of a governance review in 2013 meant that The Events Centre Caloundra operates under a Pty Ltd Company run by a Board of Directors, with council as the sole shareholder. This venue has 10 full time staff who are employed under a local area agreement. Being not subject to council's enterprise agreement presents a number of benefits to the venue, particularly relating to staff costs.

Council has centralised some programming and marketing functions for the venues it operates, but there are still activities done at the venue level which could be centralised to increase efficiency and integration without diminishing customer service. There is also potential to improve how venues are staffed, particularly when the venues are not being used.

In particular, opportunity exists to explore greater use of the self-service model in some of council's Sunshine Coast wide venues. Lake Kawana Community Centre is a hybrid venue, mostly operating as a facility to hire, with some live performances. Most users are regular classes and activities, with limited support and setup requirements. There is potential to increase self-service access to facilities within these venues for regular users with low support needs.

Council has also recently taken back the operations of Quad Park, based on recommendations from a governance review undertaken in 2013. Council is now also looking at options for other venues, including showgrounds, multi-sports facilities and performance and community venues, to be run centrally within a major venues unit. This may present opportunities for an integrated venue management unit to be developed, bringing together functions such as marketing, business development, ticketing and management for a range of venues owned and/or operated by council.

5.4.3 Ticketing

In late 2012, a new ticketing system was introduced into council's managed Sunshine Coast wide venues. Since it was implemented, council has seen a large increase in on-line purchases of tickets, and a decline in tickets sold over the counter and by phone. Progressing to this improved ticketing system is expected to present a number of efficiencies for council's venues, particularly in cost savings.

5.4.4 Marketing and promotion

Marketing activities currently undertaken by council to promote its venues include:

- Further development and maintenance of a website: Sunshine Coast Venues and Events;
- direct mail to various mailing lists via email and print;
- distribution of brochures for shows;
- some on-site signage, and
- advertising in various Sunshine Coast media.

Council marketing guidelines provide challenges for council to access the market through social media, including Facebook, Twitter and Youtube. This is despite these being key tools for other venues, including The Events Centre Caloundra and other local government owned and/or managed performance venues across Queensland.

Opportunities exist to enhance marketing of venues and events through council's existing channels, including supported social media platforms. Improvements in marketing and promotion has the potential to increase community awareness of council's venues, and have a subsequent positive impact on levels of usage. It is clear that council will need to ascertain if it wants its venues to operate with commercial principles and not be restricted to the marketing and promotion requirements set by corporate policies and guidelines.

Opportunities also exist to review the names of each of council's venues, to ensure that each venue is suitably named and marketed to the community and to the industry. Consideration can be given to rename some of council's venues to better reflect their role and function. For example, the names of the Lake Kawana Community Centre and the Nambour Civic Centre do not reflect their performing arts capabilities. There is also ongoing confusion with the similar names of a number of venues in the Kawana area – Lake Kawana Community Centre, Kawana Community Hall, Kawana Island Meeting Place and Kawana Forest Meeting Space. A review of the names of each of council's venues means these venues can better align with their role and function, and complement the community they are located within.

Key findings:

- There are a substantial number of community-accessible venues located across the region which are owned by council and by others. In order to support the sustainability of these other venues, council may need to reconsider its own provision of performance and community venues.
- Most of council's venues within the scope of this study are currently performing below industry standards.
- Existing venues are showing signs of their age, and are becoming out-dated in terms of physical infrastructure. Consideration needs to be given to how council will invest in these venues in the future.
- Council provides a large subsidy in order to provide performance and community venues to the region. Moving forward, how council will get the 'best bang for the buck' will need to be considered.
- Opportunities exist to improve efficiencies in staffing, ticketing, marketing and promotion.

6. How do we compare?

To gain an understanding of whether council's rate of provision is above or below average, a benchmarking exercise was undertaken against similar local governments.

It is noted that this benchmarking exercise only considers those venues which are operated by a local government. When interpreting the findings, consideration needs to be given to the different characteristics of each local government, including population sizes, the dispersal of the population (ie, concentric vs. linear) and the proximity of venues located within nearby local government areas (for example, major entertainment and convention centres within Brisbane).

It is also noted that although people from outside of the Sunshine Coast region have the ability to use council's six venues, and vice versa (eg. Noosa Shire residents), this benchmarking exercise focuses only on the Sunshine Coast local government area population.

6.1. Sunshine Coast wide venues

Benchmarking indicates that the Sunshine Coast's level of provision for Sunshine Coast wide venues is in the high range, as demonstrated in Table 8. In interpreting Table 8, it is noted that provision of Sunshine Coast wide venues includes The Events Centre and Nambour Civic Centre which have a higher performing arts function, and the Lake Kawana Community Centre which has a greater community function (refer to Table 2).

Table 8: Comparative rates of provision for Sunshine Coast wide venues

Local Government Area	2011 Population	Sunshine Coast wide venues	Venues per capita	Total seats	Seats per capita
Sunshine Coast	272,000 (approx.)	3	1:90,666	3040	1:90
Gold Coast	513,914	1	1:513,914	1100	1:468
Cairns	162,740	1	1:162,740	670	1:243
Moreton Bay	389,661	1	1:389,661	399	1:976
Redland	143,628	1	1:143,628	700	1:206
Wollongong	201,215	2	1:100,607	1554	1:130

In consideration of Lake Kawana Community Centre's role, Table 8 broadly demonstrates that council's supply of Sunshine Coast wide venues equates to 1 venue per 90,666 people, and the number of seats being provided is 1 seat per 90 people. Table 8 also demonstrates that Sunshine Coast Council appears to have the highest rate of provision when compared to other councils in this study.

It is noted that both Cairns and Gold Coast local government areas have developed alternative proposals outlining their desired provision of region wide venues in their regions:

- Cairns has developed a plan for an entertainment precinct with a 1,100 seat performance venue to replace the Cairns Civic Theatre. This would increase Cairns' level of provision to 1 seat per 150 people.
- The Gold Coast is also working on delivering an entertainment precinct which would add a 400-600 seat performance space to the Arts Centre's auditorium giving the region a large auditorium and a medium one. Part of the Gold Coast's rationale is that the region is under-supplied with performance venues compared with the Sunshine Coast. This would increase Gold Coast's level of provision to 1 seat per 302 people.

Despite the proposed provision of additional venues in Cairns and the Gold Coast, Sunshine Coast still has the highest level of provision of council owned/managed region wide venues.

This is also significantly increased when taking into account the Flinders Performance Centre within Buderim, as well as other performance venues in adjoining councils which service the region including The J, Noosa.

6.2. District venues

Benchmarking indicates that there is a wide variability across local governments in terms of the provision levels of district venues. When considering the number of venues with a seating capacity of 250-500 people, it appears that council's level of provision is in the middle of the range, as demonstrated in Table 9.

Table 9: Comparative provision of council-owned district venues

Local Government Area	2011 Population	District venues	Venues per capita
Sunshine Coast	272,000 (approx.)	3	1:90,666
Gold Coast	513,914	4	1:128,478
Cairns	162,740	2	1:81,370
Moreton Bay	389,661	6	1:64,943
Redland	143,628	0	0
Wollongong	201,215	2	1: 100,607

Note: Interpretation of Table 9 should be read cautiously, as it has not considered the extent of venues which are owned or operated by others.

Key findings:

- Similar local governments have been found to typically have one region-wide venue (with a primary performing arts function) per local government area. When compared to these similar local governments, it has been found that council has a higher rate of provision for region wide venues.
- There is a wide variability across local governments in terms of the provision of district community venues. Council's rate of provision has been found to be mid-range compared to other local governments.

7. Current challenges & opportunities

7.1. Proposed Entertainment, Convention and Exhibition Centre

Council has undertaken initial steps towards developing a region wide entertainment, convention and exhibition centre. A feasibility study has been presented to council which proposed a facility comprised of:

- a main auditorium with flexible walls and seating systems that allow the auditorium to offer alternate capacity ranges between 1,000 and 4,500 people
- a flat floor exhibition hall with flexible walls allowing expansions and reductions in room size, to a maximum of 3,000 square metres
- a full commercial catering kitchen (plus satellite kitchens)
- meeting rooms (12 - 15 in number) with capacities ranging from 20 to 360 in variable modes
- provision for 706 car parks (noting that there will be additional on-street and off-street car parking spaces available to cater for peak entertainment event demands, generally in non-business hours).

The feasibility report indicates that such a venue would host large-scale exhibitions and events. It would be expected that this venue would have the capacity to host major concert performances, but not those activities requiring a purpose built performing arts theatre space.

