Adopted Report

of the

Economic Development and Major Projects Committee Meeting

held on

Thursday, 12 February 2015

at

02:00 pm

Gold Coast City Council Chambers
135 Bundall Road Surfers Paradise
<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>6</td>
<td>Gold Coast Cultural Precinct – Project Update</td>
</tr>
<tr>
<td>2</td>
<td>EDMP</td>
<td>LG115/1304</td>
<td>85</td>
<td>Southern Gateway Advisory Committee Membership</td>
</tr>
<tr>
<td>3</td>
<td>EDMP</td>
<td>CS105/2018/03(P1)</td>
<td>94</td>
<td>Commonwealth Games Venue Update</td>
</tr>
</tbody>
</table>

**KEY:**

- **OCEO** - Office of the Chief Executive Officer
- **CMS** - Community Services
- **EDMP** - Economic Development & Major Projects
- **ES** - Engineering Services
- **GCW** - Gold Coast Water
- **OS** - Organisational Services
- **PE** - Planning & Environment
ADOPTED AT COUNCIL 17 FEBRUARY 2015

RESOLUTION  G15.0217.020   Moved Cr Grew   Seconded Cr Tozer


CARRIED by SUPER MAJORITY

ATTENDANCE

Cr J Grew (Chairperson)
Cr T Tate  Mayor – departed at 3.41 pm
Cr D Gates
Cr M Grummitt  departed at 4.49 pm
Cr A Bell
Cr R La Castra
Cr G Tozer
Cr P Taylor
Cr G Betts
Cr D McDonald

VISITORS

Cr W Owen-Jones  departed at 4.49 pm
Cr C Caldwell  departed at 3.10 pm
Cr D Crichlow  departed at 3.39 pm
Cr C Robbins  departed at 3.38 pm
Mr D Dickson  in part

Mr K Watson  Chairman, Gold Coast Arts Centre

Mr D Scott  Director Economic Development and Major Projects
Mr D Stewart  Manager Major Projects
Mr R Pascoe  Executive Coordinator Commonwealth Games Unit
Ms K Marshall  Coordinator Venue Design & Infrastructure
Mr J Harris  Principal Project Officer
Ms L Handreck  Principal Strategic Project Officer (Tourism)

Mr H Raggatt  Founding Director of ARM Architecture
Mr J Judd  Project Director at ARM Architecture
Mr R Evans  Principal of REA Consulting

LEAVE OF ABSENCE

Cr TC Gilmore

PRESENTATIONS

2.00 pm  Presentation from Professor Ian O’Connor, Vice Chancellor and President, and Professor Ned Pankhurst, Senior Deputy Vice Chancellor – Griffith University providing an update on Griffith University’s Developments
PROCEDURAL MOTION  moved Cr Gates  seconded Cr Grummitt

That the Committee move into Closed Session pursuant to Section 275(1) of the *Local Government Regulation 2012*, for the consideration of the following items for the reasons shown:-

<table>
<thead>
<tr>
<th>Item</th>
<th>Subject</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gold Coast Cultural Precinct – Project Update</td>
<td>Prejudicial matter</td>
</tr>
<tr>
<td>2</td>
<td>Appointment of Southern Gateway Advisory Committee Membership</td>
<td>Prejudicial matter</td>
</tr>
<tr>
<td>3</td>
<td>Commonwealth Games Venue Update</td>
<td>Prejudicial matter</td>
</tr>
</tbody>
</table>

CARRIED

PROCEDURAL MOTION  moved Cr Tozer  seconded Cr Taylor

That the Committee move into Open Session.

CARRIED

Following resumption into Open Session, Items 1-3 was moved and carried as shown on the following pages.
ITEM 1 MAJOR PROJECTS BRANCH

GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Refer 10 page attachment 1
Refer 1 page attachment 2
Refer 1 page attachment 3
Refer 51 page attachment 4

1 BASIS FOR CONFIDENTIALITY

1.1 I recommend that this report be considered in Closed Session pursuant to section 275 (1) of the Local Government Regulation 2012 for the reason that the matter involves

   a) the local government’s budget, and
   b) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

1.2 That the report/attachment be deemed non-confidential except for those parts deemed by the Chief Executive Officer to remain confidential in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

The purpose of this report is to advise Council on:

- The status of the Gold Coast Cultural Precinct (Cultural Precinct) project
- Stage 1 business planning and proposed procurement process
- The status of the property acquisition for the friendship bridge

4 PREVIOUS RESOLUTIONS

Resolutions pertaining to the Cultural Precinct are contained in Attachment 1.

5 DISCUSSION

5.1 Cultural Precinct Status

Throughout 2014, competition-winning design team leaders, ARM Architecture and Topotek1, have worked with Council and project stakeholders to refine their competition concept into a draft site-wide Masterplan. This work was informed by Stage 1 business planning, project steering and control groups, peer review, the Mayor’s Arts and Culture Reference Group and community feedback from the Design Competition Touring Exhibition, which continued to tour city venues during 2014.

The December 2014 draft site-wide Masterplan (refer Attachment 2 – Masterplan overview map) will enable Stage 1 detailed design to be completed and early works to commence in 2015. The masterplan retains all the key elements of Council-endorsed, competition-winning concept. The main changes from the competition concept may be characterised as follows:
ITEM 1  (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

- Removal of the flood channel separating allied uses and the core Cultural Precinct components
- Relocation of 650 car parks to the corner of Crombie and Bundall Road with the retention of 250 car parks to the basement of the Art Tower
- Integration between allied uses and the core Cultural Precinct components which more evenly distributes selected allied uses, including an ‘art’ hotel, across the precinct. This delivers a precinct which is active and alive around-the-clock, and one which is more affordable for the city to build and more sustainable to operate into the future
- Maintains the current size of Evandale Lake

Stage 1 remains on schedule to be delivered by September 2017 (refer Attachment 3).

5.2 Stage 1

At its Special Budget Committee 6 June 2014, Council endorsed the scope of works for Stage 1 (Ex Minute No. B14.0618.015/G14.0618.001).

Stage 1 cultural components include initial Artscape works, Riverside Hub (Gallery and Creative Space) and an outdoor performance space. Demolition of the existing Surfers Administration building will be required as part of early works. Verification of the scope of the Riverside Hub and outdoor performance space offering is discussed below.

Business Planning

A Business Plan is being developed for the overall Cultural Precinct. Part of this work included verifying the scope of the Riverside Hub and the outdoor performance space offer while cognisant of their respective objectives through the Stage 1 business planning process (refer Attachment 4).

Riverside Hub objectives:

- To build the operational, philanthropic and commercial capabilities of a new gallery prior to the establishment of the proposed Art Tower and to separate the operation of the Gallery from the performing arts
- To improve public access to our City’s valuable art collection
- To provide a new platform for hosting drawcard exhibitions and contemporary arts events that enhance our cultural tourism profile
- To seek collaborative partnerships with a variety of individuals, organisations, educational institutions and allied/commercial industry who may benefit from the shared community, operational and commercial opportunities within the precinct
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Outdoor performance space objectives:

- A large scale outdoor stage and event platform equipped with services and technology to host everything from niche events like fashion parades and unplugged performances, to drawcard concerts attracting several thousand people on what will be a well-used venue activated year-round with events, entertainment, concerts and cinema
- A space that will provide everyone on the lawn with one of the world’s most breathtaking backdrops making it a prime attraction in making the cultural precinct a destination for tourists and residents on the Gold Coast
- Possessing a beauty and functionality attractive for passive recreation when not in formal programmed use

Riverside Hub overview

Recognising the risks associated with the transition to the Art Tower, and the requisite uplift in organisational capabilities (including leadership, skills, capacity management, networks and fundraising) a gallery is proposed on the upper ground floor of the Riverside building, containing approximately 650sqm of AA rated gallery space.

The lower ground level will be developed to create a place for coordinating, training, mentoring, making and marketing of arts, crafts, design and other creative practices and partnerships. It will offer a food and beverage outlet that will look to harness growth in the current city food scene and provide a creative supplier that will set the scene for further food and beverage operations on the precinct.

Transitional development of a gallery space within the Riverside Hub will minimise risk and provide the best chance of long-term successful delivery of the eventual Art Tower. It is the preferred method of building public, staff, organisational and donor support for a regionally-significant major new art museum.

As an initial step to actively pursue collaborative partnerships onsite and to leverage off the Riverside Hub upper levels of the building are being reviewed for development as civic and allied industries / partnership spaces in the lead up to the Gold Coast Commonwealth Games™ (GC2018).

Outdoor Performance Space overview

Market sounding of commercial and non-commercial industry leaders was undertaken to determine levels of interest in a new outdoor performance space.

Specifically Opera Queensland, the Queensland Orchestra and Queensland Ballet indicated that they would seriously entertain the prospect if the facility was well equipped, and the costs were low.

After investigating a number of potential options and undertaking market sounding a Versatile Outdoor Space (VOS) was considered the optimum market proposition.
The VOS will be the Gold Coast’s premier boutique cultural and civic event platform, set in a garden environment, with the city high-rise skyline as a backdrop. The space is envisaged as a large, gently sloping lawn, punctuated with the voronoi theme, focused on an architecturally-designed outdoor stage.

The outdoor stage will be equipped with services and technology to host large-scale cinema and live screening and staging of civic, cultural and performance events. Exhaustive investigation into best practice, business modelling and sustainability will deliver public infrastructure that will be both beautiful and functional. The space will enable passive recreation when not in formal, programmed use.

The success of the VOS as a functional performance space is reliant on quality acoustics, together with appropriate services and technologies. It will address the following:

- Equally activated and interesting for 365 days/year to deliver on the versatility of the space, artscape and precinct
- Structure to be iconic and functional without dominating the landscape
- Recommended for an audience of 3,000 – 5,000 people, but with further capacity to expand to greater numbers for large scale civic / performance events
- Performers and audience facilities should have permanent capacity (without bump in) for 850 to 1,000 people, with the capacity to be expanded to cater for larger events
- Take into account and manage through the design process key constraints such as noise, sun, etc.

Benefits

High quality cultural infrastructure is of strategic importance to the Gold Coast’s economic development, social wellbeing and creative enterprise. Stage 1 business planning assessed the likely benefits.

Economic

The capital invested will be returned in just 1.75\(^1\) years through the $20.6M in annual direct regional expenditure (excluding construction).

Stage 1 will create 144.8 FTE (Construction) and 425.7 FTE (Post-Construction) and facilitate future stages with commensurate employment opportunities.

Stage 1 is predicted to attract some 320,000 visitors in 2022\(^2\) (680% increase from today’s current Gallery visitation) by expanding the breath and quality of the Gallery offer and introduction of the VOS. Expansion of the City Gallery into the Riverside Hub will attract 29% of its patrons from outside the region (17% domestic day trips, 9% domestic overnight trips, 3% international visitors). The Versatile Outdoor Space and Artscape will have a higher proportion of local patronage.

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\(^1\) EC3 Cost Benefit Analysis prepared for the purposes of the Federal Government National Stronger Regions Fund application.

\(^2\) On the basis Council resolves to adopt the net subsidy and transitional planning requirements as discussed in Section 8 - Funding and resourcing requirements.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Social and Community

Research indicates a significant shortage of facilities of this type and a low proportion of cultural participation at just 6% (Brisbane's domestic participation rate 12%, Queensland's 9%). Stage 1 will provide a 1% increase in participation by visitors and a 5% increase in participation in cultural activities by the local community. It will expose more locals and visitors to art, culture and the essence of the Gold Coast.

With 85% of local community support for the Cultural Precinct (based on 2013 resident survey), it fulfils a community need for the development of dedicated cultural assets. The precinct will foster civic pride and improve overall quality of life.

Stage 1 includes a number of essential facilities currently missing in the region, including a large flexible outdoor events space, artists studios such as an incubator for new talent and a gallery suitable for touring exhibits that can act as a catalyst to increase cultural participation from the local community and to showcase local talent alongside national and international artists.

Creative Enterprise

The Gold Coast is home to over 2,300 cultural and creative businesses. The creative industries are a growing part of the region's economy.

Multipurpose workshop/studio and gallery space will provide places and opportunities for artistic, cultural and creative activities to prosper. The lack of studio and gallery space is a significant barrier for the Gold Coast skilled cultural workforce. Stage 1 will address this need by increasing market exposure, awareness and consumption of local arts and cultural goods and services. This will be a new space and catalyst for the Gold Coast's creative economy, increasing productivity and capacity for future growth.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

Gold Coast 2020 Corporate Plan

The project vision aligns directly with the core themes and values of the Gold Coast 2020 Corporate Plan. The most relevant Signature Action to the Cultural Precinct in the Corporate Plan 2020 is:

*Plan and develop the city’s cultural heartland at Evandale with a world class Cultural Precinct connected to Surfers Paradise via a cultural corridor.*

**Culture Strategy 2023**

The strategy identifies key strategic outcomes and catalysts for change. The Gold Coast Cultural Precinct is identified as a key catalyst for change. With the outcomes detailed below:

- **Strategic Outcome 1:** Our Culture is distinctly Gold Coast
- **Strategic Outcome 2:** A place where culture is everyday
- **Strategic Outcome 3:** A community that values its cultural heritage
- **Strategic Outcome 4:** A city where creativity creates opportunity
ITEM 1  \(\text{(CONTINUED)}\)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Economic Development Strategy 2023

A key activity of the Economic Development Strategy 2023 is to “develop the city’s cultural heartland at Evandale with a world class Cultural Precinct and parklands connected to Surfers Paradise via a cultural corridor”.

A key plan of the Economic Development Strategy is the Destination Tourism Management Plan (DTMP), which cites delivery of Infrastructure and Investment Attraction as a Strategic Priority (Section 3). A Signature Action within Section 6 (Nature and Culture) is to deliver two ‘catalyst projects (which) provide a once-in-a-generation opportunity for the City. These include the GC2018 cultural and entertainment program and the proposed Cultural Precinct. The Gold Coast Cultural Precinct is described as ‘a cultural and tourism activity hub for the city including an Arts Museum, Artscape, Arts Centre and Art walk to Surfers Paradise.

7 COMMONWEALTH GAMES IMPACT

Stage 1 will be completed before the Gold Coast Commonwealth Games 2018™ (GC2018). A shortage of civic reception facilities for GC2018 has been identified. Conversion of the upper level/s of the Riverside building to Civic space will capitalise on investments made by Council in the Gold Coast Commonwealth Games 2018™ by providing strategically located space to showcase the Cultural Precinct masterplan and vision during the games. This extends promotional opportunities to attract collaborative partnerships, take advantage of the investment in Stage 1 and assist in investment attraction for future stages.

8 FUNDING AND RESOURCING REQUIREMENTS

Capital Funding
Council as part of the 2014 – 2015 budget process adopted Stage 1 funding sources. Implementation of the adopted funding sources is progressing.
Funding Applications

Funding applications have been submitted to the State and Federal governments and should Council be successful this could be used to offset funding sources identified in Table 1. A brief summary of the funding applications follows.

State - Royalties for Regions

An application for Gallery funding of $4.76m was submitted on 26 September 2014. The announcement of successful projects will be made in early 2015.

Although a submission has been made for the GCCP, it is understood this tranche of the grant funding is for resource impacted areas. However, Council was advised that an application should be made as future tranches of funding under this program will be for strategic projects and previously submitted projects may be viewed favourably.

Federal – National Stronger Regions Fund

This Fund will invest $1 billion over five years to promote economic development in Australia’s regions. Local Governments are eligible to apply for grants of between $20,000 and $10 million.

The application was the subject of a GAF committee report (13 November 2014) which recommended an application for Stage 1 funding of $10 million in round one which closed on the 28 November 2014. The announcement of round one projects to be funded will be made in May 2015.

Operational Funding

The Stage 1 business planning developed indicative programming for the Riverside Hub and the VOS to better inform the operational expenditure estimates. This has refined the estimated net subsidy.

