

# Surf Coast Cultural Centre

## Business Case

### February 2022



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## Version Control

Version	Date	Notes
Surf Coast Cultural Centre Business Case First Draft	18/1/22	Issued by RGAC
Surf Coast Cultural Centre Business Case Final	31/1/21	Issued by RGAC



## 1. Executive Summary

The problem addressed by this Business Case for the Surf Coast Cultural Centre project is a lack of adequate cultural facilities and is demonstrated by the:

- Absence of a dedicated cultural arts facility within Surf Coast Shire.
- Lack of physical representation of Surf Coast's cultural identity at the local and national level.
- Existing Torquay facilities lack visibility, presence and fail to create a sense of place. They are no longer fit for purpose.
- Current business model creates financial constraints and limits full realisation of the facilities.

The current cultural facilities are located on a site at the rear of the Surf City Precinct fronting Beach Road and include:

- Torquay Library
- Australian National Surfing Museum
- Torquay Visitor Information Centre
- Surfing Victoria offices

They are dated, poorly integrated, inadequate in size and resources and do not meet modern expectations of public buildings.

Evidence of the problem includes:

- The Surf Coast Shire has one of the fastest growing populations in regional Victoria. There is a high and growing demand for arts and culture products and services.
- The existing facilities are inadequate, poor quality and have shortfalls in public floor space and back of house facilities. Consequently, the full range of services cannot be delivered due to these space restrictions.
- There is a lack of dedicated performing and visual arts facilities in Surf Coast.
- There are Issues with the visibility of current facilities and a lack of sense of place for the current location.
- The current facilities do not encourage visitation by the local community and by tourists. This has resulted in static or falling attendances in the period leading up to the COVID19 pandemic in 2020. This leads to poor financial and organisational performance.

Key benefits from implementing the solution include:

Cultural Services	The Surf Coast Cultural Centre better meet future community needs for cultural services.
Celebration of culture	Aboriginal, Arts & Surf culture acknowledged and celebrated at a regional scale.
Wadawurrung	Reflect Wadawurrung Aboriginal cultural, visual and environmental heritage.
Identity and Visibility	Improved identity and cultural facility visibility leading to a higher profile and visitation.
Business Model	Potential for a more sustainable business model driving better outcomes and value for investment.
Economic Benefits	Economic benefits for employment and the regional economy during the construction phase and the ongoing operational phase.
Tourism	Strengthening of the tourism sector across Surf Coast with economic and employment benefits.
Social Connection	Improved social connection for the community by creating gathering places for the community in formal and informal settings.
Environmental Sustainability	Facilities will operate with a reduced energy consumption and greenhouse gas emissions, and be constructed with a reduced impact on the natural environment.

The design response draws on previous studies which considered a range of options for the type of facilities, the level of integration and the location in Torquay. Surf Coast Shire Council decided to pursue the option for the project to be located at the preferred site within the Surf City Precinct in Beach Road Torquay and to develop integrated cultural facilities.

This major development will be undertaken in two stages over the next decade:

Stage One - Expanded Torquay Library, Australian National Surfing Museum and Visitor Information Centre and replacement Surfing Victoria offices.

Stage Two - New Studio Theatre and Gallery

The proposed assets to be constructed to create the Surf Coast Cultural Centre address the response and solution and incorporate:

- New, purpose-built Cultural Facility.
  - An expanded Library, ANSM and VIC.
  - A new Studio Theatre and Gallery.
  - Replacement of Surfing Victoria existing facilities.
  - Public spaces including a flexible Forecourt.
  - Creative and community spaces including Rehearsal Room, Meeting Rooms, Makers Spaces and Co-working Spaces.
  - Support back of house spaces.
  - Reconfigured parking.
- Strengthen social capital through shared cultural values and connection to place.
  - Urban and building design incorporates references to Wadawurrung Aboriginal heritage and the Surf Coast environment.

- More skilled community and industry sectors.
  - Provision of Theatre and Gallery spaces to showcase local community and professional artists in high quality facilities.
  - Access to creative and community spaces to support making of work and development of projects.
  - Increased capacity for Council to deliver programs that support the community and creative industry sectors.
  - Access to programs, collections, facilities and resources that support literacy and digital literacy development and lifelong learning.
  - Support for start-ups and small businesses to work, research and collaborate.
- Link to proposed public domain investment to support additional wayfinding implementation.
  - Urban design approach strengthens the visibility, flow and wayfinding within the new facilities.
  - Provides Council with opportunities to enhance the wider Surf City precinct public domain including wayfinding, parking and pedestrian access.
- Prioritise sustainable building practices into new Surf Coast Cultural Centre.
  - The design integrates sustainability as a core design principle. The design meets the Environmentally Sustainable Council Facilities Policy utilising sustainability rating systems.
- Onsite operational resources align to a future sustainable business model.
  - New facilities are fit for purpose
  - Facilities are integrated encouraging visitation across multiple spaces.
  - Options for new and enhanced activities including performances, exhibitions and public programs which will drive revenue and visitation.
  - Design supports efficient staffing operation.
  - Back of house support spaces provide a safe and efficient work environment maximising staff efficiency.

The impact of this response is demonstrated in the Business and Financial Modelling which shows:

- An increase in usage and visitation by the Surf Coast community and tourists.
- An expansion of programming across the facilities
- Growth in revenue
- Increase in events and attendance.

The Economic Impact Analysis and the Cost Benefit Analysis demonstrate significant economic and socio-economic impacts including:

- Construction Phase
  - Employment impact of 228 FTE jobs across the total construction of Stages 1 and 2 including direct effect, supply chain effect and consumption effect.
  - Economic Impact of \$114.96m output across the total construction.
- Operational Phase
  - Annual employment impact of 39 FTE jobs full operation including direct effect, supply chain effect and consumption effect.
  - Annual economic impact of \$5.73m output at full operation.
- Direct Tourist Visitation Impact.
  - Annual employment impact of 37 FTE at full operation including direct effect, supply chain effect and consumption effect.
  - Annual economic impact of \$11.31m output at full operation.

- Broader Cultural Tourist Visitation Impact.
  - Increased Tourist Expenditure of \$103.9m.
  - Employment impact of 756 FTE jobs including direct effect, supply chain effect and consumption.
  - Annual Economic Impact of \$172.6m output including direct effect, supply chain effect and consumption. effect.

This broader positive impact on the tourism sector is through the Surf Coast Cultural Facility strengthening the Surf Coast brand and driving tourism economic and employment across Surf Coast.

The Cost Benefit Ratio for the project case demonstrates a significant economic benefit for Surf Coast LGA with a CBR greater than 1 : 1 and a positive a project NPV (or net benefit) over the 30-year analysis period.

Table 5-1 Scenario 2 - project case stage 1 and stage 2

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$34,784,901	\$12,886,729	\$950,015
NPV Cost	\$86,944,185	\$69,405,657	\$57,752,619
NPV Benefit	\$121,729,087	\$82,292,386	\$58,702,634
<b>CBR</b>	<b>1 : 1.40</b>	<b>1 : 1.19</b>	<b>1 : 1.02</b>

Table 5-2 Scenario 3 - project case stage 1 only

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$35,641,890	\$15,606,740	\$4,090,696
NPV Cost	\$67,007,272	\$55,622,622	\$47,973,819
NPV Benefit	\$102,649,162	\$71,229,362	\$52,064,516
<b>CBR</b>	<b>1 : 1.53</b>	<b>1 : 1.28</b>	<b>1 : 1.09</b>

The Surf Coast Cultural Centre project is a major investment in community infrastructure which will enhance the liveability of Surf Coast Shire for the growing population, strengthen social connection, support the creative industries and drive growth in the tourism sector.





## 2. Problem

### 2.1 Context and Background

Victoria's Surf Coast with its spectacular coastline, scenic rainforests and magnificent beaches, is one of the tourist draw cards of Australia. The Surf Coast Shire is among the fastest growing regional municipalities in Victoria. The Shire was proclaimed on 9 March 1994 and covers an area of 1,560 km<sup>2</sup>.

The main population centres include Torquay, Bells Beach, Winchelsea, Anglesea, and Lorne. There is a growing creative industries sector based in Surf Coast Shire.

Large numbers of holidaymakers and visitors stay in the Shire at peak season. The Great Ocean Road, which starts in Torquay, attracts over 2.5 million travellers annually.

Existing Council owned cultural facilities are located in the Surf City Precinct which fronts on to the Surf Coast Highway. The precinct includes the current:

- Torquay Library
- Australian National Surfing Museum (ANSM)
- Torquay Visitor Information Centre (VIC)

The problem addressed by this Business Case is a lack of adequate cultural facilities and is demonstrated by the:

- Absence of a dedicated cultural arts facility within Surf Coast Shire.
- Lack of physical representation of Surf Coast's cultural identity at the local and national level.
- Existing Torquay facilities lack visibility, presence and fail to create a sense of place. They are no longer fit for purpose.
- Current business model creates financial constraints and limits full realisation of the facilities.

### 2.2 Describing the Problem

The current cultural facilities are located on a site at the rear of the Surf City Precinct fronting Beach Road.

They are dated, poorly integrated, inadequate in size and resources and do not meet modern expectations of public buildings.



*Torquay Library Exterior*



*VIC and ANSM Exterior*

### 2.2.1 Torquay Library

Council is one of five member councils who have library services provided through the Geelong Regional Library Corporation (GRLC). Council is responsible for providing fixed infrastructure for the library. GRLC is a leading library services provider in the State and it will continue to deliver library services in the redeveloped building when complete.

Surf Coast Shire has one static library – Torquay Library – and one mobile library – the Surf Coast Mobile Library. The Torquay Library was built in the 1980s and expanded and refurbished in 2013 to an area of 380m<sup>2</sup>.

The existing library continues to deliver services beyond its current limitations. However, utilisation of Torquay Library has declined over the last five years due to its inability to cater for a wider range of users due to spatial constraints which impact on its use.

The Library lacks the range and type of facilities typical in modern libraries including spaces for reading, work and study and for staging meetings and events and supporting creative activities. The facilities do not make Torquay Library a destination for the community.