The feasibility study does report that the entertainment, convention and exhibition centre would operate in a different sphere when compared to council's existing performance and community venues. The report suggests that 80% of events in the entertainment, events and exhibitions centre will be new to the Sunshine Coast. Anecdotally, this is borne out by the experience on the Gold Coast and Cairns, where the region's large performance venues have not seen activity shift to their larger convention and exhibition centres.

The timing and scale of this venue will depend on the ability for council to secure funding, as well as the planning and delivery of the Maroochydore City Centre Priority Development Area. It is expected that the delivery of this venue will be beyond the life of this Plan.

7.2. Lifecycle cost

The initial capital cost of a venue is a small part of its total cost to council when considering its lifecycle. In-house studies indicate that the initial capital outlay for a facility will represent approximately 20-30% of its cost over its useful life. This represents significant ongoing costs for council, particularly if a venue is poorly used and yielding little revenue. Further cost implications can arise when deferring maintenance over the longer term.

Covering the costs of council's current venues' lifecycles is an ongoing challenge for council. Also moving into the future, understanding the financial implications of a venue's lifecycle at the onset will be an important consideration in future decision making regarding new venues. The lifecycle costs of a venue are a strong argument for only building facilities that a community can afford to operate and maintain.

7.3. Other providers

Popular music is by far the largest revenue generator of all types of live performance in Australia. Competition to present live music on the Sunshine Coast is competitive, with licensed premises presenting very attractive packages to promoters to hold their shows on site in order to attract gaming and bar patrons.

There is also increased competition for other aspects of the market, particularly with an influx of halls on school sites offering facilities for after school and evening sport and recreation activities. The Building the Education Revolution program from 2009 resulted in the

development of 44 multi-purpose halls in schools on the Sunshine Coast (which includes those located in the Noosa Shire).

The existence of a wide range of alternatives to council's facilities presents opportunities for council to work towards improving community access to facilities without developing additional venues.

7.4. Reversing escape expenditure

There are cultural, economic and environmental benefits in providing high quality entertainment options that offer an alternative for the need to visit performance venues in other local government areas, such as Brisbane. Council has the opportunity to:

- Minimise and reverse the escape expenditure of patrons attending shows in Brisbane, by offering alternatives on the coast and retaining entertainment spend in the region.
- Present performances that attract patrons from outside of the region, and create new visitor spending in the region.
- Further promote council's event calendar to locals, to highlight that council's venues do offer some of the same shows offered in Brisbane.



Image: Nambour Civic Centre

Investment in programming, marketing and infrastructure has the potential to reverse escape expenditure, attract visitors, reduce highway traffic, minimise greenhouse impacts, generate local tourism, create employment, build community pride and participation, enhance lifestyle options and foster cultural development opportunities through events and participation.

7.5. Affordability for hirers

Council offers subsidised rates for community access to council's venues as one way of fostering and building social and cultural capital within the community. Consultation results however reveal perceptions that council's venues are too expensive (although benchmarking with like regional facilities suggest they are mid-range).

The costs for council to deliver and maintain community facilities are significant, however it will be important that council reviews the use and operation of its community facilities to ensure that they are effective in meeting community needs and are being managed sustainably.

7.6. Timing for delivery of new performance and community venues

The Sunshine Coast Social Infrastructure Strategy 2011 identifies a number of new venues to be developed across the Sunshine Coast in the future. A large portion of these venues are a result of development agreements, or are located within structure plan areas of Caloundra South and Palmview.

Timing for the delivery of these new venues will need to be carefully considered, to ensure that there is a demonstrated need and a community demand to support their ongoing utilisation. Should a facility be developed prematurely, this may result in a poorly utilised venue, and an increase to council's annual financial outlay.

Future decisions regarding new performance and community venues should therefore rigorously assess need, demand, priority, community capacity and lifecycle costs to ensure their long term viability. Options to use existing facilities should be explored first to ensure that these venues are operating at their greatest potential before any new venues are developed.

Ensuring the appropriate timing for the delivery of new performance and community venues does not preclude the need to continue to secure land for community purposes. Capturing land for community purposes is still needed to ensure the Sunshine Coast region is able to be well serviced in the long term should the need arise.

7.7. Synergies

Operating performance and community venues as a consolidated portfolio has already yielded synergies and efficiencies for council in terms of programming, marketing, systems and planning. Opportunity exists for further collaboration with other key venues located across the Sunshine Coast, including Quad Park, showgrounds and multi-sports facilities. The establishment of a central unit is an option which could potentially yield further benefits.

7.8. Precinct approaches

Most of council's venues are located in a precinct with potential for greater linkages and activation beyond the venue itself. Precinct planning exists for all of council's six venues. Strengthening the relationship between council's venues, and other important social infrastructure such as libraries (which also have an important role to play in community and cultural development), has the potential to increase efficiencies particularly in regard to the sharing of resources. This is also attune with the current trend of co-locating different types of social infrastructure.

7.9. Alternatives to facilities-based solutions

There is often significant pressure from communities and other stakeholders to develop new facilities or refurbish existing ones. However, building facilities is just one of a number of ways to support achievement of economic, cultural and community development outcomes.

Investment in programming can have cumulative positive impacts for the Sunshine Coast. Experts at the Better Facilities: Stronger Communities conference in Victoria in 2005 have noted that activation and programming were as important as building-based projects. Hard infrastructure is unlikely to succeed without activation and programming, whereas activation and programming can take place without a special building.

As local governments increasingly face financial constraints and a growing understanding of the costs and implications of sustainable long-term asset management, it is possible to consider alternatives to bricks and mortar infrastructure to achieve their goals.

7.10. Relationship with the commercial market

Commercial hire of council's venues have the ability to reduce the annual operating subsidy of council's venues, while generating local tourism and business opportunities, creating employment and supporting the local economy.

Hirers charged at a commercial rate for use of the council's Sunshine Coast wide venues range from 45% at Nambour Civic Centre, to 51% at Lake Kawana Community Centre, to 57% at The Events Centre Caloundra.

Council needs to find a balance between competing with commercial operators for commercial activities (such as resorts and commercial hospitality venues), and providing facilities for commercial activity. Current gaps that council can fill include large scale exhibition, meeting and conference facilities.

Further accessing the conference market does have the ability to bring additional economic benefits to the region. Daily expenditure by conference delegates has been estimated at \$377 per day for domestic delegates, and \$434 by international delegates¹⁹. The Events Centre Caloundra generated approximately \$2million in economic benefits from delegate visitations to the region in 2012/2013.

¹⁹ Association of Australian Convention Bureau Inc, 2008, Performance Report

Nambour Civic Centre has limited appeal for commercial activity, with current access, location and facility limitations impairing its relevance for this market. However Lake Kawana Community Centre and The Events Centre Caloundra have potential to further increase the number of commercial events hosted in each venue.

Key findings:

- Planning for council's performance and community venues will need to consider their relationship with any future entertainment, convention and exhibition Centre within Maroochydore.
- Lifecycle and operational costs need to be more rigorously considered in decision making relating to new performance and community venues.
- Council shares the market with a number of other providers of performance and community venues. The presence of other venues needs to be a crucial consideration in future decision making regarding performance and community venues.
- Council has the opportunity to make adjustments to its operations so other venues can have a greater chance of success in a highly competitive market.
- Affordability to hire council's venues will need to be addressed moving forward.
- Decisions regarding new performance and community venues will need to rigorously assess need, demand, priority, community capacity and lifetime costs to ensure their future viability.
- Opportunity exists to explore opportunities to centralise programming, marketing, systems and planning for council's key venues, to allow for further collaboration and integration.
- All of council's six venues are co-located with another community facility, or are within a precinct containing a number of other community facilities. Opportunity exists to strengthen the relationships between council's community facilities in order to increase overall efficiencies.
- Council can seek to hold events and performances in other environments as alternative way to achieving the social, cultural and economic benefits of events and activities.
- Council has the opportunity to minimise the escape expenditure of patrons attending shows in other local government areas such as Brisbane, by offering alternatives on the coast.
- Opportunity exists to improve linkages with the commercial market to improve overall viability of council's venues.

8. Desired service levels

This Plan has followed an evidence based approach to find that the Sunshine Coast region is well serviced by council's six performance and community venues, and there is opportunity to improve the way council delivers this service in the future. With limited budgets and funding sources, it is imperative that council uses the lessons learnt from this Plan to ensure optimal delivery of performance and community venues and the programs/services they offer to the region.