To build capacity, networks and to secure major exhibitions in the lead up to the opening of the Riverside Hub operational planning should commence 1 July 2015. To undertake the necessary operational planning is in the order of $[amount]. The Arts Centre Gold Coast will need to include a submission as part of Council's 2015/16 Special Budget adoption process. The current subsidy is funded from general revenue.

Similarly, the VOS will require operational planning to commence 1 July 2016 and the Arts Centre Gold Coast will need to include a submission as part of Council’s 2016/17 Special Budget adoption process.

Noting the operational planning requirements, the estimated net subsidy is shown in Table 1. The net subsidy for Stage 1 can be funded from Council’s normal operations. As the overall Cultural Precinct business planning progresses operational estimates will be refined.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Notes
1. Expenditure - Includes annual (recurrent) maintenance costs (including cleaning, building and grounds), utility (Electricity, Water, Rubbish removal), other operating costs (as per Annual Budget 2014-2015), programming costs.
2. Revenue - Includes ticketed events, retail sales, café, VOS, F&B and merchandise.
3. Excludes asset renewal.
5. As per note 4 and an additional X to commence business planning for the VOS.
6. Stage 1 opens, reflecting operational funding as identified in the Stage1 business planning (subject to further refinement as overall Business Plan progresses). Overall net subsidy a function of Note 1 & 2.

9 RISK MANAGEMENT

The Cultural Precinct has a Project Risk Register which identifies potential risks and outlines suggested strategies to mitigate these risks. The Risk Register is in line with Council policy and will be maintained throughout the life of the project. Any major risks identified will be elevated to the Project Control Group and if required, the Steering Committee for consideration. The following have been identified as potential risks to the delivery of Stage 1.

ICT Roadmap
Stage 1 is dependent on, and is being delivered in coordination with, the ICT project program which requires administration ICT removal/relocations including the city's data room at Evandale.

City Plan 2015
The process for the preparation and adoption of the City Plan 2015 will cover issues associated with the Cultural Precinct. A planning consultant will be appointed to manage the Cultural Precinct planning approval processes.

10 STATUTORY MATTERS

Not applicable.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

11 COUNCIL POLICIES

Not applicable.

12 DELEGATIONS

Not applicable.

13 COORDINATION & CONSULTATION

The Table below identifies 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 (Yes/No) (comment as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brendan Madden, Manager Property Services</td>
<td>Organisational Services</td>
<td>Yes</td>
</tr>
<tr>
<td>Mathew Hulse, Acting Director Planning and Environment</td>
<td>Planning and Environment</td>
<td>Yes</td>
</tr>
<tr>
<td>Darren Scott, Director Economic Development and Major Projects</td>
<td>EDMP</td>
<td>Yes</td>
</tr>
<tr>
<td>John Blair, Manager Corporate Finance</td>
<td>Office of the CEO</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The master planning process has been overseen by a governance structure which consists of:

- A project advisory group containing a number of the city and other subject matter experts
- A project control group consisting of senior members of Council and the Arts Centre
- A project steering committee consisting of Council directors and the Chairman of the Arts Centre

These groups have been consulted with at key milestones in the development of the masterplan with feedback incorporated where appropriate.

14 STAKEHOLDER IMPACTS

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

A detailed list of stakeholders and engagement methods is outlined in the project’s Phase 3 Communication and Engagement Plan.

Construction of Stage 1 will have potential implications, such as site access and local noise generation, at various times. Stakeholders will include neighbouring residents and
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

businesses, local event organisers, park users, Council staff, visitors and customers, staff and volunteers of The Arts Centre Gold Coast (TACGC).

The Project Team has worked with TACGC, Corporate Communication, The Arts and Culture Unit, City Events and other sections within Council to identify and minimise potential impacts. Specifically, regular construction updates will be provided and community information sessions offered at key milestones.

15 TIMING

Key Cultural Precinct milestones and timing are shown in Table 1. Stage 1 will be delivered through a managing contractor commencing in the first half of 2015.

Subject to Council endorsing the proposed funding sources in the 2015/16 budget demolition of the administration centre will commence January 2016 with construction completed in the September 2017.

Table 1 – Key milestones and timing.

<table>
<thead>
<tr>
<th>Milestone Description</th>
<th>Planned Completion</th>
<th>Actual / Forecasted</th>
<th>Status Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Report – Staging and funding</td>
<td>May 2014</td>
<td>Special Budget Committee 6 June 2014</td>
<td>Completed - Stage 1 approved.</td>
</tr>
<tr>
<td>Master planning</td>
<td>December 2014</td>
<td>December 2014</td>
<td>Current version of Masterplan to be presented to Council February 2015.</td>
</tr>
<tr>
<td>2015 Planning scheme amendment package</td>
<td>August 2014</td>
<td>November 2014</td>
<td>EDMP lodged an internal submission with P&amp;E that proposed a range of amendments to reflect the latest masterplan. Council will have the opportunity to review this information as part of the Planning Committee process to ratify the City Plan 2015.</td>
</tr>
<tr>
<td>Precinct wide Business planning</td>
<td>February 2015</td>
<td>April 2015</td>
<td>On target</td>
</tr>
<tr>
<td>INTEGRATION: GCCP Evandale + Riverside demobilisation ICT roadmap</td>
<td>December 2015</td>
<td>February 2016</td>
<td>Integration discussions continuing for full staff move to Waterside and Karp Campus. Completion date of February 2016 advised, due to ICT Roadmap timing.</td>
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</table>
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

<table>
<thead>
<tr>
<th></th>
<th>TBC</th>
<th>TBC</th>
<th>Subject to funding to progress design and approvals (final design and construction outside of main Stage 1 activities).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenbridge (Friendship bridge)</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>June 2015</td>
<td>TBC</td>
<td>Governance review to be finalised. TACGC have provided their position. City to formulate its position and respond in the first half of 2015.</td>
</tr>
<tr>
<td></td>
<td>March 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Governance report to council</td>
<td>December 2015</td>
<td></td>
<td>Update Report including presentation by ARM Architecture to Council 12 February. 4th quarter update report to SBC to address budget for stage 1 delivery.</td>
</tr>
<tr>
<td>Council Reporting</td>
<td>February 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage 1 Design and Documentation (80% Complete)</td>
<td>October 2015</td>
<td>October 2015</td>
<td>Phase 3 contract discussions underway.</td>
</tr>
<tr>
<td>Stage 1 Development Approval</td>
<td>December 2015</td>
<td>January 2016</td>
<td>Revised date due to delay in new City Plan 2015 release.</td>
</tr>
<tr>
<td>Administration building demolition commenced</td>
<td>January 2016</td>
<td></td>
<td>In line with key integration dates.</td>
</tr>
<tr>
<td>Stage 1 Opening</td>
<td>September 2017</td>
<td></td>
<td>No change</td>
</tr>
</tbody>
</table>

16 CONCLUSION

The December 2014 site-wide draft Cultural Precinct Masterplan documents the visionary design of the Cultural Precinct.

The scope of Stage 1 has been verified through market sounding with state government, commercial and non-commercial entities to determine the optimum market proposition.

Stage 1 will create 144.8 FTE (Construction) and 425.7 FTE (Post-Construction) and facilitate future stages with commensurate employment opportunities.

Stage 1 in operation, as shown at Attachment 3, is forecast to attract some 320,000 visitors in 2022\(^3\) (680% increase from today’s current Gallery visitation) by expanding the breadth and quality of the Gallery offer and introduction of the VOS. This significant visitation is calculated to have an economic benefit of $20.6m to the Gold Coast economy.

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\(^3\) On the basis Council resolves to adopt the net subsidy and transitional planning requirements as discussed in Section 8 - Funding and resourcing requirements.
The Stage 1 procurement process has been verified and it is proposed that it be delivered through a managing contractor commencing 2015.

To ensure the opening of Stage 1 is a success business planning for the Riverside Gallery will need to commence in 2015/16 and for the VOS in 2016/17.

17 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That the report/attachment be deemed non-confidential except for those parts deemed by the Chief Executive Officer to remain confidential in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009.

2 That Council notes the update report

3 That Council adopt the latest revision of the site wide masterplan with main changes described in the report.

Author: Justin Harris
Principal Project Officer
5 February 2015

Authorised by: Darren Scott
Economic Development and Major Projects

TRACKS REF: 46768595
ITEM 1  
MAJOR PROJECTS BRANCH
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

Changed Recommendation

COMMITTEE RECOMMENDATION  
ED15.0212.001
moved Cr Tozer  
seconded Cr Bell

1  That the report/attachment be deemed non-confidential except for those parts 
deemed by the Chief Executive Officer to remain confidential in accordance with 
sections 171 (3) and 200 (5) of the Local Government Act 2009.

2  That Council notes the update report.

3  That Council adopt the latest revision of the site wide masterplan (Attachment 2) 
with main changes described in the report in section 5.1 only.

4  That the next quarterly report be brought to Council in May 2015, including an 
update on the design development of Stage 1 elements and budget status.

5  That budget matters, relating to Stage 1, be referred to Special Budget 
Committee.

6  That Council note that noise mitigation measures will need to be considered in 
relation to the outdoor performance space.

CARRIED
ATTACHMENT 1
PREVIOUS RESOLUTIONS

<table>
<thead>
<tr>
<th>Council</th>
<th>Date</th>
<th>Subject</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>690</td>
<td>Friday, 28 November 2014</td>
<td>Evandale Cultural Precinct</td>
<td>G14.1128.019 and ED14.1127.006</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>That a quarterly update report on the Evandale Cultural Precinct be brought to the Economic Development &amp; Major Projects committee.</td>
</tr>
<tr>
<td>687</td>
<td>Friday, 16 October 2014</td>
<td>Gold Coast Cultural Precinct Greenbridge Property Acquisition</td>
<td>G14.1016.022</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>That Committee Recommendation GA14.1015.014 be adopted as printed which reads as follows:-</td>
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<td>1 That the report/attachment be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and that the document remain confidential unless Council decides otherwise by resolution.</td>
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<td></td>
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<td></td>
<td>2 That Council commences the compulsory acquisition of the privately owned land outlined in this report for bridge and landing place purposes.</td>
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<td>3 That the City serve a Notice of Intention to Resume the land in recommendation 2 in accordance with Section 7 of the Acquisition of Land Act 1967.</td>
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<td>4 That Council subsequently considers any objections as a result of recommendation 2 above, in accordance with Section 8 of the Acquisition of Land Act 1967, and provided that there are no objections, the City apply to the Minister for Natural Resources and Mines for the resumption of the land in accordance with the provisions of the Acquisition of Land Act 1967.</td>
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<td>5 That the reasonable costs of valuation fees, legal costs, registration, stamp duty and any other fees connected with the acquisition be at the City’s expense.</td>
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<td>6 The costs associated with the acquisition of land is to be funded from ED5550C001 WBS 55154.</td>
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ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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That Council resolve as follows:

1. To endorse the scope of works for Stage 1 of the Gold Coast Cultural Precinct as described in the Councillor advice of 8 May 2014, shown in the attached images, and summarised as follows:
   - Studies and design for site approvals
   - Site-wide schematic design
   - Design and construct Versatile Performance Space
   - Design and construct Riverside Gallery
   - Design and construct Artscape
   - Site-wide precinct planning

2. To note the estimated cost of $37 million (in 2014 dollars) for Stage 1.

3. To note the following schedule of works for Stage 1 of the Gold Coast Cultural Precinct:
   - 2014-15 – Vacate Surfers Administration building
   - Late 2015 – Vacate Childcare facility
   - January 2016 – Commence construction
   - February 2018 – Stage 1 complete

4. To endorse the Funding Plan as identified in the Councillor advice of 8 May 2014 which may comprise a mix of the following, over the next four years:
   - Disposal of surplus land assets
   - Recreational Space Separate Charge adjustment of $5.00 per year
   - Tourism Levy adjustment
   - Other (subject to current commercial-in-confidence negotiations)

5. That the following sites be immediately endorsed for future disposal, subject to pre-disposal ‘optimisation’ as determined by the CEO:
   - 13 Hinze Street, Southport – Lot 1 RP156450 (incorporating appropriate car parking)
ITEM 1  (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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<tr>
<td>b</td>
<td>29 Pine Street, Jacobs Well – Lot 95 RP99812</td>
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<tr>
<td>c</td>
<td>262 Benowa Road, Benowa – Lot 151 RP97038</td>
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<td>d</td>
<td>262 Benowa Road, Benowa – Lot 152 RP97038</td>
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<td>e</td>
<td>11 Thornton Street, Surfers Paradise – Lot 161 RP21845</td>
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<td>f</td>
<td>467 Gold Coast Springbrook Road, Mudgeeraba – Lot 16 RP99265</td>
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<td>g</td>
<td>2977 Nerang Murwillumbah Road, Natural Bridge – Lot 5 RP147374</td>
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<td>h</td>
<td>49 Kalimna Drive, Broadbeach Waters – Lot 102 RP90789</td>
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<td>i</td>
<td>1 Paddington Place, Robina – Lot 71 SP202854</td>
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<tr>
<td>j</td>
<td>58 Sovereign Drive, Mermaid Waters – Lot 659 RP138951</td>
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<td>k</td>
<td>12 Encamp Street, Reedy Creek – Lot 7 RP907373</td>
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<td>l</td>
<td>33 Station Street, Currumbin Waters – Lot 14 RP32008</td>
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<td>m</td>
<td>31 Station Street, Currumbin Waters – Lot 13 RP32008</td>
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<td>n</td>
<td>39 Gavin Arterial Road, Oxenford – Lot 10 SP188408</td>
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<tr>
<td>o</td>
<td>Boyd Street, Tugun – Part Lot 31 SP240300</td>
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<td>p</td>
<td>Lot 5 RP911795 – Old Pacific Highway Pimpama</td>
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<td>q</td>
<td>Lot 6 RP911795 – Old Pacific Highway Pimpama</td>
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6 That the following be subject to a site specific options review which will be considered by the Council prior to any decision to dispose or otherwise:

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<tbody>
<tr>
<td>a</td>
<td>44 Price Street, Nerang – Lot 807 N1161</td>
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<tr>
<td>b</td>
<td>460 Gilston Road, Gilston – Lot 9 RP21872</td>
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<td>c</td>
<td>14 Longhill Road, Gilston – Lot 12 RP21872</td>
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<tr>
<td>d</td>
<td>12 Longhill Road, Gilston – Lot 11 RP21872</td>
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<tr>
<td>e</td>
<td>451 Gilston Road, Gilston – Lot 10 SP188400</td>
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<tr>
<td>f</td>
<td>49 North Road, Lower Beechmont – Lot 87 RP91593</td>
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<tr>
<td>g</td>
<td>51 North Road, Lower Beechmont – Lot 88 RP91593</td>
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<tr>
<td>h</td>
<td>6 Sandpiper Drive, Burleigh Waters – Lot 901 RP123797</td>
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<tr>
<td>i</td>
<td>1 Yvonne Court, Miami – Lot 20 RP160021</td>
</tr>
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7 That prior to any agreements being entered into with third parties in relation to the funding plan, the matter be brought back to Council.

