Adopted Report
for the
Commonwealth Games and Major Projects Committee Meeting
Held on
Wednesday, 10 October 2012
at
09:00 am
Gold Coast City Council Chambers
135 Bundall Road Surfers Paradise

Our positioning statement
Working for our future - today

Our city vision
Defined by our spectacular beaches, hinterland ranges, forests and waterways, the Gold Coast is an outstanding city which celebrates nature and connects distinct communities with the common goal of sustainability, choice and wellbeing for all.

Our mission
Leading the way towards a bold future that can sustain growth and economic development while retaining a lifestyle that is uniquely ‘Gold Coast’.
### Index

**Adopted Report**  
Commonwealth Games and Major Projects Committee Meeting  
Wednesday, 10 October 2012

<table>
<thead>
<tr>
<th>Item</th>
<th>Direct.</th>
<th>File</th>
<th>Page</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EDMP</td>
<td>LG235/46/03/03/01(P1)</td>
<td>4</td>
<td>GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE</td>
</tr>
</tbody>
</table>

**General Business**

**KEY:**
- CEO - Chief Executive Officer
- CMS - Community Services
- EDMP - Economic Development & Major Projects
- ES - Engineering Services
- GCW - Gold Coast Water
- OS - Organisational Services
- PET - Planning Environment & Transport
ATTENDANCE

Cr T Tate (Chairperson)
Cr A Bell
Cr M Grummitt
Cr J Grew
Cr P Taylor
Cr D Crichlow

Mr D Scott Director Economic Development and Major Projects
Mr B Case Manager Project Services
Mr R Pascoe Executive Coordinator Commonwealth Games Bid 2018
Mr D Stewart Manager Major Projects
Ms T Jones Executive Coordinator Major Projects

APOLOGIES

PROCEDURAL MOTION Moved Cr Crichlow Seconded Cr Tate

That the apology of Cr Bell be noted.

PRESENTATIONS

ADOPTED AT COUNCIL 23 OCTOBER 2012

RESOLUTION G12.1023.001 Moved Cr Tate Seconded Cr Owen-Jones

That the Report of the Commonwealth Games & Major Projects Committee Meeting held on Wednesday, 10 October 2012 covered by Recommendation numbered CG12.1010.001 be received.
ITEM 1  MAJOR PROJECTS BRANCH
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03
Refer 10 page attachment

1 BASIS FOR CONFIDENTIALITY
Not Applicable.

2 EXECUTIVE SUMMARY
Not Applicable.

3 PURPOSE OF REPORT
This report follows Council’s recent acquisition of the Waterside West buildings for workforce accommodation, which unlocks the opportunity and sets a clear direction for development of Evandale as the Gold Coast Cultural Precinct (GCCP). The purpose of the report is to update Council on planning and preparation for the GCCP, present an outline vision for endorsement, and identify specific action and a budget allocation required to progress the project to the next stage. The report:

- explains the background to the GCCP project and activity undertaken since the previous Council resolution in September 2011
- highlights key findings of an audit of Gold Coast cultural resources
- proposes an outline vision for the precinct
- identifies and explains strategic project issues.

Crucially, it also proposes and seeks funding for a competitive design process to deliver an outstanding and innovative concept design by mid 2013.

4 PREVIOUS RESOLUTIONS
Attachment 1.1.

5 DISCUSSION

5.1 Background
Substantial community awareness and support for creation of a Gold Coast Cultural Precinct at Evandale has grown through successive consultation initiatives over the last decade. These have including an Ideas Competition (2009), and publication of a draft Cultural and Civic Masterplan (2011) which demonstrated a scope and mix of spaces and facilities with a capital cost estimation of $284 million. This was envisaged to happen in two stages: 1. $206 million (lyric theatre, art gallery, drama theatre, cinemas, café/retail, events terrace, car park, external works, public art and ferry terminal) and 2. $78 million (discovery centre, library, creative production spaces, Council building, car park, external works and public art).

Council, at its meeting on 23 June 2011, endorsed proceeding with preparation of a project governance and decision-making framework and a plan to advance the project.

The Major Projects team has set up project management systems to ensure that the project is managed effectively and efficiently, including governance arrangements, administrative mechanisms and a project documentation and reference library.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

A citywide cultural resources audit has been undertaken to present a clear picture of the Gold Coast’s cultural ecology and creative economy. The audit followed UNESCO’s 2009 Framework for Cultural Statistics [link](http://unesdoc.unesco.org/images/0019/001910/191061e.pdf) which applies the concept of a ‘culture cycle’ which captures all of the different phases of the creation, production, and dissemination of culture. This groups common sets of culturally productive industries, activities and practices as ‘Domains’: Cultural and Natural Heritage; Performance and Celebration; Visual Arts and Crafts; Books and Press; Audio-visual and Interactive Media; Design and Creative Services. There are also transversal domains that apply to all of these groupings: Intangible Cultural Heritage; Education and training; Archiving and preservation; Equipment and supporting materials.

The audit was carried out between November 2011 and July 2012. It included a review of quantitative data and qualitative research obtained through 13 sector-based focus group discussions, attended by 128 people, and supplemented by 25 individual interviews and a survey completed by 20 performing arts and entertainment organisations. This information is useful in:

- demonstrating community need for investment in cultural infrastructure
- refining the vision and strategic direction for the GCCP
- guiding the generation of project development options aligned to government priorities
- clarifying effective ways for continued Council support for growth of creative enterprise as a strategy for economic growth and diversification.

The audit outcomes, as with the endeavour of building the Gold Coast’s cultural heart and economy, are vast and complex. Multiple layers of approach are needed and what is clear is that the Gold Coast holds a distinctive and exciting position in Australian cultural life, which should be celebrated and magnified. Accordingly, policy and strategies for developing the city’s cultural life and economy should not simply mirror conventional approaches applied in other cities.