8.1. Desired provision standards

Ensuring the Sunshine Coast region has adequate access to performance and community venues is a key priority of this Plan, particularly so the region can benefit from the economic, social and cultural value of these facilities. Findings of this Plan have identified that council has the opportunity to make adjustments to its service levels in order to yield greater benefit for the region.

Table 10 sets out the service levels for council's performance and community venues over the life of this Plan. These service levels are guided by the principle that no resident of a defined Urban Area is more than 20 kilometres from a performance and community venue.

Table 10: Desired provision standards for performance and community venues

Level of Hierarchy	Function	Provision rate
Sunshine Coast Wide	<p>These venues are key places to host the performing arts, functioning as spaces for accomplished performers and touring events which draw significant audiences. These venues also have a large community function, incorporating a range of meeting and community event activities. These venues also have the ability to host commercial events such as conferences.</p> <p>These venues have a seating capacity of over 500 people, have advanced sound and lighting equipment, as well as purpose-made infrastructure which supports the performing arts.</p>	<p>Current provision: The Sunshine Coast is serviced by three Sunshine Coast wide venues.</p> <p>Desired provision: The Sunshine Coast is serviced by two Sunshine Coast wide venues, which have clear roles and functions to ensure limited duplication of service.</p>
District	<p>These venues accommodate performing arts activities and community activities of a moderate to large scale.</p> <p>These venues have a seating capacity of around 250-500 seats, have basic sound and lighting equipment, and some supporting infrastructure including kitchenettes and smaller meeting rooms.</p>	<p>Current provision: The Sunshine Coast is serviced by three district venues.</p> <p>Desired provision: The Sunshine Coast is serviced by three district venues.</p> <p>There is potential for additional district venues to be developed within Palmview/Sippy Downs and Caloundra South. The development/embellishment of these venues will be subject to a needs assessment to ensure they are viable, and respond to community needs.</p>

While implementing these service levels, circumstances within the region may change which could require additional provision of venue. Should a need become apparent, council will need to apply the decision making framework as set out within Figure 3.

8.2. Securing land

Capturing land for any type of social infrastructure, including performance and community venues, is strategically important for council to ensure land parcels of the desired standard are secured in the long term. This is particularly important as circumstances relating to population growth, demography and the economy continue to evolve.

The Sunshine Coast Social Infrastructure Strategy 2011 sets out Desired Standards of Service for performance and community venues (currently captured within the Arts Facility and Community Meeting Place social infrastructure categories) in relation to the provision rate, land parcel size and approximate gross floor area.

This Plan supports the capture of land for community purposes to ensure the Sunshine Coast region is able to be well serviced in the long term should the need arise. However as set out within the following sections, the embellishment of these parcels will be subject to a decision making framework to ensure the timing for delivery, and the delivery itself is appropriate.

When capturing land for any piece of social infrastructure, it will be imperative to ensure that community expectation does not envisage short term delivery of new infrastructure. Only once a feasibility study confirms development of a new venue, should the delivery of the facility be promoted within the community.

8.3. Timing for embellishment

Table 10 defines council's provision of performance and community venues for the region over the life of this Plan. There may however be instances where council will need to make a decision regarding existing or new venues which is beyond this rate of provision.

This Plan introduces a process which all decisions relating to new or existing venues are to undertake, to ensure that future decisions are socially and economically responsible. This decision making process is to be used on all Sunshine Coast wide, district and local level venues when:

- Making decision on existing venues, such as an upgrade or expansion.
- Making decisions when to develop new venues.

The decision making framework still supports the capture of land through council's priority infrastructure plans and infrastructure contribution process. However by considering a number of important factors, the framework ensures that the delivery of the venue is entered into the capital works program at the right time. The framework proposed to be implemented is detailed in Figure 3.

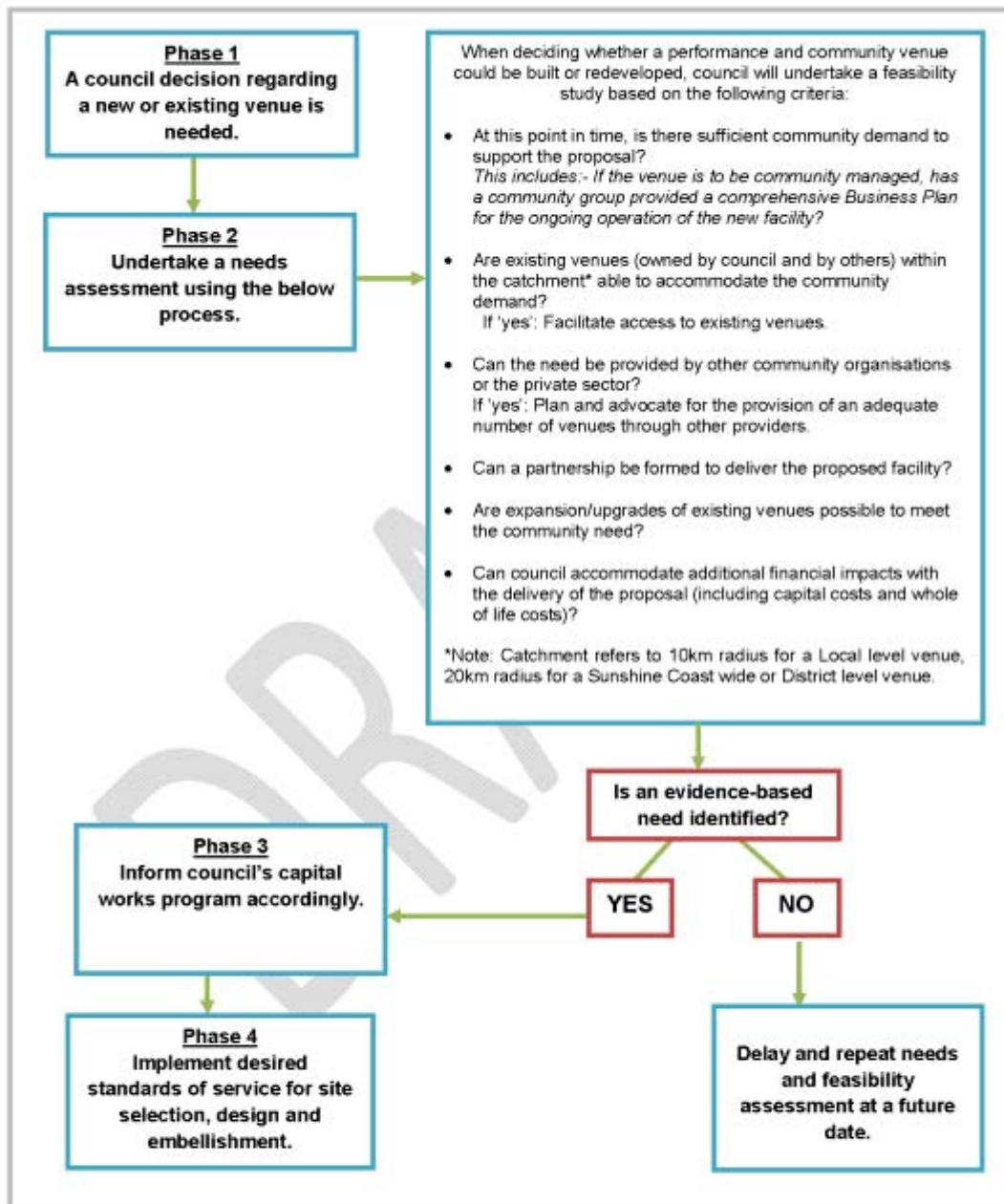


Figure 3: Decision making framework for new and existing performance and community venues

8.4. Desired site and design criteria

Site and design considerations are provided to encourage well-placed and well-designed future performance and community venues and should be considered in conjunction with council's Social Infrastructure Strategy 2011 strategic directions. The criteria set out in Table 11 provide a guide for site development and facility design. These criteria are to be used once a need for a new or upgraded performance and community venue has been determined (based on the decision-making framework set out in Figure 3).