The existing Library building is unattractive and lacks presence and impact with poor quality fitout and interiors. The building design has poor acoustics which impact on the types of activities that can be undertaken and other users' enjoyment of the space.

Back of house support facilities for staff are inadequate and poor quality. Work areas are cramped, creating occupational health and safety issues, and are co-located with kitchen facilities. They lack storage and basic amenities, such as boiling water and toilet facilities, providing a very poor work environment.

Based on the National benchmarks, the current area of 380m<sup>2</sup> is less than a quarter of the size to meet the basic standards required for the projected population of Surf Coast Shire and significantly smaller than best practice recommendations.

The Australian National Surfing Museum and the Torquay Visitor Information Centre are facilities with services delivered directly by Council.

### 2.2.2 The Australian National Surfing Museum

The ANSM has existed for nearly three decades and has undergone minor infrastructure and branding upgrades in that time.

The ANSM Collection is the most significant collection assembled about Australian surfing and one of the finest surfing collections in the world. It is also one of Australia's best sports collections. The Collection traces the history of surfing in Australia across more than a century<sup>1</sup>.

The existing ANSM building is unattractive and lacks presence and impact with poor quality fitout and interiors. The lack of visual profile of the building is an impediment to driving increased visitation. The exhibition displays are traditional in design and lack interactivity for visitors. The lack of museum gallery space restricts the capacity to refresh the permanent exhibition and to provide a regular program of temporary exhibitions to attract new visitors and increase return visitation. The ANSM is a key tourism attraction and these facility limitations have a negative impact on the growth in visitation by tourists.

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<sup>1</sup> Australian National Surfing Museum Collection Significance Assessment - Circa Museum Services pages 6-7  
*Surf Coast Cultural Centre Business Case Final February 2022*

Back of house facilities are inadequate with poor staff areas and with collection content stored in makeshift and overcrowded facilities that do not meet the museum environmental standards for collection content.

### 2.2.3 Torquay Visitor Information Centre

The Torquay Visitor Information Centre is in a key location at the start of the Great Ocean Road and with Lorne is one of the two largest VICs along the Surf Coast.

The Visitor Information Centre is based on a traditional model and does not address visitor needs that are changing to an experienced based model. It lacks visibility from Beach Road for visitors. The facilities are cramped and poor quality and lack space for high quality displays and interactive technology.

There needs to be more interpretive information including through digital interfaces, which will become more important in coming years as visitors change the way they research their visit. An important role of the VIC is to encourage visitors to extend their stay on the Great Ocean Road through a better understanding of tourism products and attractions and an opportunity to develop experience itineraries.

The retail facilities in the VIC are inadequate and constrain the level of sales particularly of merchandise and artworks designed and created in Surf Coast.

### 2.2.4 Performing and Visual Arts Facilities

There are currently no dedicated performing arts venues in Surf Coast Shire. Community groups use community facilities such as halls and senior citizens rooms. Professional touring productions do not perform in Surf Coast which results in the local community having to travel to venues in Greater Geelong and Colac to attend performances.

There are limited visual arts spaces in Surf Coast Shire. Anglesea Art House has operated as a community group for 35 years. They are based in the old Scout hall in Anglesea and offer classes and basic exhibition space. Anglesea Art Space is a community-based gallery located in a retail shopfront leased and managed by Council. There are a number of small commercial galleries and artist studio galleries across the Shire. However, there are no gallery spaces with the infrastructure to stage larger scale exhibitions including touring shows.

In early 2021 Council entered into a lease with the Multi-Arts Centre community group for use of the former Recreation Centre which is in the process of being repurposed into a community-run multi-arts facility for the medium term.

## 2.3 Definition and Evidence of the Problem

### 2.3.1 Growth of Surf Coast community.

The Surf Coast Shire has one of the fastest growing populations in regional Victoria. The Surf Coast Shire population is growing rapidly with Torquay increasing its population by 21.9% between the 2011 and 2016 Censuses. The Surf Coast Shire population forecast for 2021 is 34,230, and is forecast to grow to 45,717 by 2036<sup>2</sup>. The Shire is experiencing a rapid growth in population and high demand for housing from families and particularly from retirees seeking a coastal lifestyle<sup>3</sup>.

Average household incomes for Surf Coast residents are higher than for Regional Victoria and the Greater Geelong area with 33% of households earning annual incomes of over \$100k.

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<sup>2</sup> ID population forecast <https://forecast.id.com.au/surf-coast>

<sup>3</sup> <https://forecast.id.com.au/surf-coast/population-age-structure>

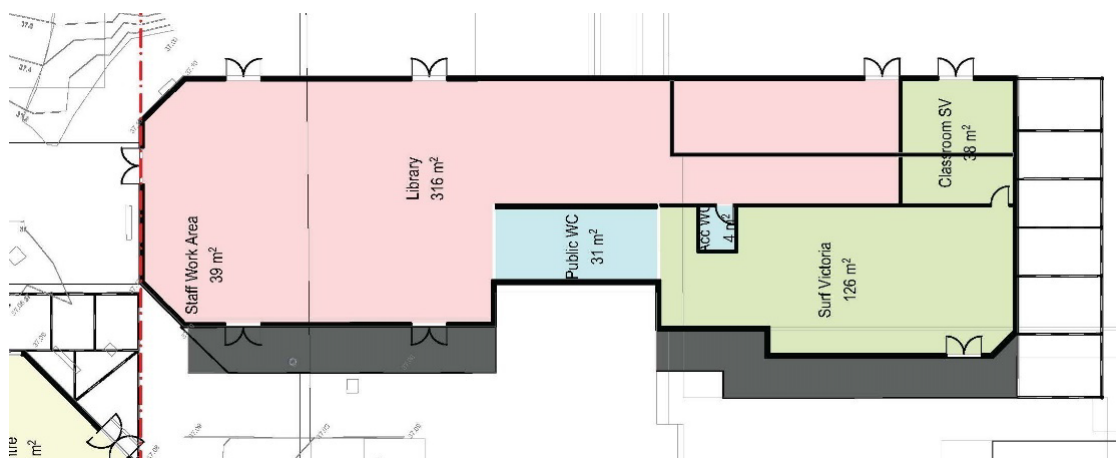
Surf Coast has a relatively lower level of disadvantage than surrounding LGAs in the region. The SEIFA Index of Disadvantage for Surf Coast Shire in 2016 was 1,077 which is the lowest level of disadvantage for adjacent LGAs<sup>4</sup>

The rapidly growing population, relatively high levels of household income and low levels of disadvantage are typical of communities which will have a high demand for arts and culture products and services.

### 2.3.2 Existing facilities descriptions and shortfalls in size and resources.

A challenge for the Shire is meeting the demand from the growing population for community infrastructure including cultural facilities. A priority theme in the new Council Plan 2021 – 2025 is Arts and Creativity<sup>5</sup>.

#### 2.3.2.1 Torquay Library



Torquay is currently the only library branch servicing Surf Coast Shire with one mobile library servicing other parts of the Shire.

The existing Library facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway
- Inadequate space for existing visitation with no capacity for future growth.
- No storage space including for processing new materials and collections items to and from other branches daily.
- Shortage of space for computers and working spaces for visitors with laptops.
- Lack of adequate space to hold events including the need to move shelving and library furniture.
- The building design has poor acoustics which impact on the types of activities that can be undertaken and other users' enjoyment of the space.
- Work areas are cramped, lack storage and basic amenities providing a very poor work environment which impact workflows and create Occupational Health and Safety issues.
- Lack of space to accommodate demand for children's early literacy programs and the growing community.
- Lack of separate and flexible spaces for community usage.
- Lack of display space for artworks, content from community groups, historical society, etc,

<sup>4</sup> <https://profile.id.com.au/surf-coast/seifa-disadvantage>

<sup>5</sup> Surf Coast Shire Council – Council Plan Incorporating the Health and Wellbeing Plan 2021 – 2025 pages 46 – 47  
*Surf Coast Cultural Centre Business Case Final February 2022*

- Inadequate work space and support facilities for existing staff
- Lack of facilities for visitors eg only a single toilet.

Stafford Strategy was commissioned by Surf Coast Shire Council in 2020 to undertake an options and feasibility analysis of potential scope and locations for a cultural facility including a library in Torquay. The size of the current library is 380m<sup>2</sup>. The desire for a larger library is driven by the need to cater for current and future population growth as identified in the Geelong Regional Library Corporation Infrastructure Plan (2019) and the Torquay Jan Juc Development Contributions Plan (2011).

The final report had key factors identified by Stafford Strategy in identifying why there was a need for a new library.

“Libraries are increasingly a hub of varying activities, services, programs and spaces for the community and visitors. They have morphed into “information hubs”<sup>6</sup>.

Contemporary libraries are places for meeting, sharing ideas and knowledge, accessing technology and fostering creativity.

The current Torquay Library does not align well with contemporary library facilities. Areas under supplied in the Library include separate children’s area, separate youth space, meeting rooms, activity rooms, designated quiet areas, adequate storage and work areas for staff to prepare programming resources or process library materials.

The inadequacy of the library space is confirmed by the GRLC in its Library Infrastructure Development Plan<sup>7</sup> based on defined National benchmarks<sup>8</sup>.

Torquay Library “is significantly undersized for the current catchment population.”

The primary rationale for a new library identified the following reasons why a new library is required.

- A Growing Population

The Shire’s population continues to grow and is forecast to reach almost 46k residents by 2036. The library size is insufficient for the Shire’s current population base, let alone catering for the growth forecast.

- Existing Size Constraints

The small size of the current library is impacting on its ability to cater to the growing Surf Coast community and is ultimately impacting on its performance. This was recognised in the GRLC report.

- Limited Cultural/ Creative Spaces in Surf Coast

Surf Coast appears to be underserved in formal cultural and creative spaces. A redeveloped library offers the potential to co-locate these spaces, including a multi-purpose black box theatre space.

- More Families & Elderly in Surf Coast

Surf Coast has a growing number of families in the region as well as an ageing (elderly) population. Library services are particularly important to these cohorts.