The audit affirms that there is no shortage of creativity at the Gold Coast. However, there is a notable absence of a prominent, civic nucleus or ‘cultural heartland’, and a real need and genuine yearning, experienced by residents and visitors alike, for a cultural precinct where people come together to engage with arts, culture and each other. What is needed is a place that ‘makes visible’ the Gold Coast’s cultural and creative life and attracts people and investment, generating economic activity and enhancing the vitality and image of our city.

5.2 Gold Coast Cultural Precinct Vision

Cities worldwide have focused on creation of cultural precincts and arts districts as tools for civic development and transformation. To be operationally successful and sustainable, a cultural precinct needs to be:

- supported by implementation of a Culture Strategy which drives concurrent development of culturally productive local activities, practices and industries, and is allied to community and business networks and collaborative partnerships; and
- aligned with connective infrastructure, other civic places throughout the city, and major events.
There is a compelling case for development of Evandale and the existing Arts Centre as the heartland of the Gold Coast’s cultural life. The Evandale site is well-established in the public’s awareness. It is Council owned, enjoys an attractive waterfront location, and already contains substantial infrastructure, especially in the form of The Arts Centre, which can be adapted and improved for the future. Given these advantages, and a variety of active and public transport connection opportunities, it is the most viable location for a cultural precinct on the Gold Coast.

The cultural precinct will unlock the city’s creative potential, contribute to a strong community spirit and attract people and investment. This will generate economic activity and enhance our lifestyles and the vitality and image of the Gold Coast.

Achieving operational sustainability and optimising return on investment in the cultural precinct is a paramount goal. The success of this endeavour will rely on building a strong network of government, institutional, business and community partners who bring resources, participants and content and enable creative opportunities for collaboration and funding.

While Gold Coast City Council is initiating this project, it is doing so with the expectation of tripartite funding partnerships with the Queensland and Australian Governments for the capital delivery, and a range public, institutional and private sector partners for operation and recurrent costs. Council and all partners will ensure application of rigorous planning, design and management to ensure the project delivers value for money as well as community satisfaction with the significant investment involved.

A draft ‘Gold Coast Cultural Precinct Vision’ (Vision) is provided as Attachment 1.2. This brings together the cultural resources audit outcomes, technical issues and key strategic issues. Its purpose is to give clarity to the ambition and scope of a significant project that will re-shape the whole city and affect the lives of a lot of people over a long period of time. The vision is aspirational. It has not yet been costed but has been informed by benchmarking against capital development and recurrent operational costs to ensure that it is right-sized and financially realistic.

The Vision encompasses the entire Evandale site, focusing on three interrelated capital works components which will form the arts and cultural core of the cultural precinct being:

- the Living Arts Centre - centre for excellence in performing arts
- the New Arts Museum – centre for Media, Art and Design
- Artscape Evandale - stunning gardens, ready-set for arts and cultural activity.

5.3 Strategic Project Issues

This section focuses on seven issues specifically associated with progressing the cultural precinct:

1. New Arts Museum
2. Transformation of existing Arts Centre building
3. Great outdoors
4. Precinct footprint
5. City links
6. Commonwealth Games
7. Transitional accommodation, programming and operations
5.3.1 New Arts Museum

The Gallery of Modern Art in Brisbane, and at a smaller scale, the Tweed River Regional Art Gallery, show how public art museums can successfully redefine their role within city and community. These, and others like them, have successfully reached out to embrace large and diverse visitor groups, far exceeding the traditional expectations of art audiences. Cities worldwide are embracing cultural tourism both as an economic generator and a defining facet of their uniqueness. Iconic art museums in particular are typically regarded as an essential feature of the cultural offer in most major cities.

The current Gold Coast City Gallery is bursting at the seams. The size and functionality of facilities is deficient for public programs and storage and display of its large and growing collection. Despite this limitation, the gallery has developed a strong reputation through delivery of top quality exhibitions and programs.

A New Arts Museum is envisaged as a must-see destination for residents and visitors wishing to understand and connect with the essence of the Gold Coast. Existing collection strengths are notably in: artworks associated with beach culture; international ceramics; and in the growing areas of new media and photography alongside artworks (+ tourism collectables/ephemera) of the places and people of the Gold Coast. Additional areas which have been identified for further collection development and event programming include surf, skate, youth culture, new media, film and photography, subtropical design, contemporary design, and traditions of international cultures that interface with ‘Our Place in the Pacific’.

Alongside gallery spaces, to generate substance and vitality, the New Arts Museum will need incubator and studio spaces for training, mentoring, making and marketing of arts, crafts, design and other creative practices.

The findings of the cultural resources audit suggest that it would be advantageous for the Art Museum to operate independently from the Living Arts Centre. Co-location can foster mutual benefits through creation of critical mass, collaborative programming and marketing and cost-sharing for capital development and maintenance of facilities, but it is crucial to recognise that the funding, revenue and production models for the performing and visual arts are different. This matter needs to be addressed as soon as possible because it has implications for the design brief. If the Gold Coast City Art Gallery is to develop its own, separate identity and governance arrangements, a pathway towards achieving this organisational change needs to be defined and implemented.

In any scenario, concept design for the precinct will need to address operational efficiencies, cross-programming opportunities, shared functional needs, funding and construction sequencing and future growth intentions. For the purpose of clarifying functional design criteria, a separate building is designated in the vicinity currently occupied by the three wings of the Surfers Administration building as shown on page 10 of the Vision - Attachment 2. However, at this point, the possibility of achieving a distinctive identity for the New Arts Museum, as a facility extending from and integrated with the existing Living Arts Centre, should also be considered.
5.3.2 Transformation of Existing Arts Centre Building

The 2011 Cultural and Civic Masterplan featured a two thousand seat lyric theatre. The cultural resources audit clarified that there is currently no justifiable need for a theatre of this size and format and that the management and operation of such a theatre would prove a substantial financial undertaking. The audit indicated that a more sustainable operational model to effectively serve community needs and build operational capacity and viability could be delivered through:

- adapting, upgrading and extending the existing performance facilities to provide a greater mix of theatre formats and production spaces;
- continuing evolution of The Arts Centre policy and programming in favour of a diverse array of medium and smaller-scaled home-grown and touring productions with a focus on achieving standards of excellence and developing local artistic production;
- networking and coordination across the range of commercial, educational and public performing arts facilities throughout the city.