Table 11: Site selection considerations

Principle	Criteria
SITE SELECTION CONSIDERATIONS	
Co-location with other facilities	<ul style="list-style-type: none"> Opportunities are available for the co-location of the venue with other council facilities. This is to enable the efficient use of resources, building of social networks, encourage the community to undertake multiple activities within a single trip.
Compatible uses	<ul style="list-style-type: none"> Maximum patronage is facilitated by integrating the venue within a broader range of uses. For Sunshine Coast wide venues, this includes cafes, restaurants and food and drink outlets. For district venues, this includes other uses which can facilitate a multipurpose trip, including shops and services. The location of the venue supports the advancement of the community hub in which it is located. Incompatible land uses are avoided. These include low density residential and industrial areas.
Good visibility	<ul style="list-style-type: none"> The venue has direct street frontage. This is to enable high volumes of passing traffic to assist in promoting the venue.
Accessibility	<ul style="list-style-type: none"> The site is easily accessible by pedestrians, cyclists, public transport and vehicles. The site allows equitable access by people of all ability levels. The site can consider potential car parking requirements. The site poses the potential for future expansion.
Avoid unsuitable land	The site is not: <ul style="list-style-type: none"> erosion prone; lies below the 100 year Annual Return Interval, principally used for drainage purposes or detention basin; a contaminated site or contains hazards that pose a safety risk required for storm water treatment or is an easement over sewage/water lines or other underground utilities or services.
DESIGN CONSIDERATIONS	
Flexible, Multi-Purpose Community Venues	<ul style="list-style-type: none"> Wherever possible and appropriate, several services should be delivered via a multi-purpose facility and able to adapt with changing community needs. Current best practice in community facility design is to provide a range of different spaces and functions within the one building. Consideration should be given to the ability and appropriateness of incorporating commercial functions within the community venue.
Duplication	<ul style="list-style-type: none"> The design of the venue does not duplicate that contained within a venue in the same catchment.
Building design considerations	<ul style="list-style-type: none"> Building design should address and enhance public streets and spaces, and incorporate high quality urban design outcomes that complement its location. The design incorporates sustainable building elements, considering orientation and materials that assist in reducing the cost of operation. Building design incorporates best practice principles in crime prevention through environmental design and all-abilities access.

8.5. Desired standards of embellishment

This Plan has addressed both Sunshine Coast wide and district venues which have the ability to provide a performance function and a community function. Table 12 provides a guide for the differing degrees of embellishment for council's venues. Dependant on various factors such as primary function, age, size and usage, embellishment requirements will be prioritised differently. Changing community need will also guide the prioritisation of future works.

Table 12: Embellishment considerations

	Sunshine Coast Wide	District	Local
Stage	✓	✓	
Stage wings	✓		
Advanced lighting	✓		
Basic lighting		✓	
Advanced sound system	✓		
Basic sound system		✓	
Dressing rooms	✓		
Tiered seating	✓		
Seating for less than 250 people			✓
Seating for 250 – 500 people		✓	
Seating for 501+	✓		
Fly tower	✓		
Orchestra pit	✓		
Bar/function areas	✓	✓	
Loading dock	✓	✓	
Public lounges	✓		
Storage areas	✓	✓	
Multipurpose meeting space	✓	✓	✓
Convention/exhibition space	✓		
Rehearsal space	✓		
Kitchen facilities	✓	✓	✓
Administration area	✓	✓	✓
In-house catering	✓		
On-site staff	✓		
Connected to public transport linkage	✓	✓	✓
Amenities	✓	✓	✓
On site carparking	✓	✓	✓
Universal access	✓	✓	✓
CPTED principles	✓	✓	✓

8.6. Role of council

Implementation of this Plan confirms the level of council's involvement in performance and community venues in the future.

To ensure that the long term needs of the region are not compromised, this Plan triggers the ongoing securing of land for performance and community venues using the Social Infrastructure Strategy 2011 (refer to section 8.2 above).

Following this process, this Plan's decision making framework (Figure 3) ensures that council becomes a provider of a performance and community venue, only when access to alternative venues cannot be facilitated, or the provision of a venue or service cannot be achieved by another provider or facilitated through a partnership arrangement.

Council operating in line with this decision making framework will ensure the region continues to have adequate access to performance and community venues, while also ensuring that the social, economic and cultural benefits of venues continue to be injected into the Sunshine Coast region.

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9. Vision & Action Plan

This Plan has identified that there are a number of challenges currently hampering a highly efficient network of performance and community venues for council. Council has the opportunity to proactively make changes to how it currently does business, so that the potential social, cultural and economic benefits of performance and community venues can be brought to the region. This section translates the key issues and challenges identified within this Plan into council's strategic framework to be implemented across the organisation.

9.1. Driving factors

The following sets out the challenges which are identified within this Plan, which council must prioritise and address in the future. These can be summarised as:

- The social, cultural and economic value of performance and community venues is significant, and should be capitalised upon in the future.
- Council invests largely within the existing network of venues, which is not necessarily complemented by high levels of usage.
- An overlap in catchments, below optimal usage levels, and benchmarking results indicate that efficiencies can be made to council's network.
- A number of venues have ageing infrastructure, further limiting their appeal and levels of usage.
- Council's six venues are operated under varying management models.
- Community consultation findings reveal that the cost to hire council's performance and community venues is too high, and that some of council's venues are considered 'old' and 'dated.'
- Each venue has its strengths and weaknesses, some of which can be addressed to further strengthen the council network.
- Investment in venues which have multiple uses or are co-located and can share resources have the opportunity to provide more value for money.
- Sunshine Coast Council is anticipated to have large population growth in the future. Ensuring the right timing for any new venue will be crucial in the future.

9.2. Vision for the future

It is clear that council has many challenges ahead in order to ensure community demand is being met and that council responsibly manages its asset portfolio. These challenges need to be addressed head-on, so that the potential social, cultural and economic benefits of council's performance and community venues can be fully realised throughout the region. The following vision has been developed to guide council moving forward, and provide clarity on council's overarching goal:

"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."

9.3. Strategic framework

The strategic framework details the outcomes and strategies developed to achieve the Plan's vision (detailed within *Figure 4: Strategic framework*).

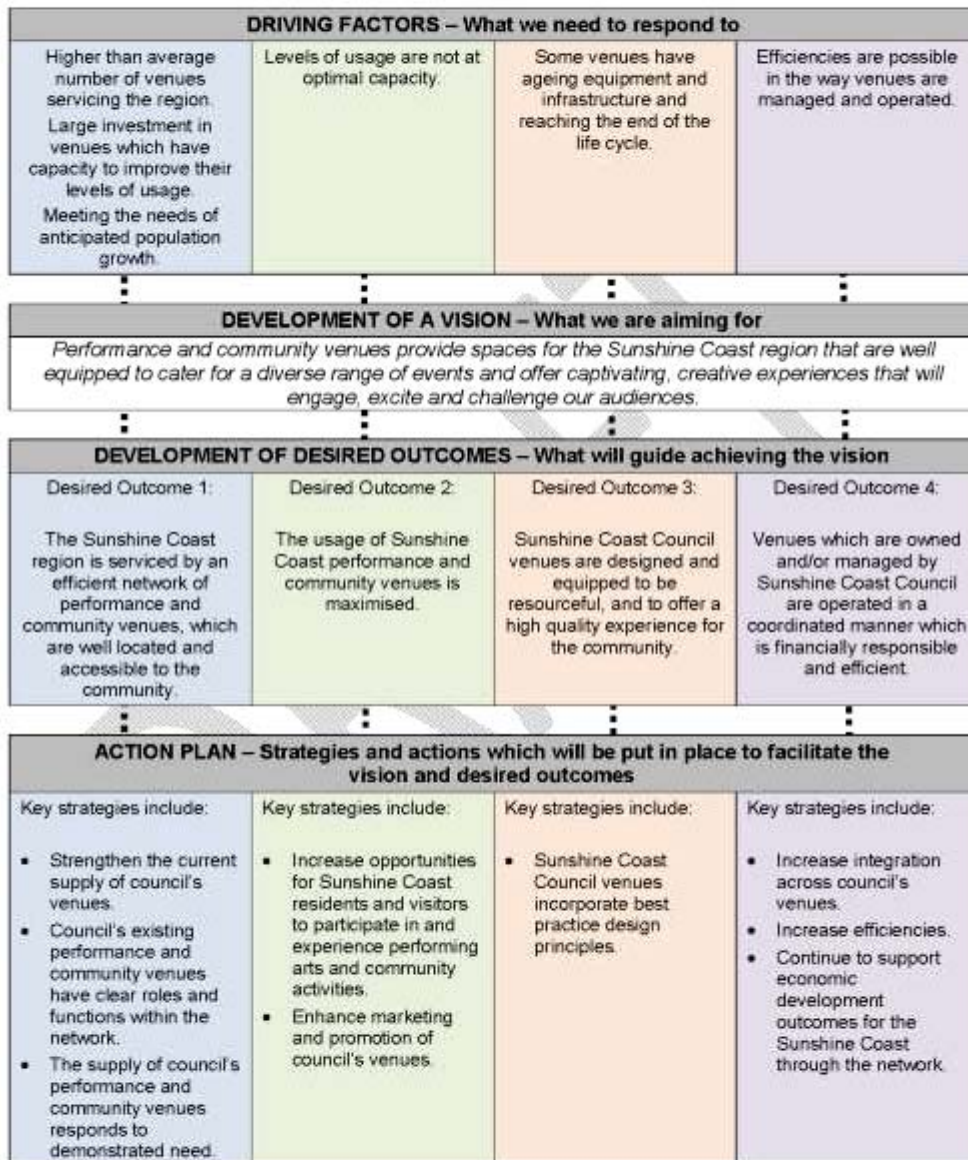


Figure 4: Strategic framework

9.4. Action Plan

The following section outlines the recommended actions to be implemented in order to achieve the vision and desired outcomes of this Plan.