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<sup>6</sup> Torquay Cultural Facility Feasibility Study Final Report June 2020 – Stafford Strategy

<sup>7</sup> Library Infrastructure Development Plan 2019 - Geelong Regional Library Corporation

<sup>8</sup> Standards and Guidelines for Australian Public Libraries – ALIA & APLA 2020

- No Longer Fit-For-Purpose

The current library facility has not only outgrown its capacity but it is also no longer fit-for-purpose. What communities want out of their libraries has changed significantly since the library was developed.

- Stand Alone From Other Amenities

Opportunities exist to co-locate key council services and facilities with the library as the feature hub. The current stand-alone library model is unable to realise the benefits from collocating a variety of services which community members are often keen to access within the same venue or precinct; a “one stop shop model.”

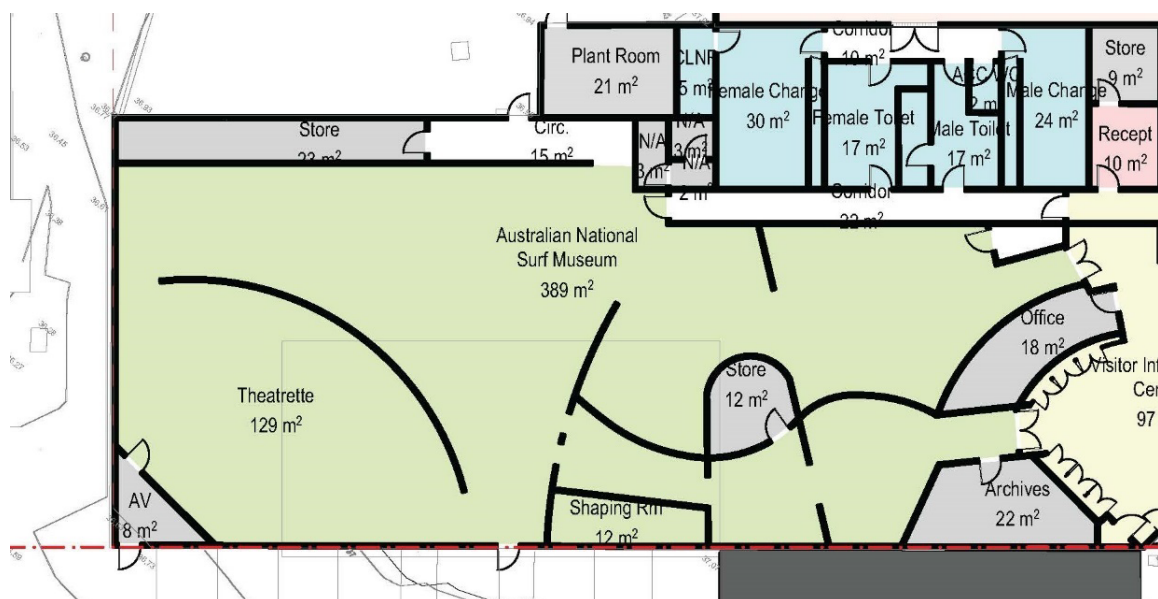
A comparative assessment was undertaken across the Geelong Regional Library Corporation branch network of 17 branch libraries. As of 2018, Torquay was the 8th most visited library in the network and has the 7th highest borrowing level and the 7th largest number of members. In terms of size, Torquay Library is the eighth smallest library.

A comparative assessment was also undertaken across 155 libraries around Australia. As a ratio, for every 1,000 residents, Torquay library currently provides 11.8m<sup>2</sup> of floor space based on the total LGA population and 18.8m<sup>2</sup> of floor space based on Torquay’s population. The GRLC indicates a target of 39m<sup>2</sup> per 1,000 residents needs to be aimed for, indicating that Torquay Library is significantly undersized for its current resident base.

Out of the 42 council areas assessed (including those in a mix of regional and city-based locations), Torquay Library ranks lowest in terms of the floorspace it offers per 1,000 residents. The City of Greater Geelong offers a ratio almost five times that of Surf Coast Shire at 51.8m<sup>2</sup> per 1,000 residents.

The Library lacks the range and type of facilities typical in modern libraries including spaces for reading, work and study and for staging meetings and events and supporting creative activities. The facilities do not make Torquay Library a destination for the community.

### 2.3.2.2 Australian National Surfing Museum



The ANSM (formerly SurfWorld Museum) has existed for nearly three decades and has undergone minor infrastructure and branding upgrades in that time.

The ANSM Collection is the most significant collection assembled about Australian surfing and one of the finest surfing collections in the world. It is also one of Australia's best sports collections. ANSM's Collection of around 12,000 items is diverse, comprising surfboards and other surfing equipment, artworks, clothing, cultural artefacts and a comprehensive library of photographs, ephemera, books, magazines, documents and audio-visual materials. The Collection traces the history of surfing in Australia across more than a century.

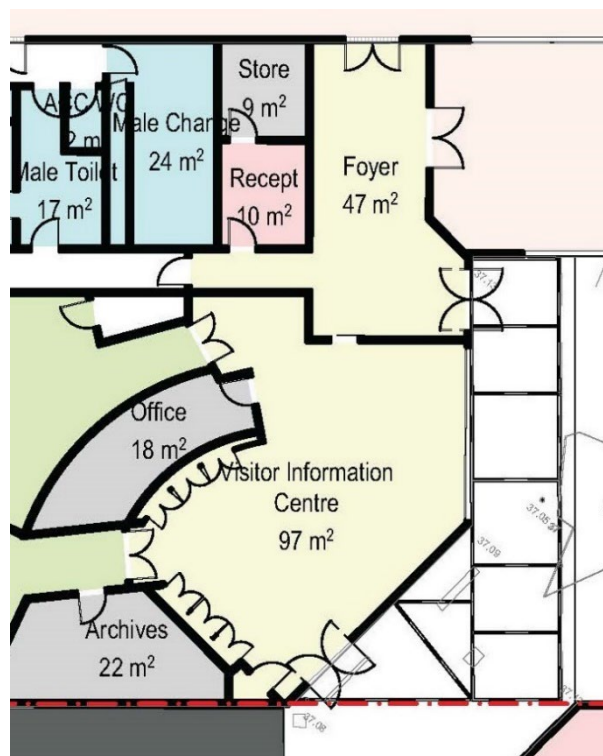
The existing ANSM facilities are no longer fit for purpose. The cramped scale and linear nature of the exhibition spaces limit the appeal and flexibility of exhibitions reducing appeal to visitors. There is limited capacity to stage temporary exhibitions which have the potential to attract return and new visitors. The permanent exhibition lacks the level of interactivity and multimedia typical in modern museums. Larger and better quality exhibition spaces are urgently required. The current public interface through the Visitor Information Centre lacks impact and appeal to welcome visitors. All of these elements limit the capacity of the ANSM to achieve its potential to increase visitation and generate revenue.

The invisible aspects of the ANSM's operation are completely inadequate. Collection storage is fragmented, overcrowded and does not meet the environmental standards required to safely preserve objects in the collection. Staff offices are cramped and provide a very poor work environment. There are no workshop spaces to allow the preparation of objects for exhibition or for the construction or maintenance of exhibition furniture. These factors are a risk to the ongoing condition of the collection and the efficient operation of the museum.

The existing ANSM facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway.
- Storage is inadequate, dispersed and in poor condition. It needs appropriate environmental controls particularly for paper, cloth and artwork elements of the collection.
- There is not enough exhibition space to house both the permanent collection and temporary exhibitions.
- Lack of flexibility in exhibition spaces.
- Current Museum design is traditional and linear and does not encourage exploration by visitors.
- There is a lack of modern audio visual, digital and interactive content.
- Inadequate foyer space with shared usage with VIC.
- There is a lack of adequate cloakroom facilities for school groups and backpackers.
- There is a lack of suitable spaces for events (eg launches, school holiday programs, films).
- Office space is crowded and inadequate.
- There is a lack of space to assess, prepare and conserve objects from the collection.

### 2.3.2.3 Torquay Visitor Information Centre



Surf Coast Shire has four Visitor Information Centres across the Shire including:

- Torquay
- Lorne
- Anglesea
- Winchelsea

Lorne is the largest VIC with its location in the heart of the Great Ocean Road driving the highest level of visitation. Torquay and Lorne have a mix of professional staff and volunteers and are open seven days a week.

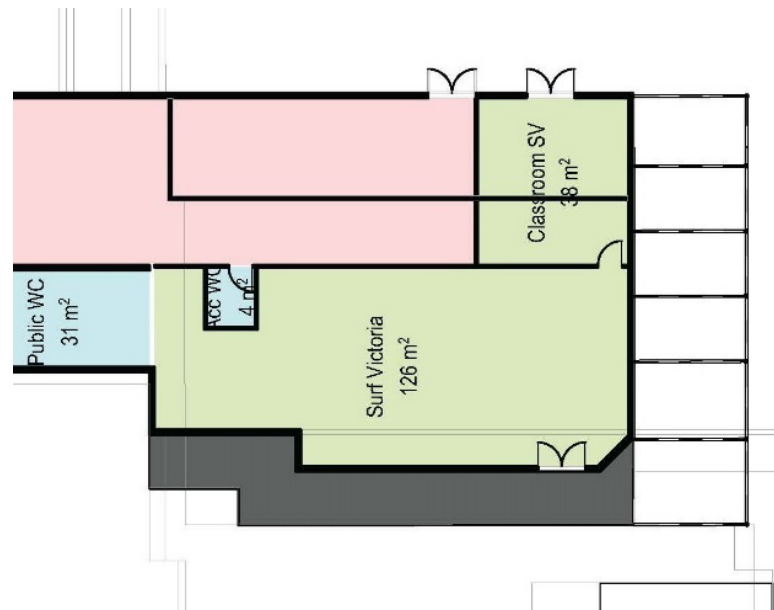
The role of Visitor Information Centres has been changing over recent years. Increasingly visitors are researching online prior to their visit to identify places they want to visit, and to book with accommodation and hospitality providers. Visitors coming to the VIC are typically from older age groups and families requesting assistance with trip planning and local attractions. There needs to be more interpretive information including through digital interfaces.