This approach calls for a bold transformation that would give the existing 1986 building a new architectural entity with active indoor/outdoor interfaces and improved access and functionality. The main theatre could be upgraded and internal spaces reconfigured, with fit-out for improved functionality and amenity. Extensions could deliver a new a state-of-the art, 400-500 seat theatre and incubator, rehearsal and studio spaces. As with the New Arts Museum, these ancillary spaces and activity are vital to generate substance and vitality. As a strategy to infuse life and soul into this ‘Living Arts Centre,’ the redevelopment should be designed with accommodation suitable to attract and grow one or several resident performing arts organisations.

An architectural investigation undertaken with specialist advice from a theatre production specialist and structural engineer indicate that:

- the buildings can be enhanced, adapted and extended to satisfy Council, The Arts Centre and community’s functional needs
- the potential for redevelopment to create a spectacular and beautiful landmark is limited only by imagination
- recycling of the existing asset will be more cost-effective and environmentally responsible than demolition and a complete new-build.

5.3.3 Great Outdoors

Delivering high quality public space that is open, accessible, green, and free is the central proposition of the GCCP. Our enviable climate and the magnificent scale, water setting, and scenic qualities of Evandale provide a unique opportunity to create truly inspirational and iconic civic gardens. There are many creative possibilities for Evandale to develop ‘outside’ as a spectacular, artful, accessible landscape. These could generate powerful community spirit for ceremony, celebration, festivities, cinema, recreation, waterplay and nature. The combination of cultural facility buildings within civic gardens with seamless interfaces between indoors and outdoors could create a precinct that becomes a vibrant destination within the urban landscape.

Early staging of landscape works could alleviate disruption to The Arts Centre operations during the building redevelopment by creating public settings for temporary pavilion-style installations and enabling an emphasis on outdoor public programming of a wide range of arts and cultural activities.
5.3.4 Precinct Footprint
Development potential of the Evandale site is substantially pre-determined by hydraulic and access considerations. Page 10 of the Vision – Attachment 1.2 indicates a general footprint for the core program of three interrelated components, nominally, the Living Arts Centre, the New Arts Museum and Artscape Evandale. This assumes:

- positioning the substantial built works generally on the flood-immune higher ground of existing developed footprints
- relocation of the workforce currently occupying the three wings of the Surfers Administration building which are to be demolished to clear the site for redevelopment
- construction of a greenbridge linking Evandale to Chevron Island
- provision of car parking under the New Arts Museum and potentially reclamation of some asphalted car parking area.

This footprint also allows for:

- future public transport improvements, including but not limited to water transport and a hub for public buses, commercial coaches and taxis
- opportunities for clustering of partnership development for allied and complementary mixed uses, relating to media, education, creative industries, art hotel, casino, and entertainment.

5.3.5 City Links
Foot traffic is a key ingredient for success of cultural precincts. Easy access by active and public transport will be essential for the operational viability of Evandale as a significant civic and cultural destination.

The GCCP is a critical central link in the chain that creates a corridor of cultural and entertainment activity between the Surfers Paradise, Chevron Island, Bundall and the Racecourse. Whilst the Gold Coast has been built upon strong north-south connections, it is essential now to plan and promote east-west activity routes.

An achievable first step in this is the opportunity to construct a greenbridge linking Evandale to Chevron Island. A bridge alone will not resolve all access and parking issues, but this would produce positive consequences towards access and mobility improvements within the locality. With the ultimate aim of improving the ease of passage between Evandale and Surfers Paradise, a dividend will be stimulation of Chevron Island as an auxiliary arts, retail and dining district. Investigations underway to determine a preferred alignment for a bridge and identify key technical requirements, design criteria and traffic and car parking management implications indicate that there is little difference between the two apparent options of linking to Anembo or Mawarra Streets. The principal drivers that will determine the preferred alignment will be related to impacts on Chevron Island residents in the vicinity of the bridge landing and the legibility, safety and efficiency of circulation routes. Funding of $330 thousand to progress the bridge design development in the 2012-13 financial year has been requested in the September Budget Review.

The remarkably successful and internationally acclaimed Museum of Old and New Art (MONA) in Hobart shows how multiple modes of transport improve real access and public perceptions of accessibility. The ferry ride from the city centre to MONA is an enjoyable part of the visitor experience. Similarly, a ferry service between Evandale and Surfers Paradise in due course would enhance visitor experiences and contribute to reduction in demand for on-site car parking.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

The north-west portion of the Evandale site is earmarked as the most suitable location for future provision of a transport hub.

5.3.6 Commonwealth Games

Evandale can perform a key role in hosting of the 2018 Commonwealth Games: as a ‘live site’ for media and business activities, as a home-base, and a focus of arts and cultural programming. Theatre design investigations indicate that the seating capacity of the main Arts Centre theatre could be increased from 1139 to 1260 through seat geometry, specification of slimline seats, introduction of side balconies and corporate suites at the rear of the balcony. This has confirmed that the venue cannot meet the Games Organising Committee and Weightlifting Federation expectations for a 2000+ seat weightlifting venue. Nevertheless, the Evandale parkland and The Arts Centre, in their current and/or possible transformed states, offer various attributes for amenities, event staging and production, and convenience for Games-related events and activities.

At this early stage in the planning, design and staging of works, Evandale remains open to possible re-alignment of infrastructure and activities to:

- achieve cost savings in Games infrastructure delivery
- provide an impetus and a platform for coordinated cultural programming and networking before, during and beyond the Games
- contribute to the success of the Games and positive external perception of our city when it is profiled globally.