The action plan uses the following timings to guide delivery:

Ongoing	As part of daily operations
Immediate	Upon council approval of this Plan
Short term	Within next 4 years (up to 2017)
Medium term	Next 5-9 years (from 2018-2022)
Long term	Next 10-15 years (from 2023-2028)

Desired Outcome 1: The Sunshine Coast region is serviced by an efficient network of performance and community venues, which are well located and accessible to the community.

Strategy 1: Strengthen the current supply of council's performance and community venues.				
	Action	Timeframe	Responsibility	Estimated cost
1a)	Undertake a feasibility study to investigate the future role and function of the Nambour Civic Centre. The study will include a cost benefit analysis which considers the implications of discontinuing the current lease, with the intention that the future convention, exhibition and entertainment centre in Maroochydore and other performance and community venues (such as the Flinders Performance Centre, The Events Centre, Lake Kawana Community Centre and those other venues within this Plan's Locality Audit) will meet the ongoing needs of the region for the life of this Plan.	Short term	Community Facilities branch	\$70,000 (Subject to annual budget submissions)
1b)	Undertake a study which reviews the future role and function of The Events Centre Caloundra as council's primary performance venue servicing the Sunshine Coast. Consideration will need to be given to the future roles of the convention, exhibition and entertainment centre in Maroochydore, and any new performance and community venue development. The study will also identify the strategic investment (which includes details of the appropriate level of facility investment and maintenance) which is necessary to enable this venue to adequately respond to community demand over the life of this Plan.	Short term	Community Facilities branch & The Events Centre Caloundra board	\$70,000 (Subject to annual budget submissions)
1c)	Continue to plan for the development of a centrally located major convention, exhibition and entertainment centre to service the whole of the Sunshine Coast.	Ongoing	Council-wide	Core business
1d)	When planning for council's venues, continue to recognise the role of other major performance and community venues operating on the Sunshine Coast and beyond.	Ongoing	Council-wide	Core business

Strategy 1: Strengthen the current supply of council's performance and community venues.				
Action	Timeframe	Responsibility	Estimated cost	
<p>and aim to complement these venues with council's existing portfolio. These venues include (but are not limited to):</p> <ul style="list-style-type: none"> • Flinders Performance Centre (at Mathew Flinders College, Buderim) • Venues within accessible local government areas. These include those located in Noosa Shire (eg The J, Noosa and Bicentennial Community Centre at Sunshine Beach) and Brisbane (the Brisbane Convention and Exhibition Centre and the Queensland Performing Arts Centre located at Southbank, and the Brisbane Entertainment Centre located at Boondall). • Licenced venues with performance capacity, such as RSL clubs. 				

Strategy 2: Council's existing performance and community venues have clear roles and functions within the network.				
Action	Timeframe	Responsibility	Estimated cost	
2a) Position The Events Centre Caloundra as council's primary purpose built performance and community venue on the Sunshine Coast for the life of this Plan. Investment over this time will need to reflect the recommendations obtained as a result of action 1b).	Ongoing	Community Facilities branch & The Events Centre Caloundra board	Core business	
2b) Pending a feasibility study or a council decision regarding the Nambour Civic Centre, focus Nambour Civic as a Sunshine Coast wide venue for professional and community performances and events, as well as art house cinema.	Ongoing	Community Facilities branch	Core business	
2c) Focus Lake Kawana Community Centre as a Sunshine Coast wide venue for meetings, activities and events. Continue to collaborate with The Events Centre Caloundra to avoid duplication of services.	Ongoing	Community Facilities branch	Core business	
2d) Maintain the role of the Coolum Civic Centre as a multi-purpose district venue.	Ongoing	Community Facilities branch	Core business	
2e) Maintain the role of the Kawana Community Hall as a multi-purpose district venue.	Ongoing	Community Facilities branch	Core business	
2f) Maintain the role of the Beerwah and District Community Hall as a multi-purpose district venue.	Ongoing	Community Facilities branch	Core business	
2g) Continue to maintain Coolum Civic Centre, Kawana Community Hall and Beerwah and District Community Hall over the life of this Plan, and ensure they meet the Desired Standards of Embellishment contained within the Plan to ensure they are of an appropriate	Ongoing	Community Facilities branch & Building and Facilities	Core business	

Strategy 2: Council's existing performance and community venues have clear roles and functions within the network.				
	Action	Timeframe	Responsibility	Estimated cost
	standard for community use.		branch	
2h)	Undertake detailed planning to inform council's local community infrastructure requirements.	Short term	Community Facilities branch	\$50,000 (Subject to annual budget submissions)

Strategy 3: The supply of council's performance and community venues responds to demonstrated need.				
	Action	Timeframe	Responsibility	Estimated cost
3a)	Apply the decision making framework as provided within this Plan for all decisions regarding the development/embellishment of performance and community venues, to ensure that decisions are based on demonstrated need, to ensure that the duplication of infrastructure is avoided.	Ongoing	Community Services department and Regional Strategy & Planning department	Core business
3b)	To ensure the region has opportunities for the development of performance and community venues in the future, continue to capture land for district performance and community venues, particularly within Palmview/Sippy Downs and Caloundra South.	Ongoing	Regional Strategy & Planning department	Core business
3c)	Review the Social Infrastructure Strategy to reflect the findings and outcomes of this Plan.	Short term	Regional Strategy & Planning department	Core business

Desired Outcome 2: The usage of Sunshine Coast performance and community venues is maximised.

Strategy 4: Increase opportunities for Sunshine Coast residents and visitors to participate in and experience performing arts and community activities.

	Action	Timeframe	Responsibility	Estimated cost
4a)	Continue to develop programming of diverse live performances across the region's venues, to build audiences for council's live performance programs and community events.	Ongoing	Community Facilities branch	Core business
4b)	Continue to undertake market research to understand and support local preferences and aspirations for cultural activity.	Ongoing	Community Facilities branch	Core business
4c)	Advocate through peak bodies for changes in the regional touring program, in order to improve the affordability, diversity and quality of touring performance options.	Ongoing	Community Facilities branch	Core business
4e)	Foster and support creative and cultural development initiatives and programs occurring within council's venues.	Ongoing	Community Facilities branch	Core business

Strategy 5: Enhance marketing and promotion of council's venues.

	Action	Timeframe	Responsibility	Estimated Cost
5a)	Continue to undertake intensive marketing focused on increasing the utilisation of council's venues; increasing the promotion of venue hire opportunities, as well as programming.	Ongoing	Community Facilities branch	Core business
5b)	Develop a marketing strategy to increase corporate use of council's venues for conferences, events and expos.	Short term	Community Facilities branch	\$20,000 (Subject to annual budget submissions)
5c)	Investigate adapting council's guidelines for marketing, media and social media to create guidelines that are more appropriate for Sunshine Coast wide venues.	Ongoing	Community Facilities branch	Core business
5d)	Review the name each council's venues to ensure they appropriately align with their role and function, and are complementary with the community they are located within.	Short term	Community Facilities branch	Core business
5e)	Improve signage at council's venues to increase their visibility and profile.	Short term	Community Facilities branch	\$50,000 (Capital)
5f)	Continue to develop shared planning and promotion with all performance and community venues on the Sunshine Coast, to reduce the likelihood of competing events and splitting audiences.	Ongoing	Community Facilities branch	Core business

Desired Outcome 3: Sunshine Coast Council venues are designed and equipped to be resourceful, and to offer a high quality experience for the community.