8 That a Gold Coast Cultural Precinct Reserve be established for the purpose of establishment, maintenance and operation of the Gold Coast Cultural Precinct.
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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<td>9</td>
<td>That Councillors be provided with a Quarterly update on development progress and related funding actions.</td>
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<td>B14.0618.015</td>
<td>Reference: Item 15 Special Budget Committee 6 June 2014 – Recommendations 1 - 3</td>
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<td>2</td>
<td>That Council endorses an additional $1.5 million (net) to be raised as part of the Tourism Component of the Differential Rate to initiate, develop and manage strategic tourism and cultural projects and events. Such funding to be allocated as follows:</td>
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<td>• Cultural Precinct $500,000</td>
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<td>• Event acquisition $500,000</td>
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<td>• Event Infrastructure $500,000</td>
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<td>3</td>
<td>That the additional $1.5 million (net) be raised from all commercial and tourist rental properties.</td>
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<td>4</td>
<td>That an Events Reserve be created for the purpose of acquiring and funding events.</td>
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<td></td>
<td>1</td>
<td>That Council adopt a Recreation Space Separate Charge to provide open space for the recreation of residents and visitors of and to City of Gold Coast will further the good rule and local government of the City;</td>
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<tr>
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<td>2</td>
<td>Council will pursue, for active and passive recreational activity by community groups and the community in general:</td>
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ITEM 1  (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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<tr>
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<td></td>
<td>Gold Coast Cultural Precinct Design Competition Outcome</td>
<td>G13.1119.027</td>
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That Committee Recommendation CG13.1115.001 be adopted as printed which reads as follows:-

1. That the report/attachments be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and remain confidential until 5.00pm Thursday 21 November 2013.
2. That Council endorse the Gold Coast Cultural Precinct Design Competition Jury evaluation and selection of a winner, subject to finalisation of an MOU.
3. That the competition winner be publicly announced on 21 November 2013 including all related competition documentation.
4. That Council notes THE REVEAL exhibition and community engagement activities program that will run from 21 November to 15 December 2013.
5. That officers bring back a report after THE REVEAL, with a methodology and budget for proceeding with development of the cultural precinct project for the remainder of the 2013-14 Financial Year and for the staged delivery of the Gold Coast Cultural Precinct.

669 Friday, 15 November 2013

That Committee Recommendation CG13.1115.001 be adopted as printed which reads as follows:-

a. The acquisition (by purchase, reclamation, or other lawful means) of open space land within the City;
b. Arrangements with the State government for community use of schools’ sporting and recreation facilities, as adjuncts to Council owned or controlled open space recreational land;
c. The improvement and maintenance of the lands acquired or used by arrangement for community recreation including areas of land which are to be incorporated into the City’s Cultural Precinct, enhanced and kept as open space.

3. Council will fund the initiative by levying a separate charge of $29.00 in 2014-15 upon all rateable land in the City.
ITEM 1  (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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<th>Resolution</th>
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<tr>
<td>659</td>
<td>Tuesday 28 May, 2013</td>
<td>Gold Coast Cultural Precinct - Evandale To Chevron Island Greenbridge Report</td>
<td>CG13.0515.001</td>
</tr>
<tr>
<td></td>
<td>#45291618</td>
<td></td>
<td>1 That Council note the content of this report and the attached results of the Chevron and Cronin Island Green Bridge Survey.</td>
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<td>2 That this report, its attachments including the survey outcomes, further flood modeling information and a copy of the Chevron Island development approvals be provided to the Design Competition Stage Two Shortlisted Competitors as an addendum to the reference information for consideration in their design responses.</td>
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<td>3 That in response to the survey results, the Chevron Island alignment of the proposed Green Bridge be at Mawarra Street, and that the community be informed accordingly.</td>
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<td>4 That the Evandale alignment of the Green Bridge be as further determined by Council following the Design Competition.</td>
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<td>5 That any necessary property or planning matters to facilitate the above resolutions be progressed by Council officers.</td>
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<tr>
<td>655</td>
<td>Tuesday, 12 March 2013</td>
<td>Gold Coast Cultural Precinct Design Competition</td>
<td>G13.0312.012</td>
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<tr>
<td></td>
<td>#39656449</td>
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<td>That Committee Recommendation CG13.0227.001 be adopted, with a change to Part 2, such that it reads in its entirety as follows:</td>
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<td>1 That the report and attachments be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (9) of the Local Government Act 2009 and that the document remain confidential until the public launch of the design competition, unless Council decides otherwise by resolution.</td>
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<td>2 That Council endorse the competition documentation provided in Attachment 1.</td>
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<td>3 That Council endorse the recommended jury shortlist (with reserves) provided in Attachment 2 as amended.</td>
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<td>4 That Council endorse the competition schedule as outlined in Attachment 3.</td>
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ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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| 648     | Monday 5 November, 2012 #45291144 | Mayoral Minute                                       | G12.1105.003  
That the Gold Coast City Council support the community consultation to be undertaken to determine the alignment of the Chevron Island Greenbridge. |
| 647     | Tuesday 23 October 2012 #37661237 | Gold Coast Cultural Precinct – Project Planning Update | G12.1023.009  
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. |
## ITEM 1 (CONTINUED)
### GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE

**LG235/46/03/03/01(P1)**

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<th>Council</th>
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<th>Resolution</th>
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| 616     | Friday, 16 September 2011 #32410721 | Gold Coast Cultural Precinct – Governance Framework and Preliminary Project Planning Update | G11.0916.012
That Committee Recommendation ED11.0913.004 be adopted as printed.
ED11.0913.004
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. |
| 606     | Friday, 24 June 2011 #37213507 | Gold Coast Cultural Precinct – Community Consultation Outcomes         | ED11.0621.006
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: |
ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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<td>a DISTINCTIVE, INNOVATIVE &amp; GREEN: ensuring design of the precinct is forward-thinking, distinctively Gold Coast in style and sympathetic to the natural environment;</td>
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<td>b ACCESSIBLE: improving public and active transport connections and providing adequate on-site car parking;</td>
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<td>c DIVERSE &amp; ACTIVE: ensuring a greater mix of cultural activities and facilities for all types and ages of people;</td>
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<td>d PARKLAND RETENTION &amp; ENHANCEMENT: maximising access and enhancing the parkland, especially the lake and riverfront edges, for community recreation;</td>
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<td>e VALUE: demonstrating and delivering return on financial investment required for the development;</td>
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<td>and that all community feedback be considered and addressed as the project design brief and business case development proceed in the next stage.</td>
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<td>3 That the Gold Coast Cultural Precinct Consultation Report and the Communication Report to be made publicly available on the project website.</td>
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<td>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.</td>
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<td>5 That a further report be brought back to Council with:</td>
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<td>a the proposed Project Governance and Decision-Making Framework; and</td>
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<td>b detail of the project plan for moving the project forward as outlined in the diagram - Attachment 6.7</td>
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<td>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.</td>
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ITEM 1 (CONTINUED)
GOLD COAST CULTURAL PRECINCT – PROJECT UPDATE
LG235/46/03/03/01(P1)

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| 576     |      | Evandale Cultural and Workplace Progress Report No 7 | G10.0917.009
That Committee Recommendation ED10.0914.002 be adopted, with the addition of a part 8, such that it reads in its entirety as follows:
1 That Council notes the potential city transformation and economic benefits that a redeveloped cultural and civic precinct can bring to the city.
2 That Council notes the high level cost plan.
3 That Council proceed with community consultation and the procurement of consultants to progress schematic design for the cultural and civic precinct and that a report be provided to Council presenting the outcomes.
4 That Council notes the potential funding model which is based on securing funding from State, Federal and private funding partners.
5 That Council acknowledges the outcomes of the Evandale Taskforce and the Mayor write to the external Taskforce members thanking them for their participation and time in assisting Council.
6 That Council note that the Evandale Taskforce has endorsed the project scope and seeks Councils support for this endeavour.
7 That the Evandale Taskforce recommend that Council recognise the significance of the green bridge connections as a component of the project and further recommends their inclusion in the project scope and the necessity for detailed investigations.
8 That the Director Economic Development & Major Projects bring forward Terms of Reference for the ongoing Taskforce to move the project forward. |
ATTACHMENT 3
STAGE 1 – DRAFT SCOPE

COMPONENTS:
1. EARLY ENABLING WORKS
2. RIVERSIDE GALLERY & COLLABORATIVE SPACE: (TOTAL GFA 3200m²)
   - LOWER GROUND (1800m² + CAFÉ)
   - UPPER GROUND (1400m²)
   - RIVERSIDE CAFÉ (200m²)
   - BUILDING TREATMENT
3. VERSATILE OUTDOOR SPACE (500m²)
4. ARTSCAPE (4000m²)
5. INTERMEDIARY ARTSCAPE (18000m²)
6. SITES FOR FUTURE DEVELOPMENT

*PLEASE REFER TO THE MASTER PLAN MAP (MR-0200-02) FOR FULL DESIGN SCOPES OF PORTIONS.

LEGEND
- ADMINISTRATION BUILDING OUTLINE
- INTERMEDIARY ARTSCAPE
- EXTENT OF WORKS
Versatile Outdoor Space and Riverside Gallery (Stage 1)

Final Report

30 October 2014 (Version 1.2)
TABLE OF CONTENTS

1. Executive Summary ........................................................................................................................................... 3
2. Introduction ......................................................................................................................................................... 5
3. Riverside Gallery .................................................................................................................................................. 7
4. VERSATILE Outdoor Space ............................................................................................................................... 25
5. Appendix A: Relevant Reports .......................................................................................................................... 44
6. Appendix B: Consulted Parties ........................................................................................................................... 45
7. Appendix C: Riverside Gallery Preliminary Design Option ........................................................................... 46
8. Appendix D: Gold Coast Art Gallery – AA Rating ......................................................................................... 49
9. Appendix E: Working Draft Gallery Comparative Table – Physical Attributes and Total VisitatioN .......... 51
10. Appendix F: Exhibitions Comparative Table ................................................................................................. 52
11. Appendix G: Proposed Amphitheatre Programming .................................................................................... 53
12. Appendix H: Additional Amphitheatre Options ............................................................................................. 57
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

1. EXECUTIVE SUMMARY

This document responds to two key elements of the ARM 50% Masterplan for the proposed Gold Coast Cultural Precinct. Specifically, this document is:

1. An early analysis of the proposed transitional Riverside Gallery, designed to prepare the public and staff for a move to a much larger Art Tower facility in 2022.
2. An early analysis of a range of options in relation to a proposed versatile outdoor performance space.

The Gold Coast City Gallery has been situated within the Arts Centre Gold Coast since it opened in the late 1980s. For a population the size of the Gold Coast, the gallery spaces are inadequate and not climate controlled in a contemporary fashion to allow for popular national or international touring exhibitions to be shown.

Storage has become insufficient as the collection has grown in both number, and reputation. For many years a new gallery has been mooted and within the longer term masterplanning for the precinct a large 15-storey Art Tower is intended to be the home for a new, enhanced institution that creates a significant new cultural amenity, driving visitation and new cultural acclaim to the Gold Coast Cultural Precinct.

Recognising the dramatic risk associated with such a transition, and the requisite uplift in leadership, skills, networks, fundraising, capacity and capability required, a transitional gallery is proposed within the Riverside building, containing 650sqm of AA reed gallery space, storage, office, retail, and a café overlooking the enhanced public domain. One of the existing gallery spaces within the Arts Centre would remain an exhibition space, and the other be utilised for additional storage needs.

This report concurs that the proposed transitional gallery space within the Riverside Building is the preferred method of transitioning the public, staff, supporters and the organisation to a place where the final transition to the Art Tower can be complete with the least risk, and best chance of success.

Associated potential benchmarks, market position, programming options, costs, and visitation projections are provided.

If the necessary recurrent investment together with curatorial and management skills are borne to bear, visitation to the Riverside Gallery over a six-year period is projected to more than triple from the current 41,000 to over 121,000. Projected annual investment would move from the current $540,000 to $1,200,000 supporting staff expansion, development and programs preparing for the shift to the Art Tower.

The City of Gold Coast’s competition design brief for the precinct called for:

“A large scale outdoor stage and event platform in a garden atmosphere setting with the city high-rise skyline as a backdrop will be a prime attraction in making the cultural precinct a destination for tourists and residents on the Gold Coast. This is envisaged with a wide, open platform defined by adjacent buildings and the gardens and equipped with services and technology to host large scale cinema and live screenings, and staging of civic events, performances or fashion parades. The amphitheatre should possess a beauty and functionality attractive for passive recreation when not in formal programmed use and it should be situated and designed to minimise noise across water to surrounding residential properties.”
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

The establishment of a versatile outdoor space, for the formal and informal enjoyment of both locals and visitors, would enhance the precinct and many studies and projected programming have been undertaken to explore performances and events for up to 10,000 people.

A very impressive space is contemplated in the 50% Masterplan, but it was evident that the proximity of existing neighbours meant that no event with amplified sound could be undertaken without the construction of a large canopy over all of the intended audience for the event. Without such a canopy (and associated theatre and sound design excellence) neighbourhood noise levels would currently be illegal and uneconomical.

A solution to very large built enclosed structures surrounding the audience will require an agreed noise management plan (and potentially some associated legislative change), without which amplified performance will be seriously compromised.

In response to some further testing to address the constraints, the architectural consultants ARM have considered four further options for additional consideration. These further options have been considered and will be the subject of an additional workshop to pressure test the viability and desirability of the following options:

1. An amphitheatre with a capacity of 1,500
2. A medium sized amphitheatre with a capacity of 3,000 to 5,000
3. A larger amphitheatre with a capacity of over 6,000
4. A versatile outdoor space with a capacity of up to 3,200
5. Reconsider the design brief and return the space to open public domain

Following extensive market testing from commercial and non-commercial users this report finds that the smaller built structure (Option 1), whilst potentially used by small community groups for smaller free or very low cost events, has little commercial upside and the space would cost up to $945,000 per year to run in an acceptably minimised fashion.

Similarly, the medium sized built structure (Option 2) would be used for some limited large free events from State and touring national opera, ballet and symphonic orchestras, but there is no current evidence to support any interest from presenters for large scale contemporary music or other commercial events because of its limited capacity, and market competition in both the Gold Coast and Brisbane.

Investment would be required to create a market over time in all options.

Due to the large canopy design and associated fixed seating and ticketed areas, especially in the larger amphitheatre model (Option 3), much of the spaces may be off limits to the public outside of a limited number of public performances. The experience within the spaces would feel largely internal, thus diminishing much of the thrill of the ‘outdoor’ performance experience.

This report recommends exploring a versatile outdoor space. Reconsideration of the original design brief may be necessary, and further information about the viability of legislative change (or management of noise through a noise management plan alone) needs to be ascertained before any firm recommendations can be made.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

2. INTRODUCTION

The proposed establishment of a bold new enhanced cultural precinct at the Gold Coast is a compelling opportunity to redefine and reassert the Gold Coast’s image into the consciousness of locals and visitors. Around the world there are many examples of civic leadership in cultural precinct development that have had significant cultural, economic, community, health and employment benefits.

“A cultural precinct will create a focal point, a new kind of civic square that will be a destination for locals and tourists. It will be a cultural heart 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.

It will deliver an unforgettable outdoor Artscapes, a distinctive New Arts Museum and a Living Arts Centre for excellence in the performing arts – a cultural precinct for a world-class city.

Our vision is to create a cultural centre of gravity. A new, distinctly Gold Coast and distinctly 21st century platform to express ourselves and our pride in our city.”

Culture Strategy 2023
2.1 INTRODUCTION AND PURPOSE

This purpose of this report is to provide a preliminary assessment of two discrete elements of the proposed 50% Masterplan:

- a transitional gallery space (Riverside Gallery) being made available prior to the new fifteen-storey Art Tower being built and;
- a new versatile outdoor space (VOS)/amphitheatre.

2.2 RESEARCH REVIEW

A considerable amount of work has already been commissioned and undertaken by the City of Gold Coast and a range of other consultants. In addition to the 50% Masterplan, relevant source documentation is detailed in Appendix A. This report does not seek to reproduce prior work undertaken, but will endorse or present alternative recommendations where appropriate.

2.3 GOVERNANCE

This report assumes a governance structure whereby the Gold Coast Arts Centre and its Board are responsible for all activity in the VOS (programming and asset maintenance), any new public domain activity (Artscape) and the Riverside Gallery.

Under this model marketing, finance, administration and all centralised support will continue to be provided to the Riverside Gallery. Gallery staff will be specialists.

This structure is assumed to be interim before final governance options are established prior to the completion of the final business case.

2.4 ENVIRONMENTAL

It is assumed that the unfunded Friendship Bridge and associated car parking is not yet built at the time of the opening of these facilities.

It is important that the precinct is seen as a whole, and whilst this report focuses on two pieces of infrastructure in isolation, commercial and non-commercial public domain activation, integration and governance will be key to its full enjoyment and utilisation by the public.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

3. RIVERSIDE GALLERY

The final ambition for the precinct is to establish a fifteen-storey Art Tower as a significant architectural and artistic statement within the precinct. Partial or total closure of the current Gold Coast City Gallery will eventually be required to enable building work to be done on the Gold Coast Arts Centre itself.