5.3.7 Transitional Accommodation, Programming and Operations

Creative and collaborative forward planning and programming will be required to re-designate and upgrade the existing Arts Centre building and to continue TACGC commercial operation community service provision. The interim and contingency arrangements to achieve this should focus on:

- ensuring works are properly sequenced and closure periods minimised
- deploying effective programming strategies, such as types of events, productions and exhibitions that can take place outdoors or within temporary pavilions in the surrounding gardens
- maintaining service delivery from alternative temporary locations and/or through collaboration with other organisations and venues.

The inevitable closure of the Gold Coast Art Gallery spaces in particular, calls for investigation of options for temporary display of the city’s collections and exhibitions. The successful partnership between the TACGC and letting agents for the High Street Hilton shop spaces for the exhibition of ‘Capture’ for the Surfers Paradise Festival in July, and ‘Speculator’ with Bond University Architecture School in August, demonstrates the value and locational vitality that creation of temporary art space can generate. Larger scale precedents, like the Geffen Contemporary in Little Tokyo, is one of three sites of the Museum of Contemporary Art (MOCA) Los Angeles which has its headquarters in Downtown and a Pacific Design Centre at West Hollywood. The Geffen started life as a temporary gallery while the main facility was being built but it became so popular and productive as a defining museum of contemporary art that MOCA has retained it as integral to its operations and portfolio of assets.
In planning for the 2018 Commonwealth Games cultural program, TACGC can demonstrate how the cultural precinct can operate as a hub for programming and support for festivals and events citywide. Positioning The Arts Centre at Evandale as our hub for cultural and civic festivities can bring coherence, leverage existing resources, trial and evaluate partnerships, build capacity, generate higher levels of income and participation for cultural events and festivals, and build community awareness for the potential for the cultural precinct.

5.4 Project Delivery

Page 13 of the Vision - Attachment 1.2 illustrates a pathway for expediting progress by commencing with a competitive design process to deliver an outstanding and innovative concept design, while at the same time engaging in:

- effective business planning - to guide establishment of a vibrant and operationally sustainable precinct
- delivery of complementary projects - in particular construction of a greenbridge link to Chevron Island and relocation of Council staff from the Surfers Administration in order to clear the footprint for the cultural precinct landscape and building works
- development of partnerships - to cluster complementary capital works and operational synergies.

These activities will be critical to demonstrating eligibility for securing substantial commitment of funding through Queensland and Australian Government funding programs. They will also assist in the identification of other contributory funding streams which will be fundamental to achievement of the proposed GCCP.

The proposed competitive design process has been tailored in consultation with the Queensland Government Architect, the Institute of Architects and experienced design professionals, with the objective of achieving cost-effective and expedient design excellence.

The process, entailing two stages, is estimated to take approximately six months from launch to selection of the winning concept design.

- Stage 1: International call or invitation for Expressions of Interest from multi-disciplinary design teams outlining their structure, skills, experience and a general approach to the design challenge.
- Stage 2: Up to three shortlisted teams commissioned to develop detailed concept design proposals with a defined cost envelope from which the winning team is to be selected and engaged to undertake schematic design development.

The cost of managing this proposed design competition process over 10 months through pre-launch preparation to finalisation, is estimated at $515 thousand. This includes dedicated staff resources, professional fees for specialist input to production of briefing documentation and evaluation of competition proposals, Competition Adviser, procurement services, legal and probity advice, jury fees and expenses, promotional collateral and facilitation expenses.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

The pool of fees payable to the selected design teams is a discretionary expense. To attract the interest of top designers to assemble dynamic multi-disciplinary teams, a fee of $250 thousand per team has been nominated as commensurate with the level of design concept outputs expected. No prize would be awarded to the winning design team but it would be an attractive prospect for teams to be reasonably reimbursed for their participation costs and to confidently expect that if their design is selected, they would be engaged by Council for concept finalisation and design development, then novated to a contractor for detailed design and documentation during the construction phase. If three teams are shortlisted, the total competition cost will be $1.265 million. This amount could be reduced to $1.015 million if only two teams are selected.

The total cost can be split over two financial years with $665 thousand in 2012-13, and $600 thousand in 2013-14 applying to a proportion of the design team commission fees, pro-rata staff resources and the expense allocated for production of collateral to promote the winning concept design. A breakdown of competition cost estimates is provided at Attachment 1.3.

6 ALIGNMENT TO GOLD COAST 2020 CITY VISION

The Gold Coast Cultural Precinct project is the opportunity to transform a major civic land asset and provide cultural facilities that keep pace with community growth. Along with other key elements of new city infrastructure such as the light rail corridor and Commonwealth Games venues, this transformation of Evandale can underpin our cultural life and economy and elevate national and international perceptions of our City. The project vision aligns directly with the core themes and values of the draft Gold Coast 2020 City Vision.

7 FUNDING AND RESOURCING REQUIREMENTS

7.1 Project Development Costs

Attachment 4 provides a Whole of Project Development Plan and a Project Capital Cost Estimate. A budget estimate for expenses in the 2012-13 financial year, associated with project definition, the competitive concept design process and business case development has been submitted for consideration within the September Budget Review.

7.2 Human Resources

Activities in relation to the project will continue to be led by officers within Council’s Major Projects Branch in collaboration with the Office of City Architect and Heritage, Libraries and Cultural Coordination, Transport Planning, Corporate Communications and Chief Procurement Office.

The governance structure established for this project initiation phase does not require financial resource allocation. Participants are either internal resources not charging to the project, other government officers or stakeholder group representatives and individuals invited in a voluntary capacity.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

7.3 Communications

As the project develops it will be vital to maintain support of key stakeholders, community and media. A clear and adequately resourced Communication, Engagement and Partnerships plan will be developed to set the principles and a framework for coordination of the many and various project development activities associated with:

- Communication - getting the messages out there
- Engagement - getting people involved and sharing information
- Partnership Development - collaborative partnerships, opening new models for funding capital works and recurrent operation.