Strategy 6: Sunshine Coast Council venues incorporate best practice design principles.				
	Action	Timeframe	Responsibility	Cost
6a)	Adopt the "Desired Service Levels" section of this Plan as council's approach to servicing the Sunshine Coast region with performance and community venues. The "Desired Service Levels" section establishes council's approach to: a) Desired provision standards b) Securing land c) Timing for embellishment d) Desired site and design criteria e) Desired standards of embellishment	Immediate	Community Facilities branch	Core business
6b)	Inform annual capital works programs using venue audit findings contained within this Plan, as well as future building condition audits.	Ongoing	Community Facilities branch	Core business



Image: Nambour Civic Centre

Desired Outcome 4: Venues which are owned and/or managed by Sunshine Coast Council are operated in a coordinated manner which is financially responsible and efficient.

Strategy 7: Increase integration across council's venues.				
	Action	Timeframe	Responsibility	Cost
7a)	Finalise and implement the Statement of Intent document between council and The Events Centre Caloundra to improve the collaboration between these entities.	Immediate	Community Facilities branch & The Events Centre Caloundra board	Core business
7b)	Establish and implement processes for collaborative planning, programming, marketing, systems development and sharing of resources across all council owned and/or operated venues.	Ongoing	Community Facilities branch	Core business
7c)	Continue to cross-refer between council's performance and community venues, to ensure users and activities are accommodated within council's venues.	Ongoing	Community Facilities branch	Core business

Strategy 8: Increase efficiencies.				
	Action	Timeframe	Responsibility	Cost
8a)	Investigate self-service models for regular users of council owned and/or managed venues, to reduce the requirement for on-site staffing.	Short term	Community Facilities branch	Core business
8b)	Investigate the feasibility and scope of establishing a central unit, which should include investigation into roles, functions and management models. This unit could be outsourced, and could oversee all of council major venues, including Quad Park, showgrounds, multi-purpose sporting venues and performance venues.	Short term	Community Services department	\$30,000 (Subject to annual budget submissions)
8c)	Investigate the feasibility of fully centralising marketing, programming, bookings, ticketing, and sales across all Council owned and/or managed venues.	Short term	Community Facilities branch	\$30,000 (Subject to annual budget submissions)
8d)	Investigate reducing on-site staffing in council operated Sunshine Coast wide venues. On-site staffing could include a venue coordinator with a sales and customer service focus, with technical and other support brought in as required via a centrally-managed pool of staff.	Short term	Community Facilities branch	Core business
8e)	Realign current staffing structures to include a business development position and a marketing/social media position, to proactively position and market council's venues, and to explore new opportunities.	Short term	Community Facilities branch	Core business
8f)	Investigate opportunities to introduce venue-specific local area work agreement to reduce	Short term	Community Facilities branch	Core business

Strategy 8: Increase efficiencies.				
	Action	Timeframe	Responsibility	Cost
	staffing costs and better reflect industry standards.			
8g)	Continue to monitor yearly the success of each of council's performance and community venues in order to track the progress of this Plan and ensure ongoing improvement. Key performance indicators include: a) Level of usage (hours per week, and 'dark days' per year) b) Number of events held c) Type of events held d) Cost recovery e) User satisfaction (including hirers and audiences) f) Achieve budget targets Results from this process should link with APACA standard benchmarking criteria.	Ongoing	Community Facilities branch	Core business
8h)	Undertake a review of this Plan every three years to review strategic actions and tasks.	Medium term	Community Facilities branch	Core business

Strategy 9: Continue to support economic development outcomes for the Sunshine Coast through the network.				
	Action	Timeframe	Responsibility	Cost
9a)	Continue to develop relationships with festival and event organisers, as well as tourism bodies (such as Sunshine Coast Destinations), to foster programming on the Sunshine Coast which attracts visitors to the region.	Ongoing	Community Facilities branch in partnership with other providers	Core business
9b)	Continue to offer ticketing and support services for external event organisers to ensure sustainability of these attractors.	Ongoing	Community Facilities branch	Core business
9c)	Investigate partnership opportunities with industry-related training and education providers to use venue facilities for classes and training activities (for example, courses relating to hospitality, stage production, audio-visual technics).	Short term	Community Facilities branch	Core business
9d)	Continue to promote Sunshine Coast wide venues to corporate audiences for business events, expos and conferences.	Ongoing	Community Facilities branch	Core business
9e)	Increase marketing to local business and government markets to increase commercial use of spaces.	Ongoing	Community Facilities branch	Core business
9f)	Explore sponsorship opportunities for council's performance and community venues in order to support other businesses within the region, while also looking to generate alternate revenue streams.	Short term	Community Facilities branch	Core business

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Appendix 1: Locality Audit Summary

Refer to Volume 2: Supporting Resources for a complete audit of the Sunshine Coast region's 32 localities. The audit provides a snapshot of the demographic profile of the each locality, identifies whether a locality will have additional demands for more venues in the future, provides a snapshot of the range of performance and community venues within each locality, assesses whether the current level of provision of venues within each locality appear sufficient, and makes recommendations of whether additional venues appear warranted in each locality.

Locality	2011 ERP ²⁰	Access to Sunshine Coast wide & district venues ²¹	Access to local level venues within the locality	Observations
Beerwah	6,045	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Beerwah & District Community Hall Maleny Community Centre (O)(P) Caloundra RSL (O) 	Over 15 local venue opportunities appear available within this locality.	This locality is well serviced by a range of performance and community venues. Ensure all venues servicing this locality are operating at capacity before Beerwah & District Community Hall is upgraded.
Bell Park - Cooloolabin - Gheerulla - Coolabaine	1,176	<ul style="list-style-type: none"> Nambour Civic Centre The Lind Lane Theatre (O)(P) Kenilworth Community Hall (O) The Majestic Theatre (O)(P) 	3 local venue opportunities appear available within this locality.	This locality's primarily rural population base appears well serviced by a range of performance and community venues. Traditional rural halls provide considerable local venue opportunities for a relatively small population.
Blilili - Rosemount & District	10,384	<ul style="list-style-type: none"> Nambour Civic Centre Coolool Community Centre Kawana Community Hall Flinders Performance Centre (O)(P) University of the Sunshine Coast facilities (O) 	Over 10 local community venue opportunities appear available within this locality.	This locality is well serviced by a range of performance and community venues, both owned by council and by others. The locality is also well serviced by local venues within Maroochydore, Buderim and Nambour.
Buderim - Kulubin - Mons - Kunda Park	31,014	<ul style="list-style-type: none"> Nambour Civic Centre Lake Kawana Community Centre Kawana Community Hall Flinders Performance Centre (O)(P) University of the Sunshine Coast 	Over 30 local community venue opportunities appear available within this locality.	This locality is well serviced by a range of performance and community venues. The Flinders Performance Centre within this locality provides a modern, purpose-built performance venue which is centrally located within the Sunshine Coast region.

²⁰ Profile Id (2013) Sunshine Coast Community Profile

²¹ Depicts that the locality lies within a 20 kilometre catchment of a Sunshine Coast wide and/or district venue.

(O) refers to a venue which is operated by an entity other than council.
 (P) refers to a venue which primarily functions as a performance venue.

Locality	2011 ERP ²⁶	Access to Sunshine Coast wide & district venues ²⁷	Access to local level venues within the locality	Observations
Caloundra - Kings Beach - Moffat Beach - Shelly Beach	9,642	<p>facilities (O)</p> <ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Kawana Community Hall Beerwah & District Community Hall The Caloundra Chorale Theatre (O)(P) Flinders Performance Centre(O)(P) Caloundra RSL (O) 	Over 30 local community venue opportunities appear available within this locality.	This locality is well serviced by performance and community venues, which are owned by council and by others. The balance of roles between The Events Centre Caloundra, Lake Kawana Community Centre, future facilities in Caloundra South and the future proposed entertainment, convention and exhibition centre in Maroochyshore needs to be considered.
Coolool Beach - Mount Coolool - Yaroomba - Point Arkwright	13,964	<ul style="list-style-type: none"> Nambour Civic Centre Coolool Civic Centre The J (O)(P) Bicentennial Community Centre (O)(P) Flinders Performance Centre(O)(P) 	Over 20 local community venue opportunities appear available within this locality.	This locality is well serviced by a large range of venues, which are owned by council and by others. Venues within surrounding localities also support this locality.
Currimundi - Aroona - Battery Hill - Dicky Beach	14,480	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Kawana Community Hall Caloundra Chorale Theatre (O)(P) Caloundra RSL (O) Flinders Performance Centre(O)(P) 	9 local venue opportunities appear available within this locality.	This locality has good access to performance and community venues. Neighbouring localities, particularly Caloundra and Wurtulla, improve the level of access to venues.
Doonan - Weyba Downs - Verrierdale	4,280	<ul style="list-style-type: none"> Nambour Civic Centre Coolool Civic Centre The J (O)(P) Bicentennial Community Centre (O) The Majestic Theatre (O)(P) Noosa Arts Theatre (O)(P) 	3 local venue opportunities appear available within this locality.	Alongside a number of venue opportunities within this locality, the locality is well serviced by venues within Coolool, Eumundi, Noosa Heads and Noosaville.
Eumundi - Eerwah Vale - North Arm - Bridges	3,419	<ul style="list-style-type: none"> Nambour Civic Centre Coolool Civic Centre The J (O)(P) Bicentennial Community Centre (O) The Majestic Theatre (O)(P) 	10 local venue opportunities appear available within this locality.	The locality is well serviced by a range of performance and community venues, and is further supported by venues within Cooroy and Yandina.