The understood brief for the Riverside Gallery Component of Stage 1 of the Gold Coast Cultural Precinct (GCCP) was summarised in a Council briefing note written in August 2014.¹

“...The objectives of the Riverside Gallery are:

1. To build the operational, philanthropic and commercial capabilities of a new gallery prior to the establishment of the proposed Art Tower separate from the operation of the performing arts;
2. To improve public access to our City’s valuable art collection; and
3. To provide a new platform for hosting draw card exhibitions and contemporary arts events that enhance our tourism profile as a city with real cultural substance.”

Furthermore, the Riverside Gallery is designed to ensure continued operation and community service provision of the art gallery. As specified, the Riverside Gallery can provide additional gallery space, multiple and equitable access points, collection storage and space for activities considered essential for the sustainable operation of a regional art gallery.

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¹ Ref: GCCP Briefing Notes Transitional Gallery August 2014: doc no 438/0066
3.1 DESIGN OPTION AS PRESENTED

The Riverside Gallery will be housed within the upper ground level of the Riverside Building. Key components of the design option as presented provide for aoyer/ café/bar on the lower ground floor and five partnership workshop spaces. On the upper ground floor are two galleries of 500 sqm and 150 sqm respectively, storage, admin and an upper floor/gift shop (refer to Appendix C: Riverside Gallery Preliminary Design Options).

The development and realisation of the Riverside Gallery as a transitional venue for the Gold Coast City Gallery must do more than maintain the current exhibition programming, services and profile of the Gold Coast City Gallery within the community.

In considering design options for the Riverside Gallery it is important to keep the eventual Art Tower in view. The Riverside Gallery will provide an essential transition not only for the general public, but also in the training and development of gallery administrative, commercial, fundraising and curatorial staff.

It is impossible to overstate the substantial uplift in leadership, strategic, specialist financial, operational and curatorial skills required to make the transition from the current Gold Coast City Gallery to the Art Tower.

Given the Gold Coast’s proximity to Brisbane, there is an opportunity to build deeper local networks within the Southbank Cultural Precinct to provide mentoring and training opportunities and to deliver complimentary programming that will increase audience taste development and engagement.

To move from the current operation within the Gold Coast City Gallery to the Art Tower without a carefully planned transition presents an extremely high risk of failure. The decision to mitigate these risks via the development of the Riverside Gallery transitional strategy has (correctly) been made and, presumably, alternative strategies considered and rejected. Those alternatives could include one or a mix of the following options:

- Buy in organisational capability for the eventual Art Tower over a much shorter timeframe with the use of contracted, specialised high level expertise
- Second key staff to other institutions (eg QAG-GOMA) to gain the appropriate skills and networks, and the employment of temporary staff to continue the operation of the current gallery
- Operate the existing gallery at a higher level of intensity and develop an exhibitions program offsets in an alternative location
- Upgrade the existing gallery spaces to AA standard.

None of the alternative options above would drive an increase in visitation to the Gold Coast Cultural Precinct, nor do they prepare the audience for a transition to a larger, more significant cultural offering. Whilst the alternatives may help build organisational capacity and capability they do not build the market for the precinct and the eventual Art Tower.

The development of new organisational competencies, networks and skills, together with a substantial and careful period of ramp up and market testing of exhibitions within the precinct (through experimentation) prior to the new Art Tower facility opening will be required.

Assuming this interim period of networking, skills, and audience building is desirable, it is important that the Riverside Gallery provide a substantial and flexible gallery space that will allow for the planning and realisation of an ongoing exhibition program and new activities that will sustain and grow audience visitation. In order to grow and develop the audience it is essential that the exhibition programming model substantially evolves from the current Gold Coast City Gallery program.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

The large and complex Art Tower, with a focus on national and internationally sourced ‘point of difference’ exhibitions and Gold Coast ‘identity’ galleries, will need these enhanced managerial, curatorial and production capabilities to drive cultural tourism and successfully add to the local economy.

Gold Coast City Gallery Spatial Planning

It is noted that the current planning within the Arts Centre Gold Coast and the Gold Coast City Gallery frameworks is such that the existing spaces in the Arts Centre City Gallery would continue to be operated after being repurposed. Existing Gallery 2 would be used to accommodate the current storage problems, and Gallery 1 would feature a specially curated “Essence of the Gold Coast” exhibition drawing on the City Gallery permanent collection, as well as other loans and acquisitions. This exhibition would serve to market test Gold Coast-themed exhibitions contemplated for the Art Tower.

Running galleries that are not consolidated in one location is not without precedent, and in some regional areas actually functions very well (Townsville Gallery Services has two major venues, as does Bendigo Art Gallery and Queensland Art Gallery – GOMA: Heide Museum of Modern Art has three venues). Within the Gold Coast context this needs to be examined more closely as the final business case is developed and issues arising from splitting the Gold Coast City Gallery’s activities across two sites is reviewed in terms of cost and benefits. These include:

- Staff located in separate locations and the cost both in terms of resources and team development and management versus the benefits of maintaining a clear presence in the highly trafficked Arts Centre
- Visitor convenience and way finding
- Brand development and identity
- Exploration of an alternative opportunity to gain additional co-located space upstairs in the new Riverside Gallery facility

The Riverside Gallery in a new location will need to be adequately promoted, launched and sign posted to allow the current annual visitation of 40,000 to grow. The co-location of a café or wine bar addressing the public domain is seen to be very positive to attract and retain visitors. Similarly the retail outlet is something that should enhance the visitor experience.

Whilst the Arts Centre is currently a major attractor for the gallery (with nearly 500,000 attendances each year) the parklands also themselves drive a lot of recreational foot traffic, which when combined with the proposed two new apartment blocks suggest that the area will continue to be well patronised.

Being positioned within a cultural precinct and associated cultural entities will add to the experience as the breadth and depth of the cultural offering creates a rich mix of disciplines that might reflect education, training and presentation for workers, residents, visitors and tourists of all ages.

The clear priority should be, whatever option or option variant is taken forward, that the scale of ambition for the Art Tower be kept in the foreground.

Any transitional space and associated activity should be designed and operated to achieve excellence in terms of:

- artistic reputation
- visitor satisfaction and growth
- the accompanying growth in human capital and capability.
3.2 THE OPTIONS CONSIDERED

There are four broad emerging options for the fit out of the Riverside Gallery.

Option 1 – Riverside Gallery (D Rated)

Pertinent elements of the design as drawn provide for up to five partnership studio spaces and the development of two gallery spaces.

Option One considers the development of exhibition spaces in the Riverside Gallery to a lower specification than would allow for the touring of major exhibitions due to climate controls not being met (no change from the current Gold Coast City Gallery).

This option assumes that most, if not all, the current Gallery and related spaces in the Arts Centre remain available for the use of the Gold Coast City Art Gallery. The current strategy envisages using the existing Gallery 1 space (215sqm) together with (ideally) the adjoining Workshop and Store zone (133sqm) to display key elements from the existing collection.

Gallery 2 would be used to provide a higher quality storage and workshop space that may have some level of public engagement program via an enhanced suite of learning and participation programs.

The new partnership/studio spaces would present new and important opportunities for regional artists in a unique environment, and the greater floor space would allow for more programming to occur.

The risk around this option is that competencies and networks will not be developed in the running of a more professionally equipped gallery, and the opportunity to access some key exhibitions to drive visitation will be lost. Furthermore, it is unlikely this option will provide for enough common ground to build relationships between future partner institutions and overall there will not be an adequate uplift in resources to prepare for the Art Tower.

The option is not recommended.
Option 2 - Riverside Gallery (AA Rated)

The second option assumes the above, but that the two Riverside Gallery exhibition spaces only are fitted out to AA exhibition standard, allowing for the touring of exhibitions from major national institutions (the State galleries) and international collections (e.g. Victoria and Albert Museum, London). Such exhibitions might consist of "AG/DC – Australia’s Family Jewels", or "Celebrating Echo and Kyle", or from the Victoria and Albert Museum, "Horst: Photographer of Style".

In order to achieve a strict AA rating a fully integrated and secure loading dock and storage areas with environmental controls to AA and other standards are required. However, these ‘ideal’ facilities most only exist in the larger cultural institutions (Public Records Office, National and State Archives and the National and State Galleries and Museums). Many regional galleries do not have these facilities and despite AA requirements, large touring exhibitions face periods of ‘transition’ during transport that are not climate controlled, such as the processes of palletising and loading on to aircraft. It is envisaged that the Riverside Gallery will not meet the strictest AA requirements.

The problems created by not having an ideal standard loading/unloading facility have not precluded venues from receiving AA touring exhibitions with the appropriate assurances:

- Ensuring that the rate of environmental change between climate controlled truck and venue is minimal. This means minimising the time that consignments spend outside environmentally controlled conditions.
- Minimising the amount of physical vibration and shock that consignments are subjected to as part of the loading and unloading process – therefore tailgate trucks, preferably able to back up to a loading dock, adequate truck access to close to the building and smooth ground surfaces.
- A temporary (external) loading dock should at least be covered to protect consignments from the elements, and contained to ensure adequate security.
- Ensuring that access between loading facility and store/gallery is unimpeded and of sufficient size.
- Most, if not all, AA touring exhibitions require the works of art to be packed in specialised crates that are designed to reduce environmental vibration and shock, thus making suitable allowances for these venues which may not have ‘ideal’ loading facilities.

The Bendigo Art Gallery (the largest regional gallery in Australia) has been receiving AA shows for many years, and has only very recently upgraded their facilities to full compliance as part of their recent gallery expansion.

Not every Gallery mounting AA exhibitions fully meets the national registration standards, and has to negotiate with lenders, transport companies, touring agencies and insurers on a case-by-case basis. This is normal Gallery business practice, and specific operating guidelines would need to be developed to manage these issues for the Riverside Gallery.

This option is recommended subject to further detailed technical investigations and their impacts to capital costs.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

Option 3 - Non-Riverside Gallery (AA Rated)

Emerging from recent discussion is a third option to explore another transitional AA rated standalone gallery outside the Riverside building (perhaps using the food and beverage structure of 1,500 sqm in the 50% Masterplan).

An alternative option that reduces capital expenditure on a transitional asset by redirecting capital to a functional space that can be re-purposed according to the Masterplan was considered. The "Black Box" option was canvassed and has a capital cost in the order of $30 million\(^2\). However, the City does not have immediate access to capital of this magnitude and this option has been discounted.

This discussion appears to have emerged as the current plan of works for the Riverside Gallery does not envisage major demolition and rebuilding of the office environment to eliminate all sight line issues caused by pillars.

Whilst it is feasible within the current physical constraints to develop over 500sqm of AA exhibition space the net result will be compromised by some sightline and ceiling height issues. However, even with its shortcomings, the major exhibition space in option two would still be able to mount the key AA exhibitions described in Appendix F acknowledging that from project to project some specific curatorial and display compromises may need to be negotiated.

The floor plan for the major exhibition spaces shows that in effect four structural pillars would be evident. These are not necessarily always a hindrance as it is usual for curators to erect temporary walls and structures within exhibitions spaces in order to create specific display areas within a gallery space.

In terms of height, the estimated height available from floor to ceiling is c. 3.3m (less any depth required for services) and this is considered more than adequate for all of the touring exhibitions described in Appendix F.

Due to the cost and access to capital required this option is not recommended.

\(^2\) Based on DGWC estimate of 17 October 2014. Providing for Black Box venue space of 1,085 sqm, retail space of 1,500 sqm and associated amenities.
Option 4 – Gold Coast City Art Gallery (AA Rated), Riverside Gallery (D Rated)

A final option has also emerged which reverses Option 2.

The new Riverside Gallery would be D Rated, whilst the existing Gold Coast City Art Gallery is upgraded to AA status (the capital cost to achieve this is in the order of $3.57m). Major exhibitions would then take place within the current galleries, and the associated storage and learning and participation and potentially further lower grade exhibition space would be made available in the Riverside Gallery.

The two, existing smaller, galleries with limited footprints (both of c. 200-250 sqm) would not allow for the more expansive 500 sqm plus that the Riverside Gallery would offer. This would in turn result in a more limited pool of AA exhibitions being able to be exclusively shown (although some may be appropriately spread between the two galleries).

The premium exhibitions under this option would be within the old galleries, and disconnected from a new distinctive visitor experience of the Riverside Gallery/partnership workshop destination, which, when combined with new retail, food and beverage, and spaces for new public programs makes it a less desirable option.

In order to drive visitation past the new retail and food and beverage spaces the premium exhibitions should ideally be co-located.

This option is not recommended.

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3 Based on DCWC estimate of 17 October 2014.
Summary

The table below looks clearly at the three stated objectives for the Riverside Gallery against each of the options.

<table>
<thead>
<tr>
<th></th>
<th>Build gallery-specific operational, philanthropic and commercial capabilities</th>
<th>Improve public access to the collection</th>
<th>Ability to host draw card exhibitions and contemporary art events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 1</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Option 2</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Option 3</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Option 4</td>
<td>No/Somewhat</td>
<td>Yes</td>
<td>Somewhat</td>
</tr>
</tbody>
</table>

Only options two and three would allow for all of the objectives for the Riverside Gallery, as stated above, to be met. Option three has been discounted due to the availability of capital.

Option one would provide for some of the objectives being met, but not sufficiently in terms of developing networks, capabilities and visitation around touring major exhibitions.

Option four is compromised in terms of cohesion, adequacy of exhibition spaces and maximising the commercial opportunity and visitor experience in preparing for the new Art Tower.

Visual Arts Riverside Gallery (AA Rated) De-Risking Process

Option 2 is recommended with its associated AA rating and gallery spaces over one level.

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VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

A transitional space is key to build the reputation and credibility of the gallery in order to de-risk the delivery of the eventual Art Tower.

The project team should deliver the most cost effective solution through the design phase and further explore the operating expenditure and capital expenditure of other options.

Given the lead times of two to three years required to develop new networks, programming options, skills and leadership capabilities required to develop the marketing and operational capacity an implementation plan for the transitional Riverside Gallery strategy (over and above the building program) should be commenced by the as soon as possible.
3.3 APPROPRIATE BENCHMARKS

A range of benchmarks has been considered in relation to the expansion of the Gold Coast City Gallery, which are actually appropriate will depend upon the final operating option taken for, initially, the Riverside Gallery, and ultimately the Art Tower. No obvious "Transitional" type Gallery benchmarks have been identified however the benchmarks and case studies we are recommending have, and will, provide useful guidelines and performance comparisons for the transitional strategy.

Worthy of broad initial comparison is Australia's largest and most successful regional gallery, the Bendigo Art Gallery that was founded in 1967. Bendigo has undergone an ambitious transformation and expansion in 2011 with an addition of a new contemporary wing, storage areas, and a range of smaller accessibility and food and beverage improvements.

The Gallery has two sites and an extensive collection that is complemented by a range of touring exhibitions and a diverse range of public programs and events (total visitation 315,000).
More locally, and also recently, a very vibrant community gallery is Townsville’s Gallery Services which operate multiple venues, including the Port Douglas Regional Gallery. The gallery is home to a range of local, national and international exhibitions complemented by workshops, talks and other education programs.

Of note is a recent exhibition in partnership with Lego that alone generated visitation of over 103,000. The range and vibrancy of activity undertaken by Gallery Services (total visitation 263,000) makes them an appropriate benchmark for the Art Tower.

A working Gallery Comparative Table examining physical attributes and visitation can be found at Appendix E. Once the benchmarks are confirmed further detailed economic analysis and impact will be undertaken as part of the final business case.

MONA in Hobart, although unique, should also be included in this study as the advent of this gallery has uniquely impacted on the economics of Hobart and Tasmania.
3.4 MARKET POSITION

There is a strong sense that the further development of the Gold Coast City Gallery is long overdue.