The existing VIC facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway.
- Lack of space for visitors, displays and retail.
- Inadequate foyer space with shared usage with ANSM.
- No capacity to provide information out of business hours.
- Existing interpretive material is poor quality.
- Lack of digital and interactive content
- Lack of space to display work from local artists and makers.
- Lack of storage space
- Office space is crowded and inadequate
- Lack of facilities for volunteers.



#### 2.3.2.4 Surfing Victoria



Surfing Victoria is the peak body for surfing in the state. Surfing Victoria offers a wide range of programs including surfing competitions, surfing workshops and elite training programs. They are currently housed in offices forming part of the Library building on a long term lease agreement with Council. Staffing comprises 11 full time and part time staff.

The current building is in poor condition. There is limited integration with the other cultural facilities including the ANSM.

#### 2.3.3 Lack of performing and visual arts facilities in Surf Coast.

Surf Coast Shire is unusual amongst LGAs of its population in regional Victoria in not having a dedicated performing arts or visual arts facilities with many smaller LGAs having dedicated facilities. Examples include:

- Colac Otway Shire – Population 21,662 COPACC theatre and public gallery.
- Shire of Southern Grampians – Population 16,510 Hamilton Performing Arts Centre and Hamilton Gallery
- Shire of Macedon Ranges – Population 19,754 Phee Broadway Theatre, Theatre Royal Castlemaine, Castlemaine Art Gallery.

There is a trend over recent decades to communities demanding venues which can offer a range of cultural services including theatre, music, visual arts and creative spaces.

##### 2.3.3.1 Performing Arts Facilities

There are currently no dedicated performing arts venues in Surf Coast Shire. Community groups use community facilities. Torquay Theatre Troupe use the Torquay Senior Citizen's Club for performances. This space lacks theatre infrastructure with a low ceiling and the need for shared use of the space while Torquay Theatre Troupe are in residence.



*Torquay Senior Citizens Club*

Some music events are staged in other community halls. Local schools stage performances in their multipurpose rooms. Professional touring productions do not perform in Surf Coast which results in the local community having to travel to venues in Greater Geelong and Colac to attend performances.

There are a number of performing arts venues across the wider Geelong region:

- Geelong Arts Centre - Multi venue performing arts centre currently undertaking a major redevelopment.
- Platform (previously the Courthouse Arts Centre.) - Platform works across multiple creative platforms and venues include the Performance Space and Rehearsal Space.
- Potato Shed - The Potato Shed provides an arts complex that serves as a multi-purpose arts and cultural centre for joint use by schools St Ignatius College and the regional community. The facility consists of a black box theatre, studios and support spaces.
- Colac Otway Performing Arts & Cultural Centre incorporates a theatre / cinema, civic hall and meeting rooms and was built in 2001.

### *2.3.3.2 Visual Arts Facilities*

There are limited visual arts spaces in Surf Coast Shire. Anglesea Art House has operated as a community group for 35 years. They are based in the old Scout Hall in Anglesea and offer classes and basic exhibition space. Anglesea Art Space is a community-based gallery located in a retail shopfront leased and managed by Council. Regular exhibitions by local artists are presented in the gallery. There are a number of small commercial galleries and artist studio galleries across the Shire. Ashmore Arts is the largest artist studio complex and is a commercial hub for local professional artists with artist studios and some options for display of artwork. As part of the MAC lease of the Recreation Centre, Surf Coast Art space is being established to present exhibitions in the medium term.

However, there are no gallery spaces with the infrastructure to stage larger scale exhibitions including touring shows. This limits the opportunity for community and professional artists from Surf Coast to exhibit and promote their work.

There are larger galleries across the wider Geelong region.

- Geelong Art Gallery is a major regional gallery based in the Geelong Arts Precinct with a large collection with exhibitions drawing on the collection and temporary and touring exhibitions.
- COPACC has a public gallery which is used for community based exhibitions

### 2.3.4 Issues with visibility of current facilities and sense of place for the current location.



*Beach Road*

*Surf Coast Highway*

The Surf City Precinct is located on the western edge side of the Surf Coast Highway. The site currently has a major retail presence on the Surf Coast Highway, and accommodates hospitality uses and three public buildings; the Torquay Library, the ANAM / VIC, and the former Recreation Centre (recently relocated to new facilities on another site).

The precinct interfaces with:

- North: Beach Road, comprising of a McDonalds located on the corner of Beach Road and the Surf Coast Highway and two early learning facilities, between Kooronga Place and McDonalds. Further west, Beach Road transitions to a residential street.
- South/West: Baines Crescent industrial/innovation precinct, and home to some of the larger surf brands and small hospitality related businesses.
- East: Surf Coast Highway – double lane arterial road that carries major traffic through Torquay between Geelong and the Surf Coast. A signalised intersection located at the north east corner of the precinct, providing vehicular access to the site via Beach Road.

Whilst the Surf City precinct has a major presence on the Surf Coast Highway, the site(s) are not visible from the Surf Coast Highway. The two/three storey retail buildings fronting the Surf Coast Highway sleeve the Library, VIC and former Recreation Centre buildings. In addition to being located behind the large retail frontages, the Library, VIC and former Recreation Centre are significantly setback from Beach Road. A large at grade car park separates the buildings from Beach Road. As a result, the public buildings do not present to Beach Road or contribute to addressing the street.

Whilst the Library and former Recreation Centre are large buildings, their scale is somewhat diminished due to the large street setback and due to the buildings siting in a lower section of the site. The natural slope across the site falls to the south east. As a result, the ground level of buildings is sitting lower than the surrounding street level.

The Library and former Recreation Centre present blank building facades to the car park and Beach Road. The front door to the Library is located on the western side of the building and is not immediately visible from the car park or Beach Road. When arriving from the car park, the front door to the Visitor Centre is set behind the Library, so is not immediately visible. The front door to the former Recreation Centre is small and recessed into the building. As a result, this entrance is not prominent.

The arrival experience favours vehicular access from Beach Road and the main car park. There are no clear and safe pedestrian pathways between Beach Road and the buildings. Whilst there are two pedestrian access ways that connect the Surf Coast Highway retail premises to the Library, VIC and former Recreation Centre, the lack of visibility of the buildings and poor wayfinding devices do not encourage pedestrian flows through the precinct.

These factors contribute to poor visibility and presence of the buildings within the Surf City Precinct.

### 2.3.5 Constraints of current business model and evidence of poor performance.

The current facilities do not encourage visitation by the local community and by tourists. This has resulted in static or falling attendances in the period leading up to the COVID19 pandemic in 2020.

	16/17	17/18	18/19	19/20
Torquay Library	109k	114k	105k	98k
ANSM	13k	16k	17k	11k
VIC	83k	77k	72k	44k
Total Visitation	205k	207k	194k	153k

#### 2.3.5.1 Torquay Library

The lack of suitable facilities restrict the Library's capacity to stage public programs and events which attract the Surf Coast community. As a result, residents have to travel to one of the Geelong library branches to access these programs. There are also no meeting rooms, study areas or maker spaces which restricts community access and removes a potential income stream.

#### 2.3.5.2 ANSM

The lack of growth in attendance has a direct impact on income for the ANSM from individual and group admissions. The inability to stage temporary exhibitions limits return local visitation and does not encourage increased visitation from tourists. The lack of facilities also restricts the capacity to stage public programs and special events which have the potential to be a bigger income stream.

The ANSM is a key tourist attraction on the Surf Coast section of the Great Ocean Road which complements the beach and surf experience for visitors. It has the potential to encourage tourists to extend their stay. The static attendance and inability to achieve the potential growth for ANSM has an indirect economic impact on tourism operators. Around 11,000 visitors attended the ANSM in 19/20. As day visitors, this level of visitation would generate around \$1.3 million of revenue for Surf Coast businesses. However, if these visitors all stayed for one night, this would generate over \$2.1 million in revenue for local businesses.

#### 2.3.5.3 VIC

The Torquay VIC is a key information point for visitors at the beginning of the Great Ocean Road. The lack of profile of the current facilities limits the number of visitors drawn to the VIC. The lack of space, facilities and interactive content limits the quality of experience for visitors and the capacity of VIC staff to promote attractions, particularly along the first section of the Great Ocean Road. This has an indirect economic impact on tourism operators.

#### 2.3.5.4 Performing and Visual Arts

The lack of facilities has a negative impact on existing community group's capacity to successfully stage events and generate positive financial returns. Torquay Theatre Troupe has a limited seating capacity in the Senior Citizen's Club and regularly cannot meet the demand for tickets.

Touring professional performances and exhibitions do not come to Surf Coast, meaning local residents have to travel to Geelong or Colac to attend cultural events having a negative impact on spending in Torquay. It also restricts employment opportunities for residents.

#### 2.3.6 Timing Considerations

The Surf Coast Cultural Centre project is an urgent priority for Surf Coast Shire.

- Pressure of population growth - The Surf Coast Shire population forecast for 2021 is 34,230, and is forecast to grow to 45,717 by 2036 which is an annual rate of over 2%. Most of this growth is projected to occur in Torquay. As noted above, there is a demand from the growing population for cultural services which are already inadequate for the current population.
- The GRLC identified the need for construction of a new, expanded Torquay Library in the Library Infrastructure Development Plan 2019<sup>9</sup>. This was identified as a medium term (three to five years) priority for construction of the new facilities. Surf Coast Shire has adopted this recommendation and included provisions for the Library in the Long Term Financial Plan. Construction of the new Torquay Library is an urgent priority to be completed by 2025.
- ANSM is a key tourism asset for Surf Coast and will together with the new cultural facilities will play a greater role in the post COVID environment. Traditionally a key driver for Surf Coast tourism has been the high proportion of day trip visitors attracted by the beach, surf and landscape. This included approximately 1 million international visitors. Great Ocean Road Regional Tourism believe that international visitors will be looking for a more immersive experience. The challenge for the tourism sector is creating a year round / non weather dependent / day and night experience. To achieve this requires building the non-beach and environment aspects of the visitor offer and extend the duration of visits to the attractions. An enhanced ANSM and the new theatre and gallery have the potential to be key drivers to address this challenge.
- There is a long term need for dedicated performing and visual arts facilities in Surf Coast Shire to enable the delivery of cultural services for the growing community. Council has agreed to provide short term facilities through the adaptation of the previous Recreation Centre at the rear of the proposed site to provide basic facilities for community groups represented by the Multi Arts Centre (MAC) Committee.