While conventional modes of corporate communication will continue, it is inevitable that reliance on digital communications will grow. The predominance of on-line response during the last community consultation exercise demonstrated the increasing access and reach of the internet and social media and the growing utilisation and expectation for digital and mobile forms of information and content.

The GCCP project web interface will become increasingly important as a site for information and as an accumulating repository of digital content about the progressive development of the cultural precinct. It will serve to reduce the time required for internal communications, such as the emailing of large multimedia files, and will ensure that all stakeholders have immediate access to the latest released and most accurate documentation.

A landing page with limited information redirecting traffic from the former project website to Council’s Gold Coast Cultural On-Line website and links to The Arts Centre website exists as an interim measure. A structure and content for a refreshed project website is being developed ready to launch when Council publicly announces a concept design competition and a call for Expressions of Interest. The website structure allows for enhanced functionality and content to be phased-in as the project progresses.

Digital communication systems are significantly more cost-effective, but they do entail commitment and costs for proper establishment. While not technically ‘capital’ in nature, expenses associated with communications, engagement and partnership development are essential to significant public projects. Cost estimates for the website production and maintenance from November 2012 to October 2013 are included within the competitive design process budget estimate.

8 RISK MANAGEMENT

In readiness for project initiation, a draft Risk Management Plan for the Design Competition has been prepared in accordance with Gold Coast City Council’s Enterprise Risk Management Framework (ERMF). The main project risks relate to ensuring that the initiative attracts impressive design teams, and the process facilitates them to produce concept designs that are inspiring and realistically functional and affordable. In the lead time until launch of the competition, project team activities will be dedicated to diligent planning and intensive preparation for managing the process. Matters include production of background and briefing material, legal, contractual and IP matters, convening the jury, a promotional campaign.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

9 STATUTORY MATTERS

Not applicable at this stage.

10 COUNCIL POLICIES

Not Applicable.

11 DELEGATIONS

To ensure flexible, transparent, value for money and efficiency a Procurement Plan and Strategy & Contract Selection Plan will be prepared by the project team in conjunction Council’s Chief Procurement Officer for sign-off by the Chief Executive Officer under delegated authority 452 in accordance with the Gold Coast City Council purchasing and procurement policy and Local Government Act.

Procurement activities and anticipated costs will be referenced in the Plan and include but will not be limited to engagement of:

- Multidisciplinary consultant teams through a competitive Expressions of Interest (EOI) process, quantity surveyor, programmer, probity adviser, design competition adviser, acoustic consultant, theatre consultant, construction adviser, AV/ICT designer.

- Specialist Resources, Key Specialists and Sole Suppliers including Local Industry Participation consultant (ICN), Commercial Property/leasing Agent, Project Management Resources, Principals Representatives including Project and Contract Management and Engagement of Contractor(s) through a tender or EOI process including for re-engagement and/or novation of consultants.

When required, project procurement activities will be undertaken through the Office of the Chief Procurement Officer. The EDMP project team, in collaboration with the Office of the Chief Procurement Officer, will prepare tender documentation and assist in the tender reviews/selection process.

12 COORDINATION & CONSULTATION

In the table below, identify how internal and external stakeholders have been involved / participated in the proposal to date and the outcome of that participation.

<table>
<thead>
<tr>
<th>Name and/or Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied with Content of Report and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Games Office</td>
<td>OCG</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Coordinator Business Support</td>
<td>OCEO</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Chief Procurement Officer</td>
<td>CPO</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Marketing Strategist Corporate Communications</td>
<td>CC</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Manager Library Services and Cultural Development</td>
<td>CS</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>City Architect</td>
<td>PET</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Manager Transport Planning</td>
<td>PET</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>Coordinator Cultural Planning and Development</td>
<td>CS</td>
<td>PCG Presentation provided - yes</td>
</tr>
<tr>
<td>General Manager</td>
<td>TACGC</td>
<td>PCG Presentation provided - yes</td>
</tr>
</tbody>
</table>
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

13 STAKEHOLDER IMPACTS

In accordance with the External Communication Policy, Corporate Communication staff have been consulted on potential positive and negative impacts prior to this report going forward.

14 TIMING

To achieve a detailed concept design for the Cultural Precinct by August/September 2013 as proposed in Part 4.4, formal planning and preparation for launch of the design competition in early 2013 needs to commence immediately. This will require Council’s commitment to fund the costs associated with conducting a design competition as estimated in Attachment 1.3 and allocation of $665 thousand for 2012-13 through the September Budget Review.

Sequencing of capital works is indeterminate at this stage, however, available timeframes for design and construction could allow delivery of some components in readiness for the commonwealth games in April 2018, the most achievable early works being the greenbridge, part of the Evandale artscape landscape works and cosmetic and compliance upgrades of the existing arts centre building.

15 CONCLUSION

Development of a Gold Coast Cultural Precinct will make a substantial and lasting difference to Gold Coast cultural life and our economy.

There is a demonstrated need and strong community support for the proposed development at Evandale. It will be a catalyst for growth of the Gold Coast’s economy through investment attraction, cultural tourism and creative industries.

A draft Gold Coast Cultural Precinct Vision has been prepared to give clarity to the ambition and scope of the cultural precinct project. This encompasses the entire Evandale site, focusing on the three interrelated capital works components which will form the arts and cultural core of the cultural precinct, nominally the Living Arts Centre, the New Arts Museum and Evandale Artscape.

The Vision also illustrates a competitive process tailored to deliver high quality, detailed design concepts in an expedient and cost-effective way.

This report seeks Council endorsement of the draft Vision document and the allocation of funds to proceed with the competitive design process outlined in order to attain detailed concept designs by mid 2013.