The gallery opened in 1995 and has had a strong record of visitation of c. 40,000 patrons per year. The gallery houses a solid collection of over 4,200 contemporary and historical artworks valued at c. $20m. The collection itself focuses on Gold Coast character, Australian art post-1950s, Indigenous culture, some photographic works and a substantial ceramic collection.

The current gallery spaces are sub-optimal, and there is insufficient storage to house the collection adequately. Additionally, the galleries are not appropriately climate controlled which means that many touring exhibitions will not be lent to the institution.

The broader market has shown an appetite for well-curated large scale art events, with the Swell Sculpture Festival attracting audiences of nearly 200,000 for a 10-day event.

Only a step change in facilities and substantially enhanced energy and activity will lead to a change in visitation and market position for the Gold Coast City Gallery.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

3.5 PROGRAMMING OPTIONS

Revisiting the Riverside Gallery objectives above:

"The objectives of the Riverside Gallery are:

1. To build the operational, philanthropic and commercial capabilities of a new gallery prior to the establishment of the proposed Art Tower separate from the operation of the performing arts.
2. To improve public access to our City's valuable art collection; and
3. To provide a new platform for hosting draw card exhibitions and contemporary arts events that enhance our tourist profile as a city with real cultural substance."

In order to meet these objectives the Riverside Gallery ideally need to be capable of:

- Presenting touring exhibitions requiring AA museum standards
- Be flexible and enable a wide range of presentations
- Seamlessly integrate with the Great Terrace and YOS so the spaces can be used jointly for civic festivals and community events
- Be fully accessible, meeting EDA compliance

In order to prepare for a transition to the Art Tower, the two most important goals for the Arts Centre Gold Coast and Gold Coast City Gallery are to use the Riverside Gallery to:

- Drive increased attendances, through public taste development and engagement
- Increase the GCCG's organisational capacity and capability

The GCCG's Programming and Curatorial Strategies should focus on achieving these two goals. Other possible goals, such as artist professional development and academic research, have not been prioritised at this point.

A sophisticated and expert curatorial strategy will need to be put in place to define the new Riverside Gallery, and this report does not set out to undertake this task. However, outlined below are four planks of a mature regional gallery's core programming elements to remain relevant, competitive, and 'sticky' within its community:

- A rational touring exhibitions program
- Exhibitions based around the permanent collection and prices
- Learning and participation programs
- Artist engagement

Based on these four elements, and taking into account both current performance and external benchmarks, the Riverside Gallery might hope to achieve the visitation growth outlined in the table below, tripling its current 40,000 attendances to over 122,500 in the third year after opening.

This visitation growth is made up of the following key factors:

- Two major 10-week national touring exhibitions averaging 280/300 visitors per day in years 1 and 2, and a third exhibition in year 3
- Exhibitions based around the permanent collection, art prices being retained (outside of touring exhibitions), and activating the public domain (e.g., sculpture program)
- New education learning and participation classes being introduced (beginning with an average of one class/day for 40 weeks of the year) and major children's programming
- A small amount of activity around the partnership/workshop studios and retail space
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

The Riverside Gallery Projected Visitation 2016-2022

* Note the figures in the outer years are flat as the Art Tower is scheduled to commence operations in 2022 and it is not proposed to operate the Riverside Gallery as an exhibition space after this point.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Attendances</th>
<th>Touring Exhibitions</th>
<th>Collection Based</th>
<th>Learning and Participation</th>
<th>Artist Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>41,000</td>
<td>41,000</td>
<td>41,000</td>
<td>3,000</td>
<td>500</td>
</tr>
<tr>
<td>2016</td>
<td>44,500</td>
<td>41,000</td>
<td>3,000</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>2017⁴</td>
<td>57,000</td>
<td>10,000</td>
<td>41,000</td>
<td>5,000</td>
<td>1,000</td>
</tr>
<tr>
<td>2018⁵</td>
<td>99,500</td>
<td>55,000</td>
<td>35,000</td>
<td>7,500</td>
<td>2,000</td>
</tr>
<tr>
<td>2019</td>
<td>112,500</td>
<td>60,000</td>
<td>40,000</td>
<td>10,000</td>
<td>2,500</td>
</tr>
<tr>
<td>2020</td>
<td>122,500</td>
<td>65,000</td>
<td>42,000</td>
<td>12,500</td>
<td>3,000</td>
</tr>
<tr>
<td>2021</td>
<td>136,250</td>
<td>75,000</td>
<td>43,000</td>
<td>15,000</td>
<td>3,250</td>
</tr>
<tr>
<td>2022*</td>
<td>141,250</td>
<td>80,000</td>
<td>43,000</td>
<td>15,000</td>
<td>3,250</td>
</tr>
</tbody>
</table>

⁴ Based on two AA touring exhibitions 8-10 weeks duration each plus at least one other major local collection based exhibition each year. Other shorter programs may also be possible.
⁵ Some new programming in evidence by 2017 in preparation for Riverside opening.
⁶ Riverside opens in early 2018 – aligning with Commonwealth Games.
Touring Exhibitions

In order to drive significant visitation, and to participate in conversations at the highest level nationally and internationally necessitate the facility to be AA rated.

Exhibitions that require AA rated galleries include the following:

- Large scale international touring exhibitions, developed and toured in collaboration with other larger scale galleries such as State galleries, Australian Centre for the Moving Image (Melbourne), Museum of Contemporary Art (Sydney), or the Bondi Art Gallery. Those are high quality, internationally focused "event" exhibitions driving significant visitation 45,000+ and can cost $120,000 - $200,000+, but are generally ticketed and raise revenue that may offset costs. These are probably unlikely to be presented in the Riverside Gallery given the need to develop networks and capacity. Some specific opportunities may arise two years after the Riverside is opened in 2020, however projected attendances are based on the major national touring exhibitions described below.

- Most national touring exhibitions from State Galleries and other large galleries as stated above. These may be ticketed, but depending on the nature of the exhibition may not be (eg Kyle Minogue and AC/DC where their collection was lent on the proviso that there was no gallery charge). These exhibitions are well suited to the transitional 500 sqm Riverside Gallery and even 10-weeks drive visitation of 40,000+ in mature markets and cost $65,000 - $75,000 to mount. High levels of organisation, managerial, curatorial, security, registration and transport competencies are required.

- The net cost of national touring exhibitions (as distinct from the larger international touring "blockbusters") may not necessarily change with admission charges as marketing budgets tend to grow exponentially, and there may be "box office" splits with the originating organisation required in the contract. Admission revenues in the instance of galleries like the Riverside Gallery are assumed not to be a key revenue driver and therefore the budgets quoted in this section focus solely on the costs of buying, curating and presenting.
Smaller Exhibitions

Many exhibitions sourced through the National Exhibition Touring Support Australia network, Museum and Gallery Services Queensland, and/or individual partner galleries may not require AA rating and these might augment a larger touring program. Similarly, Gold Coast City Gallery curated and produced exhibitions around the permanent collection or temporary events and prize exhibitions fall into this category.

Learning and Participation

To achieve long-term increases in attendance, community and artist engagement a significant programming offer needs to be designed for the schools, family and youth market segments. These are generally low cost, but high impact and very visible programmes and exhibitions that can drive philanthropic and foundation support.

Artist Engagement

Direct and ongoing engagement with artists (local, regional, national and international) will be fundamental to the gallery’s long-term success as a publically funded collecting institution.

Utilisation of some of the partnership/workshop spaces and the retail space to profile artists in residence would add lustre to the Riverside Gallery, and may assist to develop the collection through acquisitions of key artists’ work. It would also greatly enhance the learning and participation programmes in having living artists creating and talking about their work on site.

In time, correctly curated, artist engagement should help the Riverside Gallery gain the trust and access to artists to allow the curating of major touring exhibitions of artists with which it has formed partnerships.

Costs

A full operating budget for the Gold Coast City Gallery together with the Riverside Gallery is yet to be accurately costed and will form part of the final business case once the scope is better established.

Visitation growth is not going to increase without an incremental spend on exhibitions and other programmes, and a ramp-up in staff costs will be required as the organisation prepares to transition into the Art Tower. The indicative table below assumes a growth in full time staff from 5.3 (current) to 10, with possible offsets in expenditure from earned revenues (café/bar, retail outlet, donations, sponsors, foundations, etc).

A table of comparative costs of actual vs generic exhibitions outlined under “Touring Exhibitions” above can be found in Annexure E.
### Net Cost of New Programming and Core Operational Capacity

<table>
<thead>
<tr>
<th>Year</th>
<th>Core Subsidy</th>
<th>Touring Exhibits</th>
<th>Collection Based</th>
<th>Learning and Participation</th>
<th>Artist Engagement</th>
<th>Total Subsidy Required</th>
</tr>
</thead>
</table>

7 Assumes new investment in preparation for an early 2018 Riverside opening.
8 Assumes the Riverside Gallery is operating from early 2018. Costs held steady for several years.
9 The Art Tower is programmed to commence operations from late 2022. These figures indicate net costs for operating the Riverside Gallery and do not yet reflect total net costs for the Gold Coast City Gallery in the immediate, 12-month lead-up phase to the opening of the Art Tower. These will be adjusted as the business case for the Art Tower is developed in detail.
3.6 OPERATIONAL ISSUES FOR CONSIDERATION

Attention should be paid to the governance of the Riverside Gallery over time, and (if appropriate) how it might transfer to an independent body. Whether or not it eventually becomes independent, it needs to continue to foster a group of champions that can advocate and fundraise for the gallery at the highest level.

There may be some value in sharing gallery docent staff with the Arts Centre (ushers) and this should be explored.

Assuming there will be spaces for hire within the Riverside Gallery from time to time, precinct-wide rates need to be established and not set in isolation.

The timing and procurement of a stand-alone catering offer for the gallery needs to be scoped and considered.

Attention should be paid to the opportunities and obligation for the Riverside Gallery to activate the public domain. This could be achieved through outdoor drawing classes, sculpture exhibitions, etc and should be a key element in the curatorial brief for the institution.

3.7 EMERGING OBSERVATIONS IN RELATION TO FINANCIAL AND ECONOMIC DRIVERS

Clearly the functioning of the Riverside Gallery and the eventual Art Tower is going to require significantly more investment than the current Gold Coast City Gallery.

The incremental positive uplift in visitation is significant (41,009 in 2014 to 141,250 in 2022), and demonstrates that with more adequate space, expertise and planning that many more people may be engaged in the precinct as a result of the gallery’s activities.

The positive uplift in visitation is not achieved without investment. The expected required investment in a ramp up period to the Art Tower moves from the current...
4. VERSATILE OUTDOOR SPACE
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

The City of Gold Coast's competition design brief called for:

"A large scale outdoor stage and event platform in a garden atmosphere setting with the city high-rise skyline as a backdrop will be a prime attraction in making the cultural precinct a destination for tourists and residents on the Gold Coast. This is envisaged with a wide, open platform defined by adjacent buildings and the gardens and equipped with services and technology to host large scale cinema and live screenings, and staging of civic events, performances or fashion parades. The amphitheatre should possess a beauty and functionality attractive for passive recreation when not in formal programmed use and it should be situated and designed to minimise noise across water to surrounding residential properties."
4.1 DESIGN OPTION AS PRESENTED

As drawn in the 50% Masterplan the proposed amphitheatre is striking, bold, and a strong civic architectural statement that could come to define the Gold Coast nationally and internationally. In the context of the precinct it sits well within the public domain and balances the verticality of the Art Tower with a strong anchoring horizontal axis.

The design consists of a docent stage depth of 12m and then c. 850 permanent terraced seats over 20m in front of the stage. The parkland extends beyond for a further 20m at a rate of 1:20 before extending a further 40m at a rate between 1:40 and 1:60. As drawn, an acoustic roof or shell extends over the performance area and permanent seating.

Much work has been done by many parties exploring possible activations, ranging from smaller events of 1,000 up to larger activations of 5,000, 10,000 and 12,000.

Following concern expressed about noise issues a meeting was held between acousticians Marshall Day and architects ARM.

Furthermore, Marshall Day confirmed the following:

“Design Implications: To reduce noise emissions the amphitheatre will require a solid canopy and should be oriented in such a way that reduces noise to existing and future residential properties. The amphitheatre will require a purpose designed sound system that directs sound to the audience area and reduces sound spill to non-audience areas. New residential properties should incorporate façades that take into account noise from the proposed amphitheatre.

Operational Implications: It is improbable that any outdoor performances will be able to continue past 11pm without a special permit. The council will need to negotiate with the Queensland EPA and the Office of Liquor, Gaming and Racing Queensland to determine site specific noise limits and the development of a noise management plan. The number of events will need to be limited if there are to be higher noise levels than currently permitted under the Environmental Protection Act and the Liquor Act.”
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

In plain terms, these noise considerations imply that there needs to be a significant solid canopy over the entire audience. At the current rake of the parkland, as drawn, this means that the maximum audience that could be entertained with amplified sound (encompassing opera, symphony, ballet and contemporary music) would be 1,200 if the canopy were further extended over the non-seated audience.

Following discussions with Marshall Day, ARM and the City of Gold Coast four further design options have been contemplated. All options would require a canopy to comply with the current noise restrictions, unless a new noise management plan and associated legislative change provided for some concessions.

The current design and potential direction of design with the canopy appears to depart from the competition design brief. The canopy itself (assuming it requires sides) will provide some design challenges if the amphitheatre is to be read as “a landscaped form available to the public between events”, especially in a larger configuration. Once inside the amphitheatre, depending on the canopy materiality, “maximum views of the Surfers Paradise skyline” may be at risk.

With the canopy in place under all options inclement weather is unlikely to impact on performances and there will be a degree of wind shelter provided.
4.2 APPROPRIATE BENCHMARKS

A range of case studies, rather than benchmarks, worthy of further exploration have been identified to inform the development of a VOS at the Gold Coast.

There is a large market for music, films, community events and other acts through a longstanding touring network of amphitheatre/VOS spaces throughout the United States of America. These spaces vary in size, but typically can host anywhere from 7,000 at the Filene Center at Wolf Trap:

Where there is a total capacity of 7,000, 4,000 of which are under cover with open sides that look out onto the tall trees and rolling hills of the park. The rest of the seating is uncovered and less formal on a raked lawn.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

The Koka Booth Amphitheatre (Cary, North Carolina) has informal seating for up to a similar number as Wolf Trap (7,000):
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

Amphitheatres also cater for up to 11,000 in the case of the Jay Pritzker Pavilion and lawn in Chicago’s Millennium Park where there are 4,000 fixed seats and 7,000 capacity for the lawn:
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

Through to 17,000 at the famous Hollywood Bowl (Los Angeles, California):

North American venues may be useful to gain some design insights from, but the market and in some cases population numbers are very different from Australia.

Within Australia there are not many amphitheatre or V03 spaces, perhaps the two most relevant to the Gold Coast are The Sidney Myer Music Bowl in Melbourne, and the Riverstage in Brisbane.

The Sidney Myer Music Bowl is a venue within the Melbourne arts precinct, immediately adjacent to the Botanic Gardens in Southbank. The venue has a total capacity of 13,500, with 2,400 permanent seating positions. The “Bowl” is arguably Australia’s most professionally activated amphitheatre, as a facility under the control of the Arts Centre Melbourne, and in terms of desired activation mix as outlined by the City of Gold Coast its date is worthy of closer inspection.
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

Recognising the obvious seasonality of the Bowl and Melbourne, as a facility it hosts a mix of commercial and non-commercial events, ranging from 14 – 26 in number in any recent year. The commercial music market largely drives this unpredictable swing in event numbers. This market can be extremely profitable (eg the Red Hot Chili Peppers did three sold-out concerts in 2008), but can also fall away to nothing in a following year. Aside from popular music and dance parties, the Bowl is regularly used for free performances by the Melbourne Symphony Orchestra, free children’s and family events mounted by the Arts Centre themselves, annual carnival concerts and a range of running events (marathons and fun runs).

Noise is a key issue to control, and the Arts Centre Melbourne worked hard with the community to develop the Sidney Myer Music Bowl Noise Management Plan in 2012.