#### **Rationale of staged approach**

The Surf Coast Cultural Centre project is the largest capital works project to be undertaken by Surf Coast Shire Council with a total cost of up to \$57m. It has been decided that the project should be phased across two stages. This will enable delivery of the most urgent elements of the facilities by 2024. Stage One includes the Torquay Library, ANSM, VIC and Surfing Victoria and the support facilities and public spaces for the precinct. The MAC will operate throughout Stage One until the commencement of Stage Two construction. Stage Two includes the Studio Theatre and Gallery with the related support facilities. As identified above, construction of Stage One is a priority for Council.

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<sup>9</sup> Library Infrastructure Development Plan 2019 - Geelong Regional Library Corporation

### 3. Benefits

#### 3.1 Benefits to be delivered described in the Investment Logic Map.

- The Surf Coast Cultural Centre better meets future community needs for cultural services.

KPI 1: Improved ability for programming. There will be an increase in the level, range and quality of programming. This includes programming generated from local community and professional artists and touring content. The improved programming will attract higher visitation to all facilities and drive greater income.

KPI 2: Reduced maintenance costs. The existing facilities are in poor condition and near the end of their functional life. Replacement with new high quality facilities will reduce the need for emergency repairs and short term upgrades to the existing facilities.

- Aboriginal, Arts and Surf culture acknowledged and celebrated at a regional scale.

KPI 1: Improved recognition of shared cultural and creative identity of the Surf Coast (Aboriginal and non-Aboriginal). The design of the new facilities acknowledge the Wadawurrung Aboriginal community and the Surf Coast environment. The increase in programming will better reflect the Surf Coast arts, creativity and identity.

KPI 2: Improved engagement with and support of creative and cultural sector. The facilities will support the creative practice of local community and professional artists and the creative industries sector. Opportunities to showcase the outcomes of local artists through performances, exhibitions and displays will promote their work and raise their profile and capacity to generate income. The new creative facilities will support the development of local artists and businesses.

KPI 3: Increased community awareness and participation. The expanded facilities and greater visibility will encourage greater visitation and participation by the community in the wider range of programming.

KPI 4: Improved recognition of nationally significant surf culture and heritage. The ANSM collection is recognised as of international significance. The expanded galleries will enable display of more collection content and will enable the provision of rotating temporary exhibitions which will attract new and returning visitation.

- Improved identity and cultural facility visibility.

KPI 1: Increased footfall for all services. The new facilities will drive an increase in visitation across the facilities. These will grow from the baseline of 228k pa to Stage One 346k pa and Stage Two 416k pa.

KPI 2: Acknowledged as a key destination for visitors and residents. The development of the cultural facilities will enhance the Surf City precinct and raise the visual profile of the cultural facilities. The design approach will provide a high quality contemporary building which has greater presence and connection encouraging connection with the community. Residents will be attracted by the range of cultural services while tourists will be attracted to visit the ANSM, VIC and visual arts exhibitions which will complement the Surf City retail offer.

KPI 3: Increased local investment and tourism spend. Creative industries sector growth will be supported by the new creative facilities and will lead to greater investment by local artists and creative businesses. The cultural facilities will encourage tourists to extend their visit to the Surf Coast leading to greater expenditure with tourism operators.

- Sustainable business model.

KPI 1: Increased activation of site through programming and facility use. The expansion of facilities will contribute increased activation of the precinct. Events will grow from the baseline of 1.3k pa to Stage One 3.0k pa and Stage Two 3.6k pa with visitation growing as shown above.

KPI 2: Increased annual revenue. Earned revenue is projected to grow from the baseline of 256k pa to Stage one \$675k pa and Stage Two \$1,402k pa.

### 3.2 High level economic, social and environmental benefits of the project.

#### 3.2.1 Economic

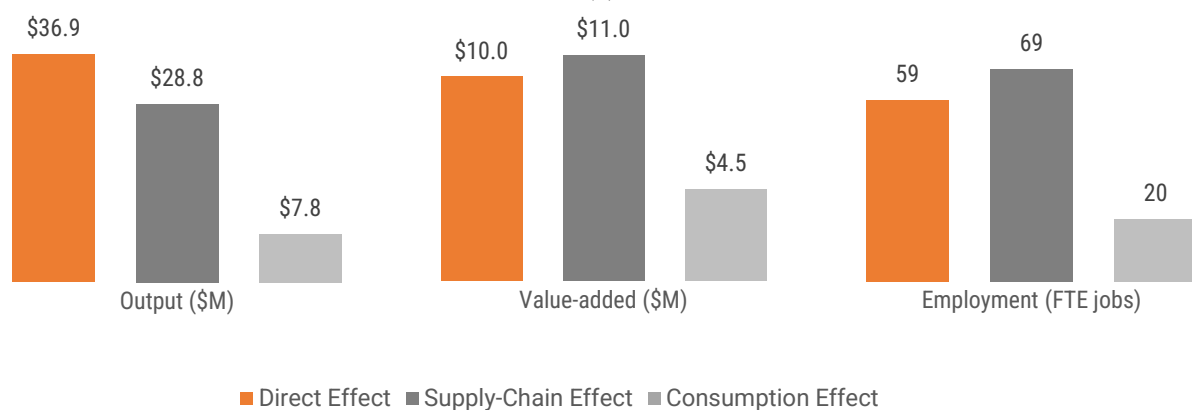
Economic benefits are demonstrated in the detailed Economic Impact Assessment and Cost Benefit Analysis in Section 10.

Economic benefits include through the construction and operational phases of the project. As well as the benefits linked directly to the project there will be a strengthening of the wider tourism sector across Surf Coast with economic and employment benefits. In particular this will see a growth in Cultural Tourism which is currently underrepresented in the type of visitor drivers for the Great Ocean Road. There is potential to increase the level of Cultural Tourism through the role that the Surf Coast Cultural Centre will play as a major tourism attraction.

The construction phases of the project will have major direct and indirect economic impact during each construction period as shown in the tables below. The construction phase impacts are considered short-term and limited to the period of construction.

The results for stage 1 are illustrated in Figure 4-2 below. The economic impacts for construction of both stage 1 and stage 2 are summarised in Table 4-11. It is important to note that all estimates are for the total period of each stage of construction. For example, if stage 1 occurs over a two-year period, the total number of direct jobs may be 40 in the first year, but only 19 in the second year.

Figure 4-1 Construction Phase Impacts of Stage 1, Surf Coast (\$)



Total economic impacts in the Surf Coast LGA for stage 1 including all direct and indirect economic effects, are anticipated to include:

- Output – Gross revenue of \$73.53 million.
- Value-Added – \$25.47 million of value-added.
- Employment – Support for 148 short-term FTE jobs over the period of construction.

A summary of results for Surf Coast LGA is provided in Table 4-11.

Operational economic impact has a lower level indirect impact than the construction phase, but will have an important long term impact through ongoing employment.

Table 4-1 Summary of construction phase impacts – Surf Coast (\$)

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$36.86	\$28.85	\$7.82	\$73.53	1.99
<b>Value-added (\$M)</b>	\$9.97	\$11.02	\$4.48	\$25.47	2.55
<b>Employment (FTE Jobs)</b>	59	69	20	148	2.51
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$20.72	\$16.36	\$4.36	\$41.43	2.00
<b>Value-added (\$M)</b>	\$5.54	\$6.24	\$2.50	\$14.28	2.58
<b>Employment (FTE Jobs)</b>	30	39	11	80	2.69

Operational activity will scale up as each stage is completed. The results below are represent the impact of the marginal change from the current baseline compared to ‘full operation’ of each stage. The economic impacts for Surf Coast of stage 1 are illustrated in Figure 4-3 below, with the summary of both stages provided in Table 4-12.

Figure 4-2 Stage 1 Operational Phase Impacts, Surf Coast (\$)

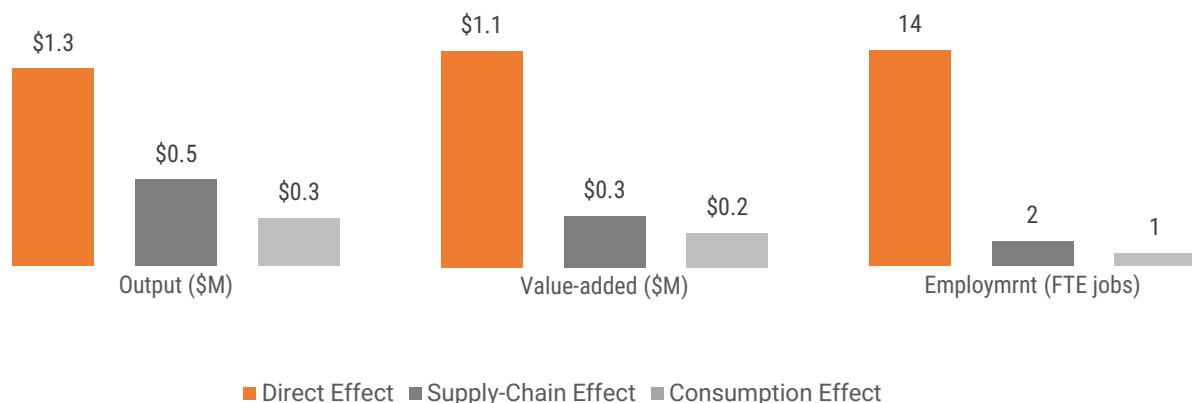




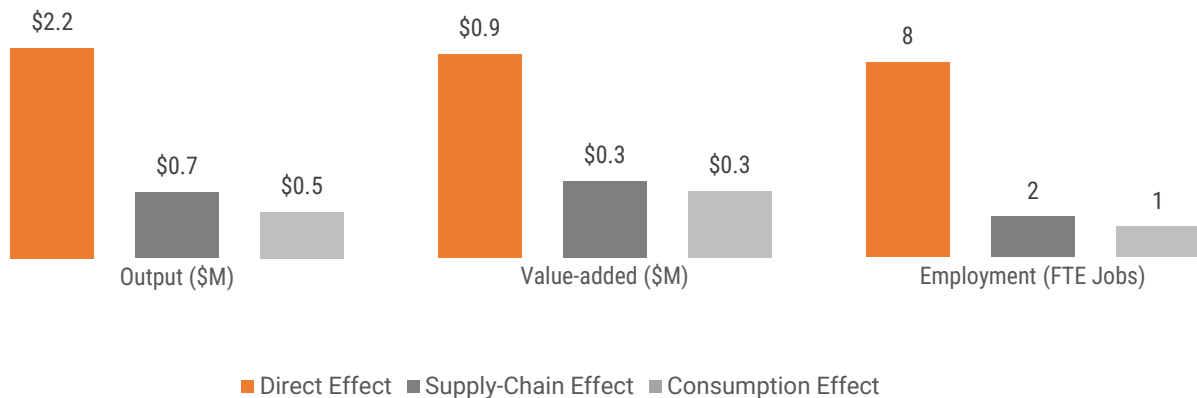
Table 4-2 Summary of operational phase impacts – Surf Coast (S)