16 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That Council endorse the Gold Coast Cultural Precinct Vision September 2012 for the purpose of proceeding with a competitive design process to attain high quality, detailed design concepts.

2 That Council consider the budget submission included in the 2012/13 September Budget Review to progress the Gold Coast Cultural Precinct including Greenbridge project.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT PLANNING UPDATE
LG235/46/03/03

3  (a) That the Chief Executive Officer prepare a tender consideration plan (Procurement Plan) for the delivery of a Cultural Precinct; and
(b) That Council provide delegated authority to the Chief Executive Officer to make, and do all things necessary, in consultation with the Mayor, to give effect to, the Procurement Plan.

4 That the Chief Executive Officer undertake the necessary planning and activities to move Council staff out of the existing Evandale administration buildings at the appropriate time in advance of the development of the Evandale Cultural Precinct with the exception of the riverside and civic chambers buildings.

Author: Tory Jones
Executive Coordinator Major Projects

Authorised by: Darren Scott
Director Economic Development and Major Projects

2 October 2012
TRACKS REF: document 237509992

Committee Recommendation Adopted at Council 23 October 2012

COMMITTEE RECOMMENDATION CG12.1010.001
moved Cr Taylor seconded Cr Tate

1 That Council endorse the Gold Coast Cultural Precinct Vision September 2012 for the purpose of proceeding with a competitive design process to attain high quality, detailed design concepts.

2 That Council consider the budget submission included in the 2012/13 September Budget Review to progress the Gold Coast Cultural Precinct including Greenbridge project.

3 (a) That the Chief Executive Officer prepare a tender consideration plan (Procurement Plan) for the delivery of a Cultural Precinct; and
(b) That Council provide delegated authority to the Chief Executive Officer to make, and do all things necessary, in consultation with the Mayor, to give effect to, the Procurement Plan.

4 That the Chief Executive Officer undertake the necessary planning and activities to move Council staff out of the existing Evandale administration buildings at the appropriate time in advance of the development of the Evandale Cultural Precinct with the exception of the riverside and civic chambers buildings.

5 That the design brief be brought back to Council for consideration prior to commencement of the competition process.

CARRIED

Cr Crichlow requested that her vote in the negative be recorded.
That Committee Recommendation CG12.1010.001 be adopted, with a change to Part 3, such that it reads in its entirety as follows:

1. That Council endorse the Gold Coast Cultural Precinct Vision September 2012 for the purpose of proceeding with a competitive design process to attain high quality, detailed design concepts.

2. That Council consider the budget submission included in the 2012/13 September Budget Review to progress the Gold Coast Cultural Precinct including Greenbridge project.

3. That Council resolve that it is in the public interest that a competition in the structure of an Expression of Interest (EOI) and tender process be undertaken to deliver a concept design for the Cultural Precinct.

4. That the Chief Executive Officer undertake the necessary planning and activities to move Council staff out of the existing Evandale administration buildings at the appropriate time in advance of the development of the Evandale Cultural Precinct with the exception of the riverside and civic chambers buildings.

5. That the design brief be brought back to Council for consideration prior to commencement of the competition process.

CARRIED

Cr Crichlow requested that her vote be recorded in the negative.

There being no further business the meeting closed at 10.14am
These Pages
Numbered 1 to 18
Constitute The Adopted Report Of The Meeting
Of The Commonwealth Games and Major Projects Committee
Held on Wednesday, 10 October 2012
PREVIOUS COUNCIL RESOLUTIONS

Council at its meeting of 16 September 2011 resolved G11.0916.012:

“1 That Council endorse the proposed Project Governance and Decision-Making Framework for the preliminary project planning stage of the Gold Coast Cultural Precinct.

2 That Council note progress on the project planning activity associated with development of the Gold Coast Cultural Precinct and the scheduled intention to report back to Council by January/February 2012 for consideration of the consolidated outcomes of the Cultural Resources Audit and draft Strategic Assessment of Service Requirement submission, including a forecast of the 2012-13 budget required to progress the project.

3 That a briefing be arranged for Councillors, State and Federal Members and endorsed candidates.”

Cr Crichlow requested her vote in the negative be recorded.

Council at its meeting of 24 June 2011 resolved G11.0624.008

“1 That Council note the overall outcome of the Gold Coast Cultural Precinct consultation program which substantiates that there is significant community support for proceeding with the proposal to develop the Evandale site as the primary cultural precinct for the City (79.9 per cent) and 70.7 per cent supporting the site masterplan presented.

2 That Council note the synthesis of key issues arising through the consultation program as:
   a  DISTINCTIVE, INNOVATIVE & GREEN: ensuring design of the precinct is forward-thinking, distinctively Gold Coast in style and sympathetic to the natural environment;
   b  ACCESSIBLE: improving public and active transport connections and providing adequate on-site car parking;
   c  DIVERSE & ACTIVE: ensuring a greater mix of cultural activities and facilities for all types and ages of people;
   d  PARKLAND RETENTION & ENHANCEMENT: maximising access and enhancing the parkland, especially the lake and riverfront edges, for community recreation;
   e  VALUE: demonstrating and delivering return on financial investment required for the development;
   and that all community feedback be considered and addressed as the project design brief and business case development proceed in the next stage.

3 That the Gold Coast Cultural Precinct Consultation Report and the Communication Report to be made publicly available on the project website.

4 That a Community Engagement Strategy for on-going community information and participation through the life of the project be developed, including particular attention to engagement of visitors and people under 20 years of age.