Locality	2011 ERP ²⁶	Access to Sunshine Coast wide & district venues ²⁷	Access to local level venues within the locality	Observations
Glass House Mountains - Beerburnum - Coochin Creek - Bribie Is North	5,785	<ul style="list-style-type: none"> The Events Centre Caloundra Beerwah & District Community Hall Maleny Community Centre (O)(P) 	Over 5 local community venue opportunities appear available within this locality.	This locality is well serviced by performance and community venues, provided by council and by others. The locality is further supported by local venues in surrounding localities, including Beerwah and Maleny.
Golden Beach	5,546	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Kawana Community Hall Caloundra Chorale Theatre(O)(P) Flinders Performance Centre(O)(P) Caloundra RSL (O) 	8 local community venue opportunities appear available within this locality.	This locality is well serviced by performance and community venues, provided by council and by others, and is well serviced by venues located in the Caloundra - Kings Beach - Moffat Beach - Shelly Beach locality. The Caloundra Indoor Stadium is a large scale sporting venue in this locality, which has a large capacity for community events and activities.
Ikley - Eudlo & District	4,448	<ul style="list-style-type: none"> Nambour Civic Centre Lake Kawana Community Centre The Events Centre Caloundra Kawana Community Hall Lind Lane Theatre (O)(P) Flinders Performance Centre (O)(P) 	7 local community venue opportunities appear available within this locality.	This locality is well serviced by district venues, and contains a number of venue opportunities, which are either owned by council or by others. Neighbouring localities provide additional venue opportunities to service this locality, primarily within Buderim.
Kureelipa - Kamba	1,113	<ul style="list-style-type: none"> Nambour Civic Centre Kenilworth Community Hall (O) Flinders Performance Centre(O)(P) 	2 local venue opportunities appear available within this locality.	This primarily rural locality has good access to Sunshine Coast wide, district and local performance and community venues, which are primarily provided within surrounding localities.
Landsborough - Mount Meilum	4,432	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Beerwah & District Community Hall Maleny Community Centre (O)(P) Flinders Performance Centre (O)(P) Caloundra RSL (O) 	15 local community venue opportunities appear available within this locality.	This locality is well serviced by performance and community venues, both owned by council and by others. The locality is also supported by a range of venues within neighbouring localities, primarily located within Beerwah.
Little Mountain - Caloundra West - Mendan Plains - Bells Creek	15,562	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Beerwah & District Community Hall Kawana Community Hall Caloundra Chorale Theatre (O)(P) Flinders Performance Centre (O)(P) 	10 local community venue opportunities appear available within this locality.	The locality is well serviced by a range of facilities within this locality, and also by venues located within Caloundra and Wurtulla. Given the scale of the future Caloundra South development, there is potential for the provision of additional community infrastructure in this locality, however timing for these venues will need to be carefully considered and be subject to a needs assessment.

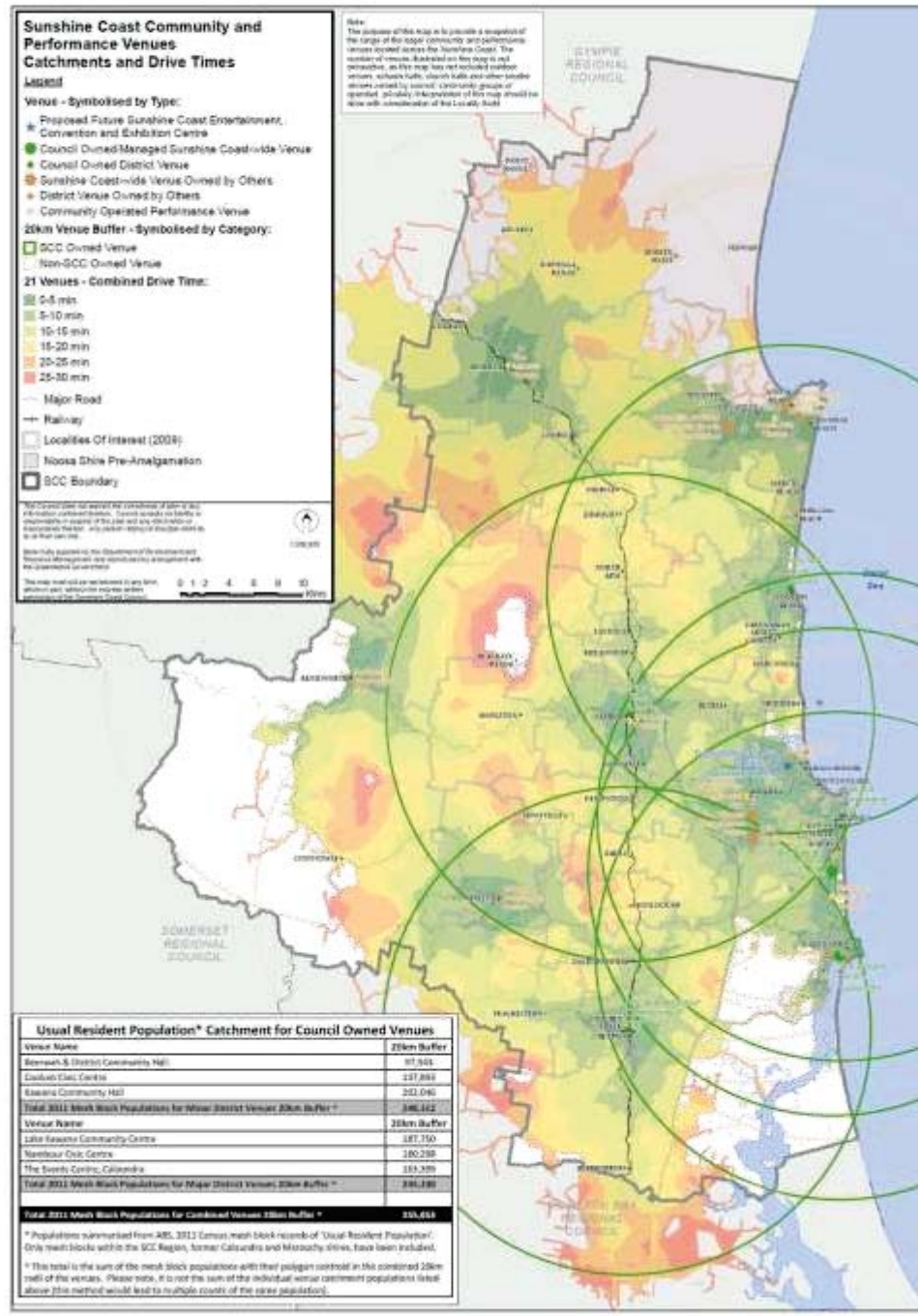
Locality	2011 ERP ²⁰	Access to Sunshine Coast wide & district venues ²¹	Access to local level venues within the locality	Observations
Maleny - Witta - North Maleny	5,354	<ul style="list-style-type: none"> Caloundra RSL (O) Nambour Civic Centre Beerwah & District Community Hall Maleny Community Centre (O)(P) 	Over 15 local community venue opportunities appear available within this locality.	This locality appears to have good access to performance and community venues which are owned by council and by others. Venues located within surrounding localities increase this level of access.
Mapleton - Flaxton - Obi Obi	2,578	<ul style="list-style-type: none"> Nambour Civic Centre Kenilworth Community Hall Lind Lane Theatre (O)(P) Kenilworth Community Hall (O) Maleny Community Centre (O)(P) Flinders Performance Centre (O)(P) 	Over 5 local community venue opportunities appear available within this locality.	This locality has good access to performance and community venues which are owned by council and by others.
Marcoola - Twin Waters - Pacific Paradise - Mudjimba	10,284	<ul style="list-style-type: none"> Nambour Civic Centre Lake Kawana Community Centre Kawana Community Hall Coolool Community Centre Flinders Performance Centre (O)(P) The J (O)(P) Bicentennial Community Centre (O)(P) Maroochy RSL (O) 	Approximately 8 local community venue opportunities appear available within this locality.	This locality contains a number of venue opportunities for the community, which are both owned by council and by others. Neighbouring localities provide additional venue opportunities for this locality, including those venues within Maroochydore and Coolool.
Maroochydore	14,922	<ul style="list-style-type: none"> Nambour Civic Centre Lake Kawana Community Centre Kawana Community Hall Coolool Civic Centre Flinders Performance Centre (O)(P) Maroochy RSL (O) <p>An entertainment, exhibition and convention centre is proposed in this</p>	At least 25 local community venue opportunities appear available within this locality.	This locality appears to be adequately serviced by performance and community venues, which are both owned by council and by others. Timing for the delivery of any additional venues within the PRAC will need to consider existing venues and their capacity.