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$1.25	\$0.55	\$0.30	\$2.10	1.68
<b>Value-added (\$M)</b>	\$1.09	\$0.26	\$0.17	\$1.52	1.40
<b>Employment (FTE Jobs)</b>	14	2	1	16	1.17
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$2.15	\$0.97	\$0.51	\$3.63	1.69
<b>Value-added (\$M)</b>	\$1.71	\$0.46	\$0.29	\$2.46	1.44
<b>Employment (FTE Jobs)</b>	19	3	1	23	1.22

As with the operational phase, economic impacts of tourist visitation will be ongoing while the stated level of direct activity is sustained. Increases or decreases in the number of visitors, their overall expenditure and how that expenditure is distributed throughout the economy and will all influence the annual impacts for the local economy.

Visitation is anticipated to gradually increase following the opening of each stage of the project. The results below represent the impact of the marginal change in visitor numbers from the existing operation compared to ‘full operation’ of each stage. The Direct Tourist Visitation economic impacts for Surf Coast of stage 1 are illustrated in Figure 4-4 below, with the summary of both stages provided in Table 4-13.

Figure 4-3 Stage 1 Tourist Visitation Impacts, Surf Coast (S)



From the increase of around 37,000 new visitors from outside Surf Coast LGA under stage 1 of the project, it is anticipated that the local economy would benefit by a total of \$3.42 million. Part of this increase in economic activity is captured through operations at the new SCCC, while some will be captured elsewhere in the economy in typical tourism activities as well as support services

Table 4-3 Summary of tourism visitation impacts – Surf Coast (S)

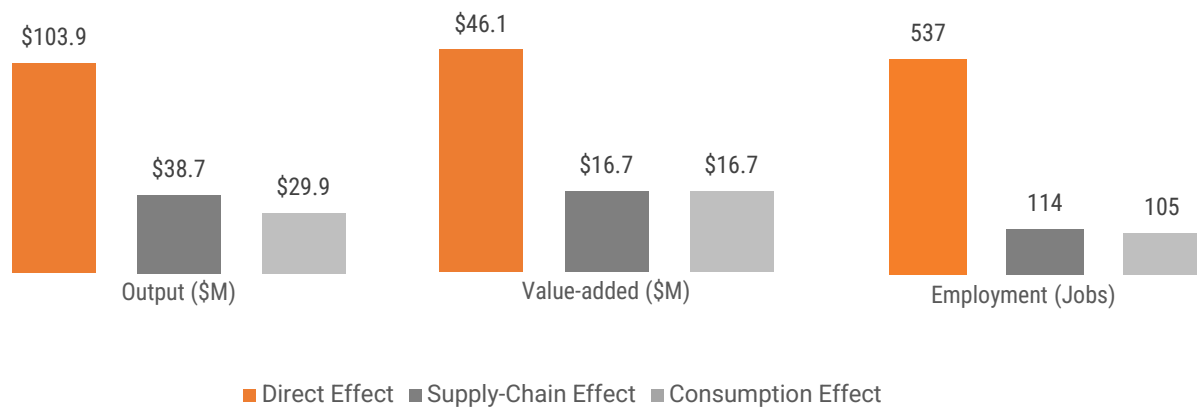
	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$2.23	\$0.70	\$0.49	\$3.419	1.54
<b>Value-added (\$M)</b>	\$0.87	\$0.33	\$0.28	\$1.48	1.70
<b>Employment (FTE Jobs)</b>	8	2	1	11	1.36
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$5.14	\$1.61	\$1.14	\$7.89	1.54
<b>Value-added (\$M)</b>	\$2.00	\$0.75	\$0.65	\$3.40	1.70
<b>Employment (FTE Jobs)</b>	19	4	3	26	1.36

Results of the regional tourism economic impact is distinct from the analysis provided above.

As with the operational phase and direct tourist visitation analysis, the impacts of an expansion of cultural tourism across the region will be ongoing while the stated level of direct activity is sustained. Increases or decreases in the number of visitors, their overall expenditure, length of stay and how that expenditure is distributed throughout the economy will all influence the annual impacts for the local economy.

The results below represent the impact of the marginal change in visitor expenditure resulting from the increase in average length of stay compared to the current (2019) profile of cultural visitors. The economic impacts for the GOR region illustrated in the chart in Figure 4-5 as well as in Table 4-14.

Figure 4-4 Cultural tourist visitation impacts, GOR region



As indicated by the results of the analysis, a small increase in the average length of stay would have a substantial positive economic impact for the region. The additional \$103.9 million in direct tourist expenditure would support 537 jobs, and an additional 219 jobs through supply-chain and consumption effects.

Table 4-4 Summary of cultural tourism visitation impacts – GOR region

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Output (\$M)</b>	\$103.91	\$38.71	\$29.93	\$172.55	1.66
<b>Value-added (\$M)</b>	\$46.15	\$16.71	\$16.70	\$79.56	1.72
<b>Employment (Jobs)</b>	537	114	105	756	1.41

Benefits applied in the Cost Benefit Analysis are both direct and indirect.

As outlined in Table 5-3, the CBR for the base case (do-nothing) sits just below 1.0 when applying each discount rate. The scenario also has a negative project NPV (benefits less costs) across the 4, 7 and 10 percent discount rates. This is in part due to the ongoing asset renewal required for the older facility over the coming years as well as lower level of benefits that would be realised due to limitations on visitation.

At a seven percent discount rate the CBR for the Scenario 2 of the project case, including both stages 1 and 2, is 1.19. This means that for every dollar of cost, it is anticipated that an economic benefit for Surf Coast LGA of \$1.19. The project case returns a project NPV (or net benefit) of \$12.9 million over the 30-year analysis period at a discount rate of 7 percent.

Scenario 3, which only includes stage 1, has the highest CBR of 1.28 at a seven percent discount rate. The higher CBR relative the scenario 2 is due to the large reduction in costs later in the analysis period through the removal of stage 2 of construction. Overall, the present value of additional financial costs incurred through stage 2 outweigh the financial benefits resulting in a higher CBR and NPV under scenario 3.

Table 5-5 Scenario 1 - base case (do-nothing)

Real discount rates	4%	7%	10%
Net Present Value (NPV)	-\$635,514	-\$655,234	-\$680,359
NPV Cost	\$27,419,964	\$20,430,637	\$16,124,565
NPV Benefit	\$26,784,450	\$19,775,402	\$15,444,206
<b>CBR</b>	<b>1 : 0.98</b>	<b>1 : 0.97</b>	<b>1 : 0.96</b>

Table 5-6 Scenario 2 - project case stage 1 and stage 2

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$34,784,901	\$12,886,729	\$950,015
NPV Cost	\$86,944,185	\$69,405,657	\$57,752,619
NPV Benefit	\$121,729,087	\$82,292,386	\$58,702,634
<b>CBR</b>	<b>1 : 1.40</b>	<b>1 : 1.19</b>	<b>1 : 1.02</b>

Table 5-7 Scenario 3 - project case stage 1 only

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$35,641,890	\$15,606,740	\$4,090,696
NPV Cost	\$67,007,272	\$55,622,622	\$47,973,819
NPV Benefit	\$102,649,162	\$71,229,362	\$52,064,516
<b>CBR</b>	<b>1 : 1.53</b>	<b>1 : 1.28</b>	<b>1 : 1.09</b>

### 3.2.2 Social

The Surf Coast Cultural Centre will play an important role in improving social connection for the community. Social isolation and loneliness is considered a significant health and wellbeing issue that can effect physical and mental health.<sup>10</sup> A priority for Council is supporting the community to feel connected through delivering programs and services that build community capacity and knowledge and encourage community to connect with each other.

The design approach focuses on creating gathering places for the community in formal and informal settings where the community can participate in performances, visual arts, literature, creative and educational activities.

The range of facilities provide a range of opportunities for the community to experience community connection.

Public libraries are neighbourhood and community hubs that welcome all community members and enable people to meet and exchange ideas and information.<sup>11</sup> Library programs and services also generate a range of indirect benefits. The emphasis of library programs on life-long learning supports and contributes to language and digital literacy and complements other educational opportunities available to community members. Access to information technology, literacy-based programs and job search activities contributes to employment opportunities, while access to health information contributes to positive community health outcomes.

A priority for Council is acknowledging the value of the arts to the community and nurturing their growth. It recognises the value of arts and culture to community wellbeing and sense of identity. The arts bring joy, provide meaning and bring people together as a community. The facilities will nurture arts and culture activities and create more opportunities for its expression.

The Theatre and Gallery provide opportunities for the community to strengthen community connection through experiencing performances and exhibitions together. This will also enable local artists to participate in creating cultural content which will be shared with the community.

The creative facilities will provide more people with access to capacity building resources to develop creative ideas that will make a difference in their community. This will encourage greater investment into the creative sector and more collaboration between businesses, and cultural and creative practitioners. Surf Coast Shire is recognised as having one of the highest concentrations of creative jobs in regional Australia. It is an important and growing part of the local economy. The new facilities will provide a range of spaces and support to the Creative Industries sector.