5 That a further report be brought back to Council with:
   a  the proposed Project Governance and Decision-Making Framework; and
   b  detail of the project plan for moving the project forward as outlined in the diagram - Attachment 6.7

6 That the Director Economic Development and Major Projects progress discussions with Queensland and Australian Government agencies with prospective partnership interests in the Gold Coast Cultural Precinct.”
GOLD COAST CULTURAL PRECINCT VISION – 14 PAGES

OPPORTUNITY 3
DRIVERS 4
INSPIRATIONS 5
CHARACTERISTICS 8
VISION 9
PRECINCT FOOTPRINT 10
PRECINCT DEFINITION 11
GETTING THERE 12
PARTNERSHIPS 13
"THE OPPORTUNITY HERE FOR GOLD COAST IS TO RETHINK THE CITY SQUARE AND FIND A NEW, DISTINCTLY GOLD COAST AND DISTINCTLY 21ST CENTURY, PLATFORM TO EXPRESS OURSELVES AND OUR PRIDE IN OUR CITY."

JUSTIN O’CONNOR, PROFESSOR OF CREATIVE INDUSTRIES

OPPORTUNITY

DRAFT SEPTEMBER 2012

There are no serious alternative site contenders for a cultural precinct. Evandale is well-established in the public’s awareness and is Council owned. It has various active and public transport connection opportunities and room for expansion as our population and cultural facilities needs grow into the future.

NEED FOR A CIVIC FOCAL PLACE

The Gold Coast has the potential to become a cultural city with a civic square that has a physical presence and a strong sense of place. The site could be a focal point for the city’s cultural and creative renewal.

The cultural precinct will create a focal point, a new element in the city’s tourism and economic landscape. A place where people come together to engage with arts, culture, and each other, a place that makes visible the Gold Coast’s cultural and creative life, a place where connections are formed to happen.

It will work with and support the dispersed creative sector, producing tangible and intangible community cultural and economic benefits throughout the city. The Cultural Precinct can be pivotal in the success of the Commonwealth Games as a ‘live site’, media and business activities home-base and focus of arts and cultural programming.

NEED FOR BETTER CULTURAL FACILITIES

We need to better understand the cultural and creative needs of the city. A civic square that promotes the arts and culture can help to create a sense of place and identity.

The existing Arts Centre is a cultural hub with a rich history and a strong sense of community. It has a strong reputation through delivery of quality programs, exhibitions and is growing city art collection, but it is lacking in the civic spaces for cultural engagement and creative production.

OPPORTUNITY TO GROW OUR CULTURAL ECONOMY

Creating a role for our cultural economy is one of the main city image drivers to ensure our creative sector grows. We have a strong sense of place with the city’s arts and cultural heritage.

The objective of the project is to anchor Gold Coast as a creative city with a creative centre that can bring economic and cultural capital to the region and complement the tourism sector.

The project will also drive renewed urban productivity and has the potential to create new economic opportunities and small businesses that are growing locally, throughout Australia, and internationally.

OPPORTUNITY FOR URBAN TRANSFORMATION

Gold Coast City is underdeveloped. We see this as an opportunity to create a new cultural hub that promotes the arts and culture. The city’s cultural and creative infrastructure can be improved to create a new cultural and creative destination.

There is a strong sense of place with the city’s arts and cultural heritage. This is a place where people come together to engage with arts and culture. The cultural precinct can be a focal point for the city’s cultural and creative renewal.

The project will also drive renewed urban productivity and has the potential to create new economic opportunities and small businesses that are growing locally, throughout Australia, and internationally.
ATTACHMENT 1.2.3
"A CULTURAL PRECINCT CAN EMBODY THE BEST QUALITIES OF URBAN LIFE, A PLACE OF LIVELY JUXTAPOSITIONS AND CHANCE ENCOUNTERS, THE SCENE NOT SIMPLY OF ARTISTIC CROSS-FERTILIZATION BUT FOR CREATIVITY TO MAKE A SPACE PARTICULAR TO THE EXTRAORDINARY ENVIRONMENT OF THE GOLD COAST."

MICHAEL SORLIN
DIRECTOR, GRADUATE PROGRAM IN URBAN DESIGN
CITY COLLEGE OF NEW YORK

CHARACTERISTICS

DRAFT SEPTEMBER 2012
THE GOLD COAST CULTURAL PRECINCT IS OUR CREATIVE COMMONS - AN OPEN SPACE FOR BEING PART OF THE BUZZ OF THE CITY AND EXCHANGING IDEAS, ARTISTIC TALENT AND SKILLS MADE IN GOLD COAST

VISION

DRAFT SEPTEMBER 2012

PRECINCT FOOTPRINT

DRAFT SEPTEMBER 2012
PARTNERSHIPS
DRAFT SEPTEMBER 2012

The Gold Coast Cultural Precinct thrives through local, national and global partnerships.

The Gold Coast Cultural Precinct is an initiative of Gold Coast City Council.

It is a cornerstone of the Gold Coast City Vision 2020 to be a globally connected city that is loved by its people, attracts investment and welcomes opportunity. Gold Coast City Council is engaging with partners across a wide variety of sectors (including, but not limited to) Government, ICT, Arts, Media, Education and Training, Design, Sustainability and other Creative Industries.

The Cultural Precinct will operate on a flexible partnership model to enable all types of creative opportunities for collaboration and funding.