Across the three-year period from 2009 – 2010 the Bowl had a profit of $105,000 in 2009 (aided by the commercial music market), and losses of $1.26m in both 2009 and 2010. The standard rental is $5,000/day against 7.5% of net box office, whichever is greater.

Closer at hand is the Brisbane Riverstage which is administered by the Brisbane City Council. In recent years local concert promoter Billy Cross has been working with the Council to increase the venue’s contemporary music offerings.
VERSATILE OUTDOOR STAGE AND RIVERBANK GALLERY (STAGE 1) DRAFT REPORT

The Riverstage site overlooking the banks of the Brisbane River has become a popular venue for commercial music concerts and dance events. For alcohol-free events, the maximum capacity is 9,500, and 8,000 when alcohol is served.

The number of permitted events each year is capped at 24, and the recent average number of events is 22.

Whilst commercial concerts make up 90% of the usage, 10% is community or free events (eg The Australian Ballet performs a free concert, every 4.5 years there).

Charges for the venue are 8.5% of net box office or $17,500/day, whichever is greater. There is a range of additional charges associated with the Riverstage that places it out of reach for many community groups. Infrastructure, police, fire axe, security, catering, fencing, marquee etc. make up approximately $20,000 of all costs, depending on the nature of the event.
4.3 MARKET SOUNDING

A number of commercial and non-commercial soundings were taken with industry leaders to determine levels of interest in a new VOS at the Gold Coast (a full list can be found in Appendix B).

Overwhelmingly, each of the major arts companies in Brisbane were keen to come to the Gold Coast to perform free or in some cases paid performances in an amphitheatre space.

Specifically, Opera Queensland, the Queensland Orchestra and Queensland Ballet indicated that they would seriously entertain the prospect if the facility was well equipped, and the costs were low.

Interestingly, the Queensland Ballet have not done a free outdoor performance for 20 years, but are scheduled to do one during the G20 conference at the Riverstage later this year.

The Australian Ballet stated that they would consider performing there if the facility was large enough (they attract crowds of at least 5,000 at the Riverstage).

All of the companies thought that 1,200 - 1,500 seats would be too small to meet demand if the performance was free, and not an adequate capacity to meet paid performance commercial considerations. Each favoured a larger venue option.

A range of established local and national commercial music promoters have been spoken to. National promoters currently have a very low level of interest in taking any risk on the Gold Coast. All stated that people from the Gold Coast would travel to Brisbane to see an act and if they could get a second date they would prefer to do two shows in Brisbane, rather than one in Brisbane and one on the Gold Coast.

One local promoter would mount music events on the Gold Coast, but only in a facility of with a capacity of over 6,000 (seated and unseated but with clear views of the stage).

All companies and smaller theatrical promoters who were spoken to, excluding Opera Queensland who recently had a successful season at the Gold Coast, described the market as unpredictable and "brittle", and their appetite for risk was currently very low. Therefore they performances were seen as preferable.

Separately, AEG Ogden, when approached, had no interest in running a facility (of any size) on a commercial basis on the Gold Coast, as they did not see it as a viable proposition. Perhaps, as AEG Ogden operates the Brisbane Entertainment Centre, it might be less desirable due to it potentially cannibalising their existing market (although this is unlikely).

Overall, at this point in time the market is reluctant to commit to commercial risk on the Gold Coast. A new facility would have to work hard to develop the market and prove it to presenters in the early years of the facility opening.

Specifically, there was reluctance to present commercial work in less than a 6,000 seat outdoor venue, not only on the Gold Coast, but nationally.
4.4 MARKET POSITION

As drawn in the 50% Masterplan an amphitheatre with a covered acoustic canopy is proposed with c. 850 fixed seats under cover, and a further 350 positions within the parkland who would have full view of the stage. An undetermined number of other people could have limited stage views, or views of the stage aided by a large video screen hanging from the front of the stage canopy.

As noted earlier, under the current noise restrictions, amplified sound could only be directed to the 850 permanent tiered seats over 20m in front of the stage.

As drawn, a space for an audience of 850 would fall in between the proposed new 600 seat drama space, and the larger 1,200 seat theatre. Competition is something for consideration given the range of venues available on the Gold Coast and within the precinct itself. In the smaller range of capacities it was felt that almost all hirees would prefer to mount performances inside the Arts Centre where the environment was more comfortable, controllable and a higher ticket price could be charged.

Four further design options have now been put forward and can be found in Appendix H. These options are:

1. Versatile Outdoor Space
   - 3,200 capacity standing or seated (on grass, no fixed seats but temporary seating may be available)

2. Amphitheatre
   - 1,500 fixed seats under a sound shell
   - 3,575 total seated capacity (i.e., an additional 2,075 bumped in sighted seats)
   - 4,400 total capacity with extra standing room

3. Amphitheatre - Optimised Bowl
   - as above but with optimised peripheral spaces
   - 5,795 capacity optimised seated
   - 6,020 capacity optimised standing

4. Amphitheatre - Flat
   - larger scale amphitheatre with seated and non-seated options and peripheral spaces
   - 3,695 capacity seated (ticketed)
   - 6,100 capacity standing (ticketed)
   - 5,590 capacity optimised standing
   - 7,770 capacity optimised standing
VERSATILE OUTDOOR SPACE AND RIVERSIDE GALLERY (STAGE 1) DRAFT REPORT

Without an agreed noise management plan and legislative change most of the options are severely compromised in use.

Whilst the market sounding for an amphitheatre of up to 3,000 – 5,000 seats (Options 1 and 2) did not resonate with commercial operators, it would fill a gap in the market for free events, and also provide an atmosphere suitable for some contemporary classical concerts which may be conducive to some artists (e.g. Kit To Kintana or Gunumul Yurupingu with the Queensland Orchestra, or Sling with his classical lute repertoire).

A venue with less than 6,000 capacity was not deemed large enough for commercial music events in most locations in Australia.

Under both the Amphitheatre Optimised Bowl and Amphitheatre Flat models (Options 3 and 4) a venue greater than 6,000 is possible and should be explored. It should be noted that competition exists from an enhanced event space for up to 15,000 at The Great Lawn at the Broadwater Parklands, together with the existing Brisbane Entertainment Centre and Riverstage venues.

Large national promoters stated that even if a large venue was available on the Gold Coast, they would prefer to take additional dates in the larger population centre of Brisbane (where they have evidence that Gold Coast patrons will travel to). Should adequate dates not be available in Brisbane they may consider the Gold Coast venue.

Some local promoters were more optimistic about mounting large scale concerts in the Gold Coast for a local (and smaller visiting) audience.
4.5 PROGRAMMING OPTIONS

A range of programming options have been workshopped by a number of differing groups. A sample list of proposed events is included under Appendix G.

It is noted that larger amphitheatres would be more commercial than a 1,500 seat option (Option 1), but none should be seen as consistently “commercial” operations, to the extent that all would need to be subsidised in the short to medium term (10 years).

In addition to the sample list of (mostly larger) events at Appendix G, examples of programming which might be attracted to a smaller amphitheatre might include:

- small local or school rock bands/competitions
- (amplified) spoken word including Shakespeare and other suitable playwrights for drama under the stars – this could include local amateur and pro-am companies
- smaller community events – choirs, ballet and dance schools, primary and high schools, multi-cultural groups and festivals, smaller youth events including hip hop and other local artists
- smaller folk, jazz and world music events
- possibly some cinema

In a medium sized amphitheatre offering 3,000 – 5,000 capacity, Options 1 and 2) large scale free outdoor performances as outlined previously, and a limited number of paid classical concert with name artists might also be contemplated.

Very large amphitheatres (Option 4) could offer large scale music experiences, provided noise issues are overcome.

Both larger and a smaller amphitheatre models would have to pursue commercial programming activations through a range of entrepreneurial partnerships, and would need entrepreneurial funds available to do so.
4.6 COSTS AND IMPACTS

Based on available data from the Sidney Myer Music Bowl, it is possible to project an indication of recurrent operational costs of a medium sized (3,000 - 5,000 capacity) amphitheatre facility.

Differing venues will have slightly different models, but in order to run and program such a facility in an active fashion the following costs might be anticipated for a smaller amphitheatre on an annual basis:

It will be very important that the Arts Centre has a budget for programming and activation as many events will need seed capital, or to be paid for in full. [REDACTED] should be seen as a base minimum, to allow four to six large events to be programmed annually in the early years.

Facilities operations and maintenance may be a lesser cost in the initial years, but based on the Sidney Myer Music Bowl an average annual cost of $250,000 should be considered.

Whilst there may be some commercial income or rent in relation to some events, it is prudent to discount these at this point in time.

In modelling a larger facility, further work on the operational model and projected market growth/demand would need to be done, but as was found at the Sidney Myer Music Bowl, recent financial results have varied between losses of over $1m per annum to small surpluses.
4.7 OPERATIONAL ISSUES FOR CONSIDERATION

Correctly managed the Arts Centre Gold Coast should be able to undertake all scheduling, ticketing, maintenance, staffing, security and event related requirements to run the venue.

It is essential that activation of the amphitheatre be seen as a core function and KPI of the Arts Centre.

Assuming all issues in relation to noise are correctly and adequately dealt with, and depending on other environmental and people flow issues, the number of events per year should be no less than 25 in order for the precinct to maintain a spirit of vibrancy.

Rental rates for the facility will need further exploration with the community and be benchmarked against other competitors and Gold Coast Arts Centre theatre rates.
4.8 OPTIONS CONSIDERED

There are five emerging options for consideration:

1. An amphitheatre with a capacity of 1,500
2. An medium sized amphitheatre with a capacity of 3,000 to 5,000
3. A larger amphitheatre with a capacity of over 6,000
4. A versatile outdoor space with a capacity of up to 3,200
5. Reconsider the design brief and return the space to open public domain

Central to the options being considered are the noise constraints within the precinct. Without considerable intervention through a mixture of architectural features, clever sound and theatre design, and a noise management plan, the ability to undertake large scale events will not be possible.

For additional consideration is the permanent and non-permanent encroachment on the public domain for each of the options. The degree to which noise limiting interventions create the sense of a more traditional theatre (with a roof and walls) in the landscape (rather than an open space that is available to walk through in non-performance mode) needs to be further explored and taken into account.

1. An Amphitheatre with a capacity of 1,500

The site and design as conceived in the original 50% Masterplan is striking and distinctive. Bringing the capacity up slightly this option would provide a compelling community performance space for the small scale work outlined prior.

Of concern is that it would compete with the Arts Centre’s existing 1,100 or planned 1,200 seat theatre. Most commercial hirers will be drawn to use the interior theatre rather than the amphitheatre.

Whilst there may be some commercial uses found for this size of theatre the market has indicated that they would not be material. The estimated costs of running and maintaining this venue are C

Significant work would need to be undertaken to ensure that the space was regularly and carefully programmed and activated by the community and that marginal event costs were met. Unfortunately much of the romance and magic of being seated in an outdoor setting may be lost if a canopy (and the associated sense of enclosure) is required to contain noise to required levels.

This option is not recommended.
2. A medium sized amphitheatre of 3,000 – 5,000 capacity

A medium sized venue within the parklands, catering for crowds (seated and standing) of 3,000 – 5,000 would provide an opportunity for large, free outdoor community events.

At this time there is no market demand for a venue of this size outside of the larger (generally free) opera/ballet/symphony events contemplated earlier. That said, with some medium term investment and a large programming budget to establish trust by commercial promoters, a market for niche product may be developed over time.

This structure is a large intervention within the public domain, and as such is contrary to the original design brief. Depending upon the design and noise requirements, a large area may appear “closed” for much of the time when performances were not scheduled.

Again, the romance of being in a large outdoor setting may be further reduced by the larger size of this option. Depending on where you were seated, it may well feel like being inside a theatre (without the customary level of comfort or technical/stage capability).

Depending on the level of tolerance for the design considerations above, this option has some merit in exploring if there is an appetite for developing a free and small commercial market. It is not without risk, and if such a structure within the public domain were not adequately activated for long periods of the year, (running counter to the concept of a vibrant and creative precinct) may attract negative public opinion.

This option cannot be recommended at this point in time, but with adequate design solutions being found should be explored further. More information is required.

3. A larger amphitheatre of over 6,000 capacity

A large amphitheatre would allow for more a more significant range of commercial and non-commercial events.

This option, as with Option 2 above comes with considerable market risk, and would need very careful programming and investment to meet its goals.

Considerable discussion and research in relation to sound and architectural design need to be undertaken before this Option can be adequately addressed within the public domain.

This option cannot be recommended at this point in time. Further information is required.
4. A versatile outdoor space with a capacity of up to 3,200

Given the costs, constraints and risks of options one, two and three, but recognising the original intent to have a community gathering place where public and professional performers might have access to some form of platform for their creativity or civic event, a reimagined less formal flexible performance space should be explored.

Such a space might strip back some of the features of a more elaborate amphitheatre but hopefully find a way to retain an ‘outdoor amphitheatre’ feeling.

The issue of an associated noise canopy or appropriate treatments to ensure that amplification could occur is still prevalent.

This option is recommended for further study.

It is recommended that the space be designed for an optimum audience experience of 3,000, but having the capacity of up to 5,000+ sighted views of the stage.

There should be no fixed seating, but there should be the capacity to bump in personal temporary seating.

The fixed structure should be sufficient to support community and larger classical music events (i.e. it should accommodate The Queensland Orchestra, or the Queensland Ballet on stage).

The structure should be iconic and functional without dominating the landscape.

The performers and audience facilities should have some capacity without additional bump in and equipment costs. Larger events will need augmentation.

There should be consideration of view lines, and the space should be equally activated and interesting for 365 days/year to deliver on the versatility of the space, public domain and precinct ambition.

A noise management plan (and potentially legislative change) should be developed to deliver on the above recommendations (rather than a large built structure).

5. Reconsider the design brief and return the space as public domain

Option five is an option if none of the previous options can be taken up or resolved.

The current parkland public domain as designed is very compelling and more space to be enjoyed both actively and passively by the general public within the precinct may be an acceptable outcome.