### 3.2.3 Environmental

Environmental benefits will be realised through the environmentally sustainable design features of the facility, and through the urban design and architectural response which draws on the Wadawurrung Aboriginal cultural and visual heritage and reflects the Surf Coast environment, and the local and arts community aspirations.

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<sup>10</sup> Surf Coast Council Plan 2021 -25 pages 17-18

<sup>11</sup> Libraries Work: The Socio-Economic Value of Public Libraries to Victorians – Public Libraries Victoria pages 15 - 17  
*Surf Coast Cultural Centre Business Case Final February 2022*

In November 2021, Council adopted the Environmentally Sustainable Council Facilities Policy. The policy will ensure climate change will be considered and positive environmental outcomes will be generated at new facilities, and during renewals and upgrades. As a major project, the new facility will be designed over and above the NCC environmental requirements and utilise sustainability rating systems.

It will include requirements such as being powered by renewable electricity and installing rooftop solar, avoiding new gas installations, promoting sustainable transport options, seeking to incorporate more recycled material in builds, and landscaping with water sensitive urban design elements that consider future climates.

The new facilities will reflect the follow key design themes through the architectural, urban and landscape design, including:

- Celebrate Torquay as the introduction to the Great Ocean Road.
- Be a vibrant place for people - showcasing the local arts community.
- Be a place for gathering, learning and celebration of culture.
- Embed deep sustainability thinking /connection to the natural environment.
- Reflect place through Wadawurrung history and culture.
- Transform from a linear narrative to a dynamic/multi-use/evolving place.
- Allow for future connections to the broader precinct and development

### 3.3 Unrealised benefits or negative consequences from not addressing the problem.

As identified in the analysis of the problems in Section 9, there is an urgent need to provide solutions to the problems within the project timeframe. If the project did not proceed there are a number of negative consequences:

- Inability of Council to meet the demands for cultural services from the growing population.
- Torquay Library's capacity to provide a range of services to the community will continue to decline. Residents are increasingly likely to travel to other branch libraries in Greater Geelong.
- ANSM's capacity to stage temporary exhibitions and upgrade permanent exhibits will continue to be constrained resulting in static attendances and income. The ANSM's profile as a collection of international significance will not increase.
- The VIC will not be able to enhance services for visitors leading to reduced tourism activity and spending in the eastern part of Surf Coast Shire.
- The lack of high quality performing arts and visual arts facilities will limit the range of programming in Surf Coast. Residents will increasingly have to travel to Geelong and Colac for events increasing costs and access to cultural events.
- Council support for the creative industries sector will be restricted with a negative impact on future growth of the sector.
- Lack of renewal may have a negative impact on the long term viability of the Surf City precinct.
- The existing buildings will continue to operate at a higher energy consumption and cost which will continue to increase with time.
- Aging buildings will require higher levels of investment in maintenance and capital upgrades to continue operation.

### 3.4 Summary of KPI measure outcomes.

KPI	Outcome	Measure Stage One	Measure Stage Two
<b>Better meets future community needs.</b>			
KPI 1: Improved ability for programming.	There will be an increase in the level, range and quality of programming.	Theatre and Gallery Programming Events Baseline – 0 Stage One - 158	Stage Two - 445
KPI 2: Reduced maintenance costs.		Maintenance Baseline - \$40k Stage One - \$23k	Stage Two - \$20k
<b>Aboriginal, Arts &amp; Surf culture acknowledged and celebrated at a regional scale.</b>			
KPI 1: Improved recognition of shared cultural and creative identity of the Surf Coast (Aboriginal and non-Aboriginal).	The design of the new facilities acknowledge the Wadawurrung Aboriginal community and the Surf Coast environment. The increase in programming will better reflect the Surf Coast arts, creativity and identity.	Feedback from residents and visitors	Feedback from residents and visitors
KPI 2: Improved engagement with and support of creative and cultural sector.	Support the creative practice of local community and professional artists and the creative industries sector.	Events supporting local practice Baseline – 0 Stage One - 143	Stage Two – 383
KPI 3: Increased community awareness and participation.	Greater visitation and participation.	Visitation Baseline – 228k Stage one – 347k	Stage Two – 416k
KPI 4: Improved recognition of nationally significant surf culture and heritage.	The ANSM collection is recognised as of international significance. Increased visitation.	Visitation Baseline – 10k Stage One – 31k	Stage Two – 33k
<b>Improved identity and cultural facility visibility.</b>			
KPI 1: Increased footfall for all services.	The new facilities will drive an increase in visitation across the facilities.	Visitation Baseline - 228k pa Stage One – 347k pa	Stage Two - 416k pa
KPI 2: Acknowledged as a key destination for visitors and residents.	Enhance the Surf City precinct and raise the visual profile of the cultural facilities.	Tourists ANSM & VIC - Baseline – 122k Stage One – 132k Residents Library & MAC Baseline – 105k Stage One – 160k	Tourists ANSM & VIC -  Stage Two – 134k Residents Library, Theatre & Gallery Stage Two – 225k

KPI	Outcome	Measure Stage One	Measure Stage Two
KPI 3: Increased local investment and tourism spend.	Creative industries sector growth. Encourage tourists to extend their visit	Tourism impact from additional 37k annual visitation.	Tourism impact from additional 58k annual visitation.
<b>Sustainable business model.</b>			
KPI 1: Increased activation of site through programming and facility use.	Expansion of facilities will contribute increased activation of the precinct.	Events Baseline – 1.3k pa Stage One – 3.0k pa	Stage Two - 3.6k pa
KPI 2: Increased annual revenue.	Earned revenue is projected to grow.	Revenue Baseline - \$256k Stage One - \$675k	Stage Two - \$1,402k

## 4. Response Options

### 4.1 Options for responses.

Previous studies considered a range of options for the type of facilities, the level of integration and the location in Torquay.

#### **Geelong Regional Library Corporation Infrastructure Plan (2019)**

The Library Infrastructure Development Plan 2019 recommended that a plan be prepared that expresses the intentions of the Surf Coast Shire Council with regard to library services across the municipality, including development plans for the Torquay Library. It considered options for an upgrade or expansion of the current Library and found that this was not a viable option. It recommended that the Infrastructure Plan should include:

- New Torquay Library with a floor area of at least 1,200m<sup>2</sup>.
- Planning for new Library 0-3 years and New Library built 3-5 years.

#### **Torquay Cultural Facility Feasibility Study – Stafford Strategy 2020.**

This study provided an options and feasibility analysis of potential scope and locations for a cultural facility including a library in Torquay:

- Identify the combination of elements which could be included in a cultural facility, noting an expanded library is a non-negotiable element
- Assessing potential sites for the cultural facility and the various elements these sites could accommodate
- Identification of the best two to three options
- Assessing the interplay of new facility components and locations (including relationship to existing surrounding or nearby public/private facilities)
- Identifying capital and operating cost estimates for the preferred options
- Consideration of management model options that best suit the preferred options
- Identification of planning scheme opportunities and constraints

Recommendations from the study included:

- Colocation of libraries with other complementary facilities is desirable.
- The Surf City precinct site offers Council more options to consider than other sites.
- The library should be at least 1,600m<sup>2</sup>
- The preferred model includes a new VIC, ANSM and Arts Centre along with a state of the art new library.
- The VIC, ANSM and library are already in need of major refurbishment to extend their lifespan and encourage greater visitation and improved revenue streams.
- A bolt on refurbished option which only offers a new library, won't achieve the benefits of a fully integrated precinct and the ability to offer clever synergy between co-located facilities is unlikely to be fully realised.
- A detailed design study of the Surf City option should be undertaken.



## **Surf Coast Cultural Centre Concept Design and Business Case (2021)**

The brief for the current study was to investigate options to incorporate :

- A new Library
- New arts facility
- New ANSM
- New VIC

The project was to be located at the preferred site within the Surf City Precinct in Beach Road Torquay.

The specification for the study required:

- Develop concept designs for the integrated facilities.
- Consider interrelationship of buildings with other buildings in the Surf City Precinct.
- Consider site conditions.
- Analysis of parking conditions and traffic movement.
- Consult with stakeholders
- Investigate the operating model and staffing requirements.
- Consider options for improved public space.
- Consider options for sharing of facilities between users.
- Develop cost plans for construction.
- Building to have capacity to adjust with resident and visitor population size and needs over time.