ATTACHMENT 1.2.7
### DESIGN COMPETITION BUDGET ESTIMATE

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition Coordinator</td>
<td>$100,000</td>
</tr>
<tr>
<td>Dedicated resource to coordinate competition process,</td>
<td></td>
</tr>
<tr>
<td>communications &amp; public relations (Nov 2012 - Oct 2013)</td>
<td></td>
</tr>
<tr>
<td>Digital Producer</td>
<td>$100,000</td>
</tr>
<tr>
<td>Dedicated resource in project team to strategise and</td>
<td></td>
</tr>
<tr>
<td>produce competition website, develop content &amp; manage</td>
<td></td>
</tr>
<tr>
<td>site (Nov 2012 - Oct 2013)</td>
<td></td>
</tr>
<tr>
<td>Graphic identity</td>
<td>$10,000</td>
</tr>
<tr>
<td>Graphic design commission to set look &amp; feel, style</td>
<td></td>
</tr>
<tr>
<td>guide &amp; templates consistent branding across all content</td>
<td></td>
</tr>
<tr>
<td>&amp; collateral produced</td>
<td></td>
</tr>
<tr>
<td>Competition brief development</td>
<td>$25,000</td>
</tr>
<tr>
<td>Specialist input to briefing docs - 5 x $3,000</td>
<td></td>
</tr>
<tr>
<td>Design strategies - Digital Potential, Great Outdoors</td>
<td></td>
</tr>
<tr>
<td>Design briefs - Living Arts Centre, Evandale Artscape,</td>
<td></td>
</tr>
<tr>
<td>New Arts Museum, Public Art</td>
<td></td>
</tr>
<tr>
<td>Competition Adviser</td>
<td>$35,000</td>
</tr>
<tr>
<td>Experienced Design Competition Manager/Adviser crucial to</td>
<td></td>
</tr>
<tr>
<td>good management &amp; stakeholder relations</td>
<td></td>
</tr>
<tr>
<td>Procurement Office, legal &amp; probity advice</td>
<td>$45,000</td>
</tr>
<tr>
<td>With a Competition Adviser, who will have established</td>
<td></td>
</tr>
<tr>
<td>templates, protocols, conditions, it is expected that</td>
<td></td>
</tr>
<tr>
<td>the extent of legal and probity advice required can be</td>
<td></td>
</tr>
<tr>
<td>limited to a checking/assurance role</td>
<td></td>
</tr>
<tr>
<td>Client Team specialist advice</td>
<td>$125,000</td>
</tr>
<tr>
<td>Incl. QS, programmer, digital infrastructure strategist,</td>
<td></td>
</tr>
<tr>
<td>AV/ICT, engineers - structural, acoustic, environmental,</td>
<td></td>
</tr>
<tr>
<td>operational cost modelling</td>
<td></td>
</tr>
<tr>
<td>Jury</td>
<td>$30,000</td>
</tr>
<tr>
<td>Expenses for all members, fees for some members, e.g.</td>
<td></td>
</tr>
<tr>
<td>fees could be payable to a freelance designer, but not</td>
<td></td>
</tr>
<tr>
<td>to a government employee or person holding public office</td>
<td></td>
</tr>
<tr>
<td>Promotional collateral</td>
<td>$25,000</td>
</tr>
<tr>
<td>Visual render &amp; model of winning design concept</td>
<td></td>
</tr>
<tr>
<td>Facilitation expenses</td>
<td>$20,000</td>
</tr>
<tr>
<td>Reference group, stakeholder/risk workshops, venue and</td>
<td></td>
</tr>
<tr>
<td>equipment hire, internal charge out costs etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>$515,000</strong></td>
</tr>
<tr>
<td>Design Team commissions</td>
<td>$750,000</td>
</tr>
<tr>
<td>$250 thousand per team (2-3 teams)</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,265,000</strong></td>
</tr>
<tr>
<td>Note: potential cost reduction to $1.015 million if only</td>
<td></td>
</tr>
<tr>
<td>2 teams shortlisted</td>
<td></td>
</tr>
</tbody>
</table>

**2012-13**
- Design competition costs can be split over two financial years
  - $665,000

**2013-14**
- Part of the design team commission fees, pro-rata Competition Coordinator & Digital Producer costs and Promotional collateral expense can be carried over to 2013-14 financial year.
  - $600,000
PROJECT DEVELOPMENT PLAN

Whole of Project Outlook
Expected Outcome - successfully operating cultural precinct by 2017

<table>
<thead>
<tr>
<th>Project Definition</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical investigations, cultural resources audit, vision, design strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Concept Design Development</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management &amp; preparation for design competition, competitive design process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Case Development</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy services (internal &amp; external)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qld Govt. Project Assurance Framework process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partnership development &amp; funding attraction</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prospectus, engagement, website production &amp; management, programming strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Design &amp; Build</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project definition &amp; concept finalisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schematic Design, Design Development, Contract Documentation &amp; Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operation</th>
<th>11/12</th>
<th>12/13</th>
<th>13/14</th>
<th>14/15</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PROJECT CAPITAL COST ESTIMATE- PREVIOUS REPORTS AND CURRENT PROPOSALS

Civic & Cultural Precinct Taskforce Masterplan $284 million, September 2010

<table>
<thead>
<tr>
<th>Stage 1 $206 million</th>
<th>Stage 2 $78 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lyric theatre, art gallery, drama theatre, cinemas, café/retail, events terrace, basement carpark, external works &amp; public art, ferry terminal, demolition, fees &amp; sundry</td>
<td>Discovery centre, library, creative production spaces, Council building, basement carpark, external works &amp; public art, demolition, fees &amp; sundry</td>
</tr>
</tbody>
</table>

Masterplan re-sequenced to incorporate re-use of existing Arts Centre building, $284 million, June 2012

<table>
<thead>
<tr>
<th>Stage 1 $130 million</th>
<th>Stage 2 $154 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Gardens $30 million &amp; Transformation of Arts Centre $100 million</td>
<td>Assumed future expansion and/or new building for Art Museum</td>
</tr>
</tbody>
</table>

- Reconfiguration and upgrade incl. new entrance/s, reception foyer/s, dining, retail, loading facilities, studio/production spaces and main theatre refurbishment
- New multi-purpose exhibition gallery and 400-500 seat state-of-the-art theatre
- Architectural treatment for distinctive new identity

Development to be encompassed by Cultural Precinct Footprint for Design Competition $280 million and Nominal Breakdown

<table>
<thead>
<tr>
<th>Living Arts Centre $100 million</th>
<th>Evandale Artscape $30 million</th>
<th>New Arts Museum $150 million</th>
</tr>
</thead>
</table>

Note: along with each of these cost estimates the need for greenbridge connections and public transport improvements has been acknowledged but not included.