This option is not recommended at this point.
APPENDIX A: RELEVANT REPORTS

1. GCCC Culture Strategy 2023
2. Gold Coast Cultural Precinct Masterplan – 50% Design Progress Report
   ARM, August 2014
3. Riverside Gallery: Alternative Uses Artist Run Initiative
   ARM
4. Gold Coast Cultural Precinct Strategic Directions Report
   Positive Solutions, July 2012
5. Gold Coast Cultural Resources Audit Executive Summary
   Positive Solutions, July 2012
6. Gold Coast Cultural Precinct Governance Model
   Positive Solutions, August 2014
7. Gold Coast Cultural Precinct - Real Estate Positioning Strategy
   JLL, May 2014
8. Amphitheatre Site Acoustic Survey
   Marshall Day, 21 August 2014
9. Gold Coast Cultural Centre Stage 2 – Amphitheatre Noise Assessment
   Marshall Day, 18 September 2014
10. Gold Coast Cultural Precinct – Cultural Visitor Market Potential
    EC3, 24 September 2014
    Arts Centre Melbourne, April 2012
12. The Arts Centre Gold Coast Report On Inspection of Current Facilities
    Richard Stuart, 2011
13. The Potential Role of Cultural Tourism on the Gold Coast: A Scoping Study
    Lisa Beesley, Griffith University
14. Feasibility Study of a Regional Museum and Art Gallery
    Midwood Tourism and Development, 2004
# Appendix B: Consulted Parties

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Anderson</td>
<td>Senior Programming Manager – Arts Centre Melbourne</td>
</tr>
<tr>
<td>Phil Batchelor</td>
<td>MD, Spiritworks</td>
</tr>
<tr>
<td>Kate Brennan</td>
<td>Former CEO Federation Square Melbourne</td>
</tr>
<tr>
<td>David Creinglefield</td>
<td>Director, Theatre and Events, Sydney Opera House</td>
</tr>
<tr>
<td>Michael Coppel</td>
<td>Michael Coppel Presents (Live Nation)</td>
</tr>
<tr>
<td>Billy Cross</td>
<td>Cross Promotions</td>
</tr>
<tr>
<td>Sue Donnelly</td>
<td>Executive Director, Queensland Theatre Company</td>
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<tr>
<td>Peter Feamside</td>
<td>Marshall Day</td>
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<tr>
<td>Tim Fisher</td>
<td>Senior Curator, Arts Centre Melbourne, Performing Arts Collection</td>
</tr>
<tr>
<td>Sophie Galaise</td>
<td>CEO, The Queensland Orchestra</td>
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<tr>
<td>Crona Gehlkes</td>
<td>Coordinator Arts and Culture, City of Gold Coast</td>
</tr>
<tr>
<td>Glen Hara</td>
<td>Sidney Myer Music Bowl Manager – Arts Centre Melbourne</td>
</tr>
<tr>
<td>Sue Hodges</td>
<td>MD – Sue Hodges Productions</td>
</tr>
<tr>
<td>Tom Ingrain</td>
<td>POD Museum and Art Services</td>
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<tr>
<td>Jan Inne</td>
<td>Arts Queensland</td>
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<tr>
<td>Ian James</td>
<td>MD, Mushroom Music (Frontier Touring)</td>
</tr>
<tr>
<td>Thia Jeans-Crichton</td>
<td>IEC</td>
</tr>
<tr>
<td>Jesse Judd</td>
<td>ARM Senior Project Architect</td>
</tr>
<tr>
<td>Ms Jennifer Kallonis</td>
<td>Director, Castlemaine Art Gallery and Historical Museum</td>
</tr>
<tr>
<td>Kathryn Koly</td>
<td>Director, Arts Management</td>
</tr>
<tr>
<td>John Kotzas</td>
<td>CE Queensland Performing Arts Centre</td>
</tr>
<tr>
<td>Ray Marshall</td>
<td>ARM</td>
</tr>
<tr>
<td>Helen McCormack</td>
<td>Director of Artistic Operations, The Australian Ballet</td>
</tr>
<tr>
<td>Ian McDougall</td>
<td>Partner ARM</td>
</tr>
<tr>
<td>Andrew McPherson</td>
<td>Andrew McPherson Presents</td>
</tr>
<tr>
<td>Russell Mitchell</td>
<td>General Manager, Opera Queensland</td>
</tr>
<tr>
<td>Clare Needham</td>
<td>Curator, Bendigo Art Gallery</td>
</tr>
<tr>
<td>Steven Pavlovich</td>
<td>MD, Modular</td>
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<tr>
<td>Rod Ribbens</td>
<td>ED, AEG Ogden</td>
</tr>
<tr>
<td>Deeney Pua</td>
<td>General Manager, TACGC</td>
</tr>
<tr>
<td>Allan Richardson</td>
<td>Brisbane Riverstage</td>
</tr>
<tr>
<td>Virginia Rigney</td>
<td>Senior Curator TACGC – QCGG</td>
</tr>
<tr>
<td>Jo Rodgbarugh</td>
<td>Arts Queensland</td>
</tr>
<tr>
<td>Elena Taylor</td>
<td>Curator of Australian Art, NGV</td>
</tr>
<tr>
<td>Mark Tienay</td>
<td>Facilities Exec Arts Queensland</td>
</tr>
<tr>
<td>John Walsh</td>
<td>Gallery Manager, Gold Coast City Gallery</td>
</tr>
</tbody>
</table>
8 Appendix D: Gold Coast Art Gallery – AA Rating
APPENDIX E:
12 APPENDIX H: ADDITIONAL AMPHITHEATRE OPTIONS
ITEM 2  ECONOMIC DEVELOPMENT BRANCH
APPOINTMENT OF SOUTHERN GATEWAY ADVISORY COMMITTEE MEMBERSHIP
LG115/1304
Refer 2 page attachment

1  BASIS FOR CONFIDENTIALITY

1.1  I recommend that this report be considered in Closed Session pursuant to section 275 (1) of the Local Government Regulation 2012 for the reason that the matter involves

   (h) other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

1.2  That the report/attachment be deemed non-confidential except for those parts deemed by the Chief Executive Officer to remain confidential in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009.

2  EXECUTIVE SUMMARY

Not Applicable.

3  PURPOSE OF REPORT

This purpose of this report is to advise Council of the list of applicants who have expressed interest in membership to the Southern Gateway Advisory Committee (SGAC) and to seek Council’s endorsement on the selection panel’s recommendations for appointment.

4  PREVIOUS RESOLUTIONS

Council at its 28 November 2014 meeting resolved to G14.1128.019:

1  That Council endorses the establishment of the Southern Gateway Advisory Committee and approves the revised Terms of Reference as provided in the memo from the Director Economic Development & Major Projects, Darren Scott of 11 November 2014 with the following alterations:

   a. That matters pertaining to key objective ‘Alcohol management and licensed venues’ be directed to the city wide Safer Suburbs forum.

   b. The key objective ‘Assist in the promotion of a positive image for the precinct’ is replaced by ‘Provide advice to Council as to the promotion of a positive image for the precinct’.

   c. That the membership status of the CEO, Connecting Southern Gold Coast is of ‘observer’.

   d. That the membership status of the Gold Coast Tourism Representative is of ‘observer’.


ITEM 2 (CONTINUED)

APPOINMENT OF SOUTHERN GATEWAY ADVISORY COMMITTEE MEMBERSHIP
LG115/1304

e. That the advisory committee ‘scope’ item “Neither the Chairperson nor any Committee member is authorised to make public or media comment on behalf of Council” be changed to “Neither the Chairperson nor any Committee member (with the exception of the divisional Councillor) is authorised to make public or media comment on behalf of the Committee as doing so may result in membership termination at Council’s discretion.”

f. That the advisory committee ‘term’ statement “The operation of the Committee will be assessed by Council on an annual basis as to its effectiveness with the annual review date being March 30” be changed to “The operation of the Committee and its membership will be assessed by Council on an annual basis as to performance and effectiveness, with the annual review date being April 30”.

g. That the Police be identified as a possible community representative rather than a designated member.

2. That the recently published expression of interest newspaper advertisement is noted and applications generated from this advertisement are retained and utilised by the yet to be formed panel to make the additional membership recommendations to Council.

3. That calls for expressions of interest are re-opened given the revised terms of reference and are promoted via web, social media, and public relations activities, closing on the 30th of November 2014.

4. That a confidential report be presented to Council with a listing of all applicants and panel recommendations for the additional community advisory committee members.

5. That all direct and indirect costs of support, briefings, attendance undertaken by staff of Council as well as materials produced for this advisory committee are tracked and funded from the Division 14 LAW budget.

6. That the Mayor, or a mayoral appointed alternative representative (Councillor), is an ex-officio member of the advisory committee.

Council at its meeting on 12 December 2013 meeting resolved G13.1212.020:

1. That Council notes the findings of the Southern Gold Coast Visioning process managed by Connecting Southern Gold Coast

2. That Council supports in principle the establishment of the Southern Gold Coast Advisory Committee subject to a further report to Council regarding the proposed terms of reference and membership.

5 DISCUSSION

At its November 2014 meeting, Council endorsed the terms of reference for the Southern Gateway Advisory Committee (SGAC). Expressions of interest were then sought via public advertisement, social media, the City’s website and public relations activities. Applications closed on 30 November 2014.
ITEM 2 (CONTINUED)
APPOINMENT OF SOUTHERN GATEWAY ADVISORY COMMITTEE MEMBERSHIP
LG115/1304

Thirteen expressions of interest from members of the public were received and are listed in Table 1, below.

From this list the selection panel, consisting of the Division 14 Councillor and the President of the Chamber of Commerce, undertook an evaluation assessment of all 13 applicants against the previously endorsed terms of reference and the guidelines for the appointment of community members. They have selected the most suitable individuals to fill the available six available positions. The two evaluation matrices are included in Attachment 1.

As per the terms of reference, Connecting Southern Gold Coast (CSGC) and Gold Coast Tourism (GCT) are invited observers. Letters of invitation were sent from the Director of Economic Development and Major Projects to Peter Doggett (CEO, CSGC) and Martin Winter (CEO, GCT) requesting nominations of suitable representatives. Both organisations have accepted the invitation and representatives have been included in Table 2, below.

As per the terms of reference, Queensland Police Services (QPS) were also invited to nominate a representative, as per similar arrangements with the two existing advisory committees, Broadbeach Advisory Committee and Heart of the City Advisory Committee. QPS have accepted and their nomination is listed below in Table 2.

EDMP and Engineering Services will each make a staff member available, in the same capacity as per the two existing advisory committees (noted above), to liaise with the committee on urban precinct and economic development issues, as required.
ITEM 2 (CONTINUED)

APPOINTMENT OF SOUTHERN GATEWAY ADVISORY COMMITTEE MEMBERSHIP
LG115/1304

The selection panel subsequently proposes that membership of SGAC comprise of the following:

Table 2 – Proposed Southern Gateway Advisory Committee membership

<table>
<thead>
<tr>
<th>Membership</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chamber of Commerce President</td>
<td>Ms Gail O’Neill</td>
</tr>
<tr>
<td>Division 14 Councillor</td>
<td>Cr Chris Robbins</td>
</tr>
<tr>
<td>Community member - professional services</td>
<td>Mr Philip Follent, architect</td>
</tr>
<tr>
<td>Community member - retail</td>
<td>Mr Steve Archdeacon, Café d’Bar</td>
</tr>
<tr>
<td>Community member - accommodation</td>
<td>Mr Drew Steptoe, Kirra Beach Hotel</td>
</tr>
<tr>
<td>Community member - tourism</td>
<td>Mr Archie Jamieson, Gold Coast Skydive</td>
</tr>
<tr>
<td>Community member - education</td>
<td>Ms Anne Stovin, Currumbin RSL</td>
</tr>
<tr>
<td>Community member - community</td>
<td>Mr Greg Baade, Gold Coast District Inspector, Southern Patrol Group, Queensland Police Services</td>
</tr>
<tr>
<td>Elected mayor or a mayoral-appointed alternative representative</td>
<td>Mayor Tom Tate</td>
</tr>
</tbody>
</table>

Invited observers

| Connecting Southern Gold Coast                   | Mr Peter Doggett, CEO                                                        |
| Gold Coast Tourism Corporation                   | Ms Lenna Klintworth, Destination Management Officer                          |

Council observers

| Engineering Services                             | Mr Jim Bowden, Urban Precinct Manager                                        |
| Economic Development                             | Ms Leanne Handreck, Strategic Project Officer (Tourism)                     |

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

SGAC activities are aligned to a number of themes, objectives and actions of the Corporate Plan - Gold Coast 2020, including:

2.0 Prosperity built on a strong diverse economy
3.0 People contribute to a strong community spirit

SGAC’s activities are also aligned with the City’s Economic Development Strategy 2013-2023 and the Gold Coast Destination Tourism Management Plan 2014-2020 (DTMP).

7 COMMONWEALTH GAMES IMPACT

The Gold Coast 2018 Commonwealth Games™ (GC2018) will be the biggest event the city has ever hosted and the largest in Australia for a decade. GC2018 presents a once-in-a-lifetime generation opportunity to secure profound and long-lasting economic, social and reputational benefits for the Gold Coast. It is a major focus for the DTMP and is supported by all levels of government in order to ensure Queensland’s tourism industry benefits from this opportunity.

SGAC will play an important role in advising Council in relation to projects or initiatives that will enhance the progressive improvement of the southern precinct, including opportunities
for the three north facing beaches and the commercial village precincts of Rainbow Bay, Coolangatta and Kirra, to benefit from the influx of visitors in this area in the lead-up to, during and post-GC2018.

8 FUNDING AND RESOURCING REQUIREMENTS

In accordance with Council’s November 2014 resolution, all direct and indirect costs of support, briefings, attendance undertaken by staff of Council, as well as materials produced for this advisory committee will be tracked and funded from the Division 14 LAW budget.

Committee membership is on a voluntary basis and secretariat support will be provided by the Division 14 Councillor’s office.

9 RISK MANAGEMENT

This activity supports the mitigation of the following corporate risks:

CO000427 – Failure to diversify the economy leading to an over reliance on the construction and tourism industries to generate economic growth and prosperity

CO000497 – Failure to maximise the legacy and community development opportunities associated with the Gold Coast 2018 Commonwealth Games leading to reputation damage.

10 STATUTORY MATTERS

The Southern Gateway Advisory Committee has been established under Section 62 of the Local Government Operations Regulation 2010 for the purposes of advising Council on matters relating to the progression of the southern Gold Coast.

11 COUNCIL POLICIES

Not Applicable.

12 DELEGATIONS

Not Applicable.

13 COORDINATION & CONSULTATION

<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 (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darren Scott, Director</td>
<td>EDMP</td>
<td>Yes</td>
</tr>
<tr>
<td>Toni Brownie, Manager</td>
<td>Economic Development</td>
<td>Yes</td>
</tr>
<tr>
<td>Di Dixon, Executive Coordinator</td>
<td>Economic Development</td>
<td>Yes</td>
</tr>
<tr>
<td>Mr Jim Bowden, Urban Precinct Manager</td>
<td>Engineering Services</td>
<td>Yes</td>
</tr>
<tr>
<td>Cr Robbins</td>
<td>Division 14 Councillor</td>
<td>Yes</td>
</tr>
<tr>
<td>President</td>
<td>Chamber of Commerce</td>
<td>Yes – content of report only</td>
</tr>
</tbody>
</table>
14 STAKEHOLDER IMPACTS

The advisory committee and its work will have a positive impact on stakeholders with the group focused on identifying and advising Council on the issues, projects and initiatives which will enhance the prosperity of the southern Gold Coast through managing growth and progressing opportunities for the benefit of the community, business and visitors.

15 TIMING

Pending Council’s endorsement of the proposed Committee members, the successful applicants will be formally advised of their appointment and planning for the first meeting will commence.

16 CONCLUSION

In November 2014, Council endorsed the terms of reference, guidelines for appointment and the process for seeking expressions of interest for community members of the Southern Gateway Advisory Committee. Thirteen applications were received and the selection panel has shortlisted six individuals they believe will be the most suitable for the committee’s composition based on their individual skills, areas of expertise and experience. GCT, CSGC have nominated representatives as observers and the QPS has nominated a community member.

Council’s endorsement is sought to appoint the selection panel’s proposed membership identified in Table 2, above.

17 RECOMMENDATION

It is recommended that Council resolves as follows:

4 That Council notes the complete list of applicants who expressed an interest in membership of the Southern Gateway Advisory Committee.

5 That Council endorses the selection panel’s proposed membership of the Southern Gateway Advisory Committee community members and appoints them to fulfil their role as per the terms of reference previously endorsed by Council.

Author: Leanne Handreck
Strategic Project Officer (Tourism)

Authorised by: Darren Scott
Director
Economic Development and Major Projects

20 January 2015

TRACKS REF: #46552523
ITEM 2  ECONOMIC DEVELOPMENT BRANCH
APPOINTMENT OF SOUTHERN GATEWAY ADVISORY COMMITTEE MEMBERSHIP
LG115/1304

Changed Recommendation

COMMITTEE RECOMMENDATION  ED15.0212.002
moved Cr Betts  seconded Cr McDonald

1 That the report/attachment be deemed non-confidential except for those parts
deeded by the Chief Executive Officer to remain confidential in accordance with
sections 171 (3) and 200 (5) of the Local Government Act 2009.

2 That Council notes the complete list of applicants who expressed an interest in
membership of the Southern Gateway Advisory Committee.

3 That Council endorses the selection panel’s proposed membership as detailed in
the shortlist on page 85 with the addition of the Police representative as
described in the report and appoints them to fulfil their role as per the terms of
reference previously endorsed by Council.

CARRIED
REDACTED
1 BASIS FOR CONFIDENTIALITY

1.1 I recommend that this report be considered in Closed Session pursuant to section 275(1) of the Local Government Regulation 2012 for the reason that the matter involves

(c) the local government’s budget.