### **4.2 Recommended response option**

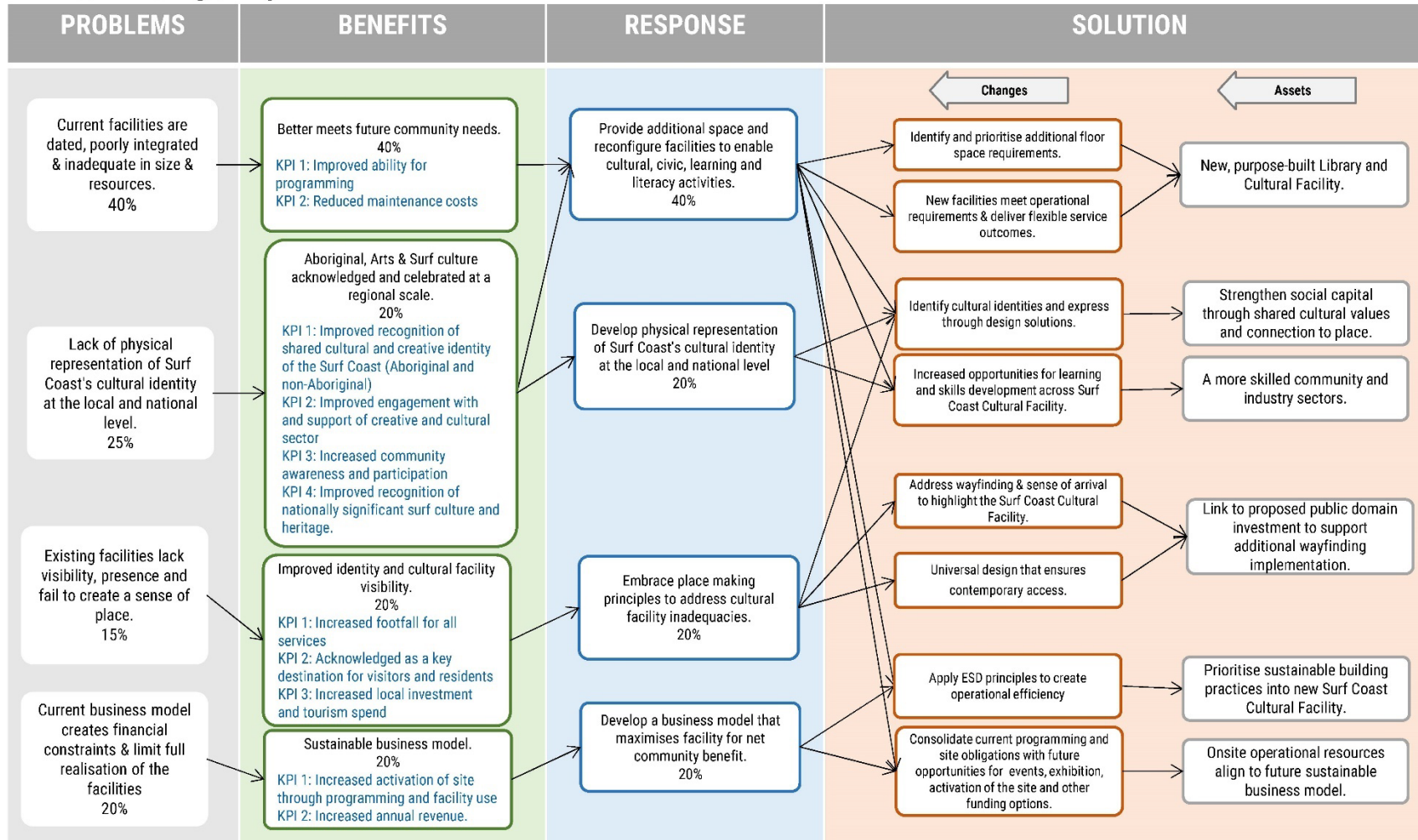
At the commencement of the Surf Coast Cultural Centre Concept Design, an Investment Logic Map (ILM) was developed through workshops facilitated by REMPLAN. The ILM identified the problems, benefits, response, and solution and influenced the development of the Concept Design and Business Case.

**Surf Coast Cultural Centre**  
Surf Coast Shire



Version no: SCS\_Torquay\_ILM\_v5  
Initial Workshop: 8/02/2021  
Last modified by: Chris Kelly 28/01/2022

**Investment Logic Map**



The proposed assets to be constructed as part of the Surf Coast Cultural Centre address the response and solution and incorporate:

- New, purpose-built Cultural Facility.
  - An expanded Library, ANSM and VIC.
  - A new Studio Theatre and Gallery.
  - Replacement of Surfing Victoria existing facilities.
  - Public spaces including a flexible Forecourt.
  - Creative and community spaces including Rehearsal Room, Meeting Rooms and Makers Spaces.
  - Support back of house spaces.
  - Reconfigured parking.
- Strengthen social capital through shared cultural values and connection to place.
  - Urban and building design incorporates references to Wadawurrung Aboriginal heritage and the Surf Coast environment.
- More skilled community and industry sectors.
  - Provision of Theatre and Gallery spaces to showcase local community and professional artists in high quality facilities.
  - Access to creative and community spaces to support making of work and development of projects.
  - Increased capacity for Council to deliver programs that support the community and creative industry sectors.
- Link to proposed public domain investment to support additional wayfinding implementation.
  - Urban design approach strengthens the visibility, flow and wayfinding within the new facilities.
  - Provides Council with opportunities to enhance the wider Surf City precinct public domain including wayfinding, parking and pedestrian access.
- Prioritise sustainable building practices into the new Surf Coast Cultural Centre.
  - The design integrates sustainability as a core design principle. The design aims to exceed Building Code minimum standards and incorporates Environmental Sustainability Design strategies.
- Onsite operational resources align to future sustainable business model.
  - New facilities are fit for purpose
  - Facilities are integrated encouraging visitation across multiple spaces.
  - Options for new and enhanced activities including performances, exhibitions and public programs which will drive revenue and visitation.
  - Design supports efficient staffing operation.
  - Back of house support spaces provide a safe and efficient work environment maximising staff efficiency.

The impact of this response is demonstrated in the Business and Financial Modelling in Section 9 which shows:

- An increase in usage and visitation
- An expansion of programming across the facilities
- Growth in revenue
- Increase in events and attendance.

## 5. Project Analysis

### 5.1 Project options considered.

The earlier Stafford Strategy report considered a number of options for the mix of facilities and location.

Stage 1 of the study considered four options:

- Model 1 - Library-only model
- Model 2 - Library, Theatre, VIC and ANSM Model
- Model 3- Library & Aquatic Facility
- Model 4 - The Works - Library, Theatre, VIC, Museum & Aquatic Facility

Stage 2 of the study considered a short list of four options:

- Model 1a - Library only bolt-on at Surf City
- Model 1b - Library only bolt-on and refurbishment of stadium, ANSM & VIC at Surf City
- Model 1c - Entire lot redevelopment for library and cultural centre (including ANSM & VIC) at Surf City
- Model 2 - Library only at Torquay CMD car park site

The Stafford Strategy report recommended that Model 1c be pursued. Whilst being more expensive, it did offer the chance for a new purpose built development and avoided the potential for compromises which a refurbished option would potentially generate. Model 1c also offered a new VIC, ANSM and Arts Centre along with a state of the art new library.

Council adopted the recommendations and commissioned the Concept Design and Business Case development at the end of 2020.

### 5.2 Stakeholder identification and consultation

### 5.2.1 Methodology

The following methodology was developed by Council and the Consultant to undertake engagement and consultation with the community and stakeholders. This was consistent with the IAP2 Spectrum of Public Participation.

Stages	1. Inform the community and gather ideas	2. Workshops with Council staff involved with facilities	3. Engage closely with targeted stakeholders	4. Provide an opportunity for community feedback on Site Responses.	5. Inform the community of project outcomes Inform the community of project outcomes	6. Evaluation
Timing	Late February 2021	Late February – April	March - May	June - July	February 2022	March 2022
Aim	Raise community awareness of the project. Opportunity for those interested to provide ideas consistent with adopted location and scope.	In depth workshops with small groups of staff on line or on site. Provide detailed information to consultant team and input on how options might develop.	Engagement in the form of small group and one-to one consultation sessions on line or on site. Group meetings help users to hear each other’s concerns and negotiate shared facilities. Special interest groups and potential user groups. Includes benchmarking case studies.	Provide information to the wider community, stakeholders and Council staff on the three Site Responses developed in response to the Facility Brief. Provide information through Your Say and through displays at suitable Council sites.	Provide information to the wider community	Review outcomes from community engagement to inform future projects.

Stages	1. Inform the community and gather ideas	2. Workshops with Council staff involved with facilities	3. Engage closely with targeted stakeholders	4. Provide an opportunity for community feedback on Site Responses.	5. Inform the community of project outcomes Inform the community of project outcomes	6. Evaluation
What will council be deciding?	Nothing. Council decision on location and high level scope should be communicated.	Nothing	At conclusion confirm Needs Analysis and Facility Brief	At conclusion confirm preferred Concept Design	Adopt Concept Design and Business Case	Nothing
What will the community influence?	Nothing at this stage	Development of Needs Analysis and Facility Brief	Development of Needs Analysis and Facility Brief	Further development of the three Concept Designs	Nothing	Nothing
Level of participation	Inform	Involve	Involve	Involve	Inform	Nothing
What does success look like?	Well executed communications campaign and increased community awareness.	Council staff feel involved and that they have made a contribution.	All targeted stakeholders engaged and feel they had an opportunity to have input into the concept.	Awareness and general acceptance of the Site Response Options. Community feels their input has been heard.	Community support for next stage of the project.	Adoption of improvements to future community engagement campaigns.

Participants in engagement and consultation with the community and stakeholders included:

- Council staff
- Arts and Culture staff
- ANSM staff
- ANSM surfing stakeholders / donors
- Surfing Victoria
- Geelong Regional Library Service management
- Torquay Library staff
- VIC Services staff
- Potential Performance space user groups
- Tourism stakeholders
- First Nations community stakeholders
- Creative industries stakeholders (music, performing arts and visual arts)
- Surf City trader stakeholders
- Surf City Body Corporate
- Touring organisations (RAV, VAPAC)
- Creative Victoria
- Arts Industry Geelong Region Stakeholders

#### 5.2.2 Consultation summary

The following themes and project elements were identified by multiple stakeholders.

##### **Design Approach**

The design needs to reflect the environment of Surf Coast incorporating nature and the landscape.

It needs to recognise and connect with the Aboriginal community, history and culture. Consultation with the Wadawurrung Traditional Owners Aboriginal Corporation will be undertaken throughout the spatial and concept design process. There is the potential to incorporate Wadawurrung design elements and story into the design of the Cultural Facilities.

It is important the exterior design of the building is striking and establishes the identity of the facilities – the essence of the place. The building design should incorporate universal accessibility environmental sustainability.

##### **Surf City Precinct**

The Surf Coast Highway frontage of the Surf City Precinct is highly successful with large visitation numbers and regular investment by businesses in refreshing and upgrading their facilities. There has been a lack of flow of pedestrians through the site to the community facilities. Parking facilities are critical with a need for parking for retail staff and for visitors.

There was a high level of support for the development of the Cultural Facilities and the potential for revitalisation of the rear of the Surf City Precinct.

##### **Outdoor Facilities**

There is a need for an exterior gathering place that links to the foyer to provide an interior / exterior flow.

This could provide:

- Meeting place for visitors and groups.
- Conversation area pre and post event.
- Zone for visiting school groups.
- Area for small scale outdoor events.
- Bike racks.

There is the potential to incorporate a planting palette of important native vegetation into the landscaping that creates a gathering space with the potential for learning and teaching activities.

### **Library**

The approach to the library design should embrace the drivers for contemporary library