Locality	2011 ERP ²⁶	Access to Sunshine Coast wide & district venues ²⁷ locality.	Access to local level venues within the locality	Observations
Mooloolah - Alexandria Headland	11,424	<ul style="list-style-type: none"> ▪ Nambour Civic Centre ▪ Lake Kawana Community Centre ▪ Kawana Community Hall ▪ Coolool Community Centre ▪ Flinders Performance Centre (O)(P) ▪ Auditoriums within the University of the Sunshine Coast (O) ▪ Maroochy RSL (O) 	At least 6 local venue opportunities have been identified within this locality.	This locality is well serviced by venues by performance and community venues, primarily which are located in nearby the Wurtulla & Buddina District and Maroochydhore localities.
Mooloolah Valley - Diamond Valley - Balmoral Ridge - Bald Knob	4,240	<ul style="list-style-type: none"> ▪ The Events Centre Caloundra ▪ Lake Kawana Community Centre ▪ Nambour Civic Centre ▪ Beerwah & District Community Hall ▪ Maleny Community Centre (O)(P) 	At least 10 local venue opportunities have been identified within this locality.	There are a number of venue opportunities within this locality which are owned by council and by others. The locality is also serviced by a range of venues within surrounding localities, including the Beerwah locality.
Mountain Creek	7,190	<ul style="list-style-type: none"> ▪ The Events Centre Caloundra ▪ Lake Kawana Community Centre ▪ Nambour Civic Centre ▪ Coolool Civic Centre ▪ Kawana Community Hall ▪ Flinders Performance Centre (O)(P) ▪ Auditoriums within the University of the Sunshine Coast (O) ▪ Maroochy RSL (O) 	Four local venue opportunities have been identified within this locality	This locality is well serviced by performance and community venues, primarily which are located within surrounding localities, particularly within the Wurtulla - Buddina & District locality.
Nambour - Burnside & District	18,639	<ul style="list-style-type: none"> ▪ Nambour Civic Centre ▪ Lind Lane Theatre (O)(P) ▪ Flinders Performance Centre (O)(P) ▪ Maroochy RSL (O) 	At least 50 venue opportunities appear available within this locality.	The Nambour locality has an extensive range of existing performance and community venues, both owned by council and by others. The proximity of the Nambour Civic Centre to the future exhibition, convention and entertainment centre and the Flinders Performance Centre may cause a duplication of Sunshine Coast wide venues within this catchment area.
Palmwoods - Chevallum - Montville - Hunchy	7,627	<ul style="list-style-type: none"> ▪ Nambour Civic Centre ▪ Lake Kawana Community Centre ▪ Kawana Community Hall 	Over 15 local venue opportunities appear available within this locality.	This locality contains a range of venues which are both owned by council and by others. This locality also neighbours the Nambour - Burnside District locality, which contains additional venues to service this locality.

Locality	2011 ERP ²⁶	Access to Sunshine Coast wide & district venues ²⁷	Access to local level venues within the locality	Observations
Peachesler - Croisamburst - Booroboin - Wootha	1,808	<ul style="list-style-type: none"> Flinders Performance Centre (O)(P) Maleny Community Centre (O)(P) Beenwah & District Community Hall Maleny Community Centre (O) 	2 local venue opportunities appear available within this locality.	This is a primarily rural locality, which is well serviced by a range of district and local venues owned by council and by others. Venues within Maleny, Glasshouse and Beerwah further service this locality.
Pelican Waters	5,015	<ul style="list-style-type: none"> The Events Centre Caloundra Lake Kawana Community Centre Kawana Community Hall Caloundra Chorale Theatre (O)(P) Flinders Performance Centre (O)(P) Caloundra RSL (O) 	1 local venue opportunity appears available in this locality.	This locality is well serviced by performance and community venues, primarily which are located in the Caloundra - Kings Beach - Moffat Beach - Shelly Beach locality.
Peregian Springs	4,080	<ul style="list-style-type: none"> Coolum Civic Centre The J (O)(P) Bicentennial Community Centre (O) Flinders Performance Centre (O)(P) Noosa Arts Theatre (O)(P) Kenilworth Community Hall (O) 	3 local venue opportunities appear available within this locality.	This locality appears to have good access to a number venue opportunities. This locality is however well serviced by a range of venues located within the surrounding localities of Peregian Beach, Coolum, Noosaville, Sunrise Beach Noosa Heads.
Reesville - Curramore & District	2,549	<ul style="list-style-type: none"> Kenilworth Community Hall (O) 	Over 10 local community venue opportunities appear available within this locality.	This is a primarily rural locality which lies outside a 20km catchment of a council owned/managed Sunshine Coast wide or district venue. As an alternative, the Kenilworth Community Hall is a large scale venue within a district function that services this locality.
Sippy Downs - Palmview	10,043	<ul style="list-style-type: none"> Nambour Civic Centre Lake Kawana Community Centre The Events Centre Caloundra Kawana Community Hall Flinders Performance Centre (O)(P) Auditoriums within the University of the Sunshine Coast (O) Maroochy RSL (O) 	4 venue opportunities appear available within this locality, all of which are located in educational establishments.	This locality is well serviced by a range of privately owned venues, particularly located within the university and within Buderim. Additional venues are located within the neighbouring Wurtulla - Buddina & District locality which provide additional access to a range of venues. Future large population growth in the Palmview Structure Plan area may warrant additional venues, however tuning for additional venues will need to be carefully considered and be subject to a needs assessment.
Woombye	2,974	<ul style="list-style-type: none"> Nambour Civic Centre Coolum Civic Centre Lind Lane Theatre (O)(P) 	Over 15 local community venue opportunities appear available within this locality.	This locality appears to be well serviced by performance and community venues. This locality also neighbours the Nambour - Burnside District locality, which contains a wide range of venues which support this locality.

Locality	2011 ERP ²⁰	Access to Sunshine Coast wide & district venues ²¹	Access to local level venues within the locality	Observations
Wurtulla - Buddina & District	21,819	<ul style="list-style-type: none"> ▪ Flinders Performance Centre (O)(P) ▪ Maroochy RSL (O) ▪ Lake Kawana Community Centre ▪ The Events Centre Caloundra ▪ Kawana Community Hall ▪ Flinders Performance Centre (O)(P) ▪ The Caloundra Chorale Theatre (O)(P) ▪ Maroochy RSL (O) ▪ Caloundra RSL (O) <p>Quad Park is a major outdoor venue within this locality.</p>	Over 15 local community venue opportunities appear available within this locality.	This locality appears to be well serviced by a range of performance and community venues, which are owned by council and by others. The locality is further supported by a range of venues in surrounding localities, particularly within Caloundra. In determining the timing for the delivery of additional venues within this locality, factors such as existing venues, capacity and demand will need to be considered.
Yandina - Yandina Creek & District	6,254	<ul style="list-style-type: none"> ▪ Nambour Civic Centre ▪ Cooloom Civic Centre ▪ Lind Lane Theatre (O)(P) ▪ Flinders Performance Centre (O)(P) 	At least 15 local community venue opportunities appear available within this locality.	This locality appears to be well serviced by a range of performance and community venues, which are owned by council and by others. This locality is further supported by the range of venues within surrounding localities, primarily Nambour and Eumundi.

Appendix 2: Map of catchments and drive times





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