1.2 I recommend that the report/attachment be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and that the document remain confidential unless Council decides otherwise by resolution.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

The purpose of the report is to provide an update regarding Gold Coast 2018 Commonwealth Games™ (GC2018) venue development.

4 PREVIOUS RESOLUTIONS

Council at its meeting of 21 May 2014 resolved CG14.0521.002 (in part):

1 That the report/attachment be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and that the document remain confidential unless Council decides otherwise by resolution.

2 That Council supports the changes to the GC2018 Venue Master Plan as outlined in this report.

3 That a further report be provided to Council on the progression of the GC2018 venue infrastructure program by the end of 2014.

Council at its meeting of 29 May 2012 resolved G12.0529.005 (in part):

“3 That Council endorses a focus on maximising the legacy value to the city of the 2018 Commonwealth Games in the future negotiations with the State and Federal governments relating to the hosting of the Games.”

5 DISCUSSION

Since the last reporting period significant design and development activity has occurred within the GC2018 venue delivery programme. As part of this process Council’s Commonwealth Games Unit continues to consult with and represent internal and external
stakeholders to ensure that venues located within the city provide the greatest opportunity and legacy benefit from the GC2018.

The GC2018 delivery programme is being coordinated by the Queensland Government to ensure that the GC2018 venues will be completed well before the event in 2018. The Gold Coast Aquatic Centre was the first of the venues to be completed and was done so on time and budget to host the Pan Pacific Swimming Championships in August 2014. The next two years will focus on the construction of the majority of the permanent works led by Carrara and Coomera venues in early 2015. By completing the venues well ahead of time mitigates risk regarding the GC2018 event by ensuring that venues are available for appropriate testing and overlay programmes.

The venues are under strict budgetary constraints that are a result of the funding commitments outlined as part of the GC2018 bid. Subsequently the projects have control measures applied to ensure that the venues are able to be constructed within the committed funding allocation.

City officers are continuing to work with GC2018 partners to ensure the venues meet GC2018 requirements while providing the best possible legacy for the Gold Coast community.

5.1 Carrara Sports Precinct

The Carrara Sports Precinct (CSP) (Attachment 1 and 2) is the signature location for GC2018 sport and ceremony activities for the duration of the GC2018 event. The precinct in Games mode includes both Council and Queensland Government facilities and will be host to the Badminton, Wrestling, Weightlifting and Athletics events as well as both the opening and closing ceremonies. The legacy benefit of the GC2018 includes the significant widening of the City’s venue portfolio through the construction of Carrara Sports and Leisure Centre (CSLC)(Attachment 3 – 5), upgrade of the Carrara Indoor Sports Stadium (CISS), development of elite performance playing fields and the southern precinct community fields.

Since the last reporting period the Design Development phase for the precinct and its respective Council venues has been completed. This process included intensive participation and consultation with asset owners and other key Council stakeholders. The City’s CSP Concept Master Plan, that represented Council’s permanent interest in the precinct, has informed this detailed development and venue design.

Events Queensland in association with the City of Gold Coast was successful in their bid to host the 2017 Sudirman Cup (World Badminton Teams Championships) at the CLSC. The strength of and success of the bid reinforces the legacy benefit and future opportunities that the facility will bring to the city. In this instance the CLSC was used as a catalyst to host this international event that will attract both short and long term economic development opportunities to the Gold Coast.
The project will be delivered by the Department of State Infrastructure and Planning (DSDIP) through a Managing Contract methodology. This process was used effectively at the GCAC to ensure a controlled budget and delivery programme. The construction methodology has been broken down the delivery process into 5 separable portions (SP1 – 5) that streamlines the design and delivery of the elements of the project. They are as follows:

- SP1 and 3: Carrara Sports and Leisure Centre
- SP2: Carrara Indoor Sports Stadium
- SP4: Southern Precinct
- SP5: Carrara Stadium GC2018 upgrade

The Southern Precinct which includes the City’s Alabaster Drive sites and the Queensland Government lots to the south of Nerang Broadbeach Road. These lots remain the subject of ongoing land tenure negotiations between the City and the Queensland Government, transfer of tenure of these lots is intended to occur by mid-2015. The Southern Precinct will provide additional community fields, amenities and club facilities to the precinct that will facilitate the development of community based sport and events in the precinct.

Site works are intended to commence on the Northern Precinct and CSLC in February 2015. The programme of works has been coordinated with Council’s requirement to maintain operational activities of the existing Carrara Indoor Sports Stadium and access to playing field areas. The CSLC is anticipated to be completed and operational in mid-2016. Once completed it is intended that the venue will be open for public use and operated by Council’s Community Venues & Services Branch. Completion of the CLSC will enable a transition of user groups from the existing CISS to the newly completed facility. Refurbishment works to the Carrara Indoor Sports Stadium will occur after this transition commencing in mid-2016 with completion expected by mid-2017. Works on the Southern Precinct are scheduled for completion in late 2015. The availability of these fields for community use is yet to be confirmed.

### 5.2 Gold Coast Aquatic Centre Redevelopment

Gold Coast Aquatic Centre (GCAC) reached practical completion and was handed over to Council in June 2014 as programmed to successfully host the Pan Pacific Swimming Championships. Council officers continue to work with the DSDIP and the Managing Contractor as part of the final handover process that includes maintenance and 12 months defect liability period.

### 5.3 Coomera Indoor Sports Centre – Coomera Sports Park

Coomera Indoor Sports Centre has been confirmed as the host venue of the GC2018 Gymnastics competition and Netball finals. The nature of and the popularity of these sports has required the venue to be substantial in size in order to host the 7,500 spectator capacity
COMMONWEALTH GAMES VENUE UPDATE
CS105/2018/03(P1)

outlined within the Bid. As such the facility has been significantly upgraded since the bid with it being relocated to Coomera (from Broadwater Parklands) and reprogrammed from a temporary facility to a permanent structure. The venue will provide a significant community benefit to the northern growth area of the city and provide an indoor sports centre capable of servicing a range of sporting and cultural activities accommodating up to 8 basketball/netball courts in addition to a purpose-built gymnastics facility. In addition, the facility will include additional community focused facilities that complement the field of play and activities (Attachment 6 and 7).

The project is nearing the completion of detailed design and is undertaking costing and value engineering processes with the project management, construction and stakeholder groups.

Construction for this project is expected to begin in late February 2015, with works being completed as previously reported and scheduled in mid-2016. The venue will be managed and operated by the City’s Community Venues and Services Branch upon project completion.

5.4 Gold Coast Hockey Centre – Keith Hunt Park

Lengthy consultation has been held with Hockey Queensland, Gold Coast Hockey Association and Labrador Sports Club as to the development and future management of the site. Agreement between these individual groups has been reached to streamline the operation of the precinct. The site upgrade will also include civil works that improve site access, car parking, permanent seating and general amenity at the facility.

The respective organisations undertook a business planning process to determine the preferred infrastructure model for the Centre. The proposed field layout (Attachment 8) reflects the recommendation of the business case, providing two artificial competition fields located to the east and west of the clubhouse that are compliant with the International Hockey Federation’s requirements. A grass turf field will be developed adjacent to the two artificial fields. This outcome provides the best legacy for the sport by providing a solution that delivers both a physically and economically manageable asset. The development program for the Gold Coast Hockey Centre is expected to begin in late 2015, with completion at the beginning of 2017.

For the purposes of the GC2018 a third pitch is required to meet the training venue programme. As there was not another existing artificial pitch within the city, another had to be provided. The Gold Coast Hockey Centre was considered but this did not offer a sustainable outcome for the sport in the city. Discussions with Education Queensland and the Runaway
Bay Sports Super Centre identified that there was a compatibility of use of an artificial pitch with the RBSCC future business plan. As such the GC2018 Hockey training pitch will be located at the complex, work is anticipated to commence on that project in 2015.

5.5 Gold Coast Cycle Centre and Nerang National Park

As part of the updated GC2018 Venue Masterplan the Mountain Bike event was relocated from Hinze Dam to the Gold Coast Cycle Centre and Nerang National Park. The Gold Coast Cycle Centre, a City asset is intended to be used as the start/finish area and to hold most of the GC2018 event overlay requirements, with the majority of the competition track located within the adjacent Nerang National Park.

In late 2014 Council officers commenced a master planning project for the Gold Coast Cycle Centre with the purpose of informing the development of the site and to maximise legacy opportunities from the GC2018.

This process will assist in informing the DSDIP managed project by representing Council’s aspirations for the facility. The GC2018 Mountain Bike venue will be released for design tender in early 2015. Through this process Council officers will work with Department of National Parks, Sport, Recreation and Racing, DSDIP and GOLDOC to realise elements that are achievable as part of the GC2018 venue programme. A further report to Council will be provided, outlining proposed pre and post GC2018 development opportunities for the Precinct.

5.6 Broadbeach Bowls Club

The Broadbeach Bowls Club at Nikiforidis Park, Broadbeach will host the GC2018 Lawn Bowls competition. The Commonwealth Games Federation has recently confirmed the number of greens required for the GC2018 will not need to be increased to five. Therefore, as the greens at the facility are currently in very good condition only minor upgrades will be required to make them suitable for Games use. Minor upgrades will also be undertaken to sports infrastructure such as lighting. There will be an internal upgrade to the facility which the Broadbeach Bowls Club will contribute to.

The facility is currently under a lease arrangement with the City of Gold Coast, and appropriate negotiations regarding GC2018 Venue Use Agreements will be undertaken in the near future. Council officers are working with the Club management to ensure that expectations and assumptions around the upgrade of the facility and its use during GC2018.

The venue is currently out for design tender and will be awarded in early 2015, construction is currently scheduled to commence in late 2015.

5.7 Runaway Bay Indoor Stadium

The Runaway Bay Indoor Stadium is identified as the venue for the GC2018 squash competition. Schematic design process commenced in late 2014 and Council officers are engaged with GC2018 partners in the design and stakeholder engagement process. Council officers along with appropriate GOLDOC technical representatives are consulting with Squash Australia in regard to future opportunities for squash legacies at the facility. The
venue design currently facilitates 8 singles/6 doubles courts and a temporary glass show court for GC2018 purposes.

Post GC2018 the facility has the capacity to will provide the area for 5 basketball courts (the facility currently provides for 4 basketball courts) that can be used for a variety of different functions. Such flexibility of offer is identified as the biggest legacy for the facility from the GC2018, with such an increase in size the RBISS will be able to offer amenity to community activities that previously did not have a reliable venue to operate.

The upgrade of the facility is intended to improve the operation and amenity of the existing venue including accessibility, storage and enhancing the relationship of the venue to the greater Runaway Bay Sports Precinct.

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

Theme 1: *The best place to live and visit*

1.2 We live in balance with nature
1.6 Our modern centres create vibrant communities
1.8 Our city benefits from a great Gold Coast 2018 Commonwealth Games™

Theme 2: *Prosperity built on a strong diverse economy*

2.3 We have infrastructure that supports productivity and growth

7 COMMONWEALTH GAMES IMPACT

The venues identified in this report have direct connection to the GC2018 as they are the competition venues for the GC2018. The design of the venues considers the requirements of the Games.

The design and development of the venues strengthens the city’s community and event infrastructure providing direct benefit in the form of permanent infrastructure as a result of the City hosting the GC2018.

8 FUNDING AND RESOURCING REQUIREMENTS

Funding for the GC2018 venues is reflective of the commitment outlined in the Heads of Agreement, with the intent of ensuring that both the GC2018 event and the city’s legacy requirements are considered wherever possible and practical as permanent works.

Permanent works and GC2018 funding strategies (including use of GC2018 venues contingency) will need to be continually reviewed and negotiated with GC2018 partners to ensure the delivery of assets that offer a long lasting legacy within the city.
9 RISK MANAGEMENT

Current risk planning associated with the City’s involvement in GC2018 identified two corporate risks directly relevant:

- Failure to maximise the legacy and community development opportunities associated with GC2018.
- Failure to effectively plan for and manage the operational impacts of GC2018 resulting in service delivery impacts and reputation damage.

10 STATUTORY MATTERS

Council is a co-signatory to the Host City Contract for GC2018 and is required to meet certain guarantees, obligations and reporting requirements.

11 COUNCIL POLICIES

Not Applicable

12 DELEGATIONS

Not Applicable

13 COORDINATION & CONSULTATION

<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 (Yes/No) (comment as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darren Langen, Manager Community Venues and Services</td>
<td>Community Services, City of Gold Coast</td>
<td>Yes</td>
</tr>
<tr>
<td>Richard Pascoe, Executive Coordinator, Commonwealth Games Unit</td>
<td>EDMP, City of Gold Coast</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Governance arrangements for GC2018 include cross-directorate working groups, with the former Infrastructure Working Group and the Venues Technical Reference Group supporting the City’s oversight of the GC2018 Venue Delivery Program.

14 STAKEHOLDER IMPACTS

A number of important GC2018 activities, as highlighted within this report, will be advanced within 2015. Recognising the importance of these works to the overall success of GC2018, as well as the impact to stakeholders associated with works, strategic engagement processes are being employed. This includes development, completion and implementation of site-specific master plans, consultation with operational and maintenance programmes, regular briefings to Council and Divisional Councillors.
15 TIMING

Major milestones associated with the projects mentioned in this report include:

- December 2014: Commencement of Runaway Bay Indoor Stadium schematic design
- February 2015: Commencement of Coomera Sports and Leisure Centre construction works
- February 2015: Commencement of Carrara Sports Precinct construction works
- March 2015: Commencement of Broadbeach Bowls schematic design
- March 2015: Commencement of Gold Coast Cycle Centre schematic design
- June 2015: Completion of Gold Coast Hockey Centre design

16 CONCLUSION

The GC2018 venue delivery program is currently well underway, with the Gold Coast Aquatic Centre being the first venue to be completed. Construction for both for the Carrara Sports Precinct and Coomera Sports and Leisure Centre at a combined value of over $160 million is anticipated to commence in late February 2015. Further to these large facilities, the commencement of the construction of the smaller venues of the Gold Coast Hockey Centre, Runaway Bay Indoor Stadium, Broadbeach Bowls Club and Gold Coast Cycle Centre in late 2015 will ensure that the GC2018 venues will be on track to be delivered before time and safeguard the delivery of a great Commonwealth Games in 2018.

Furthermore, the delivery of these venues will realise a substantial part of the City’s the contribution to hosting the GC2018, and strengthen the city’s infrastructure portfolio identifying a direct benefit of the city’s participation in the 2018 Gold Coast Commonwealth Games.

17 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That the report/attachment be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and that the document remain confidential unless Council decides otherwise by resolution.

2 That a further update report be provided to Council on the progression of the GC2018 venue infrastructure program in the last quarter of 2015.

Author: Kristine Marshall
Coordinator Venues and Infrastructure Officer
23 January 2015

Authorised by: Darren Scott
Director Economic Development and Major Projects
COMMONWEALTH GAMES VENUE UPDATE
CS105/2018/03(P1)

Changed Recommendation

COMMITTEE RECOMMENDATION     ED15.0212.003
moved Cr Bell    seconded Cr Tozer

1 That the report/attachment be deemed non-confidential except for those parts
deemed by the Chief Executive Officer to remain confidential in accordance
with sections 171 (3) and 200 (5) of the Local Government Act 2009.

2 That a further update report be provided to Council on the progression of the
GC2018 venue infrastructure program in the last quarter of 2015.

CARRIED

There being no further business the meeting closed at 4.52pm.
Carrara Sports Precinct

ATTACHMENT 1

Carrara Sports Precinct

ATTACHMENT 2
Carrara Sports and Leisure Centre

ATTACHMENT 4

Carrara Sports and Leisure Centre
Coomera Indoor Sports Centre: Ground Floor Plan

Gold Coast Hockey Centre
These Pages
Numbered 1 to 107
Constitute The Adopted Report Of The Meeting
Of The Economic Development and Major Projects Committee
Held Thursday, 12 February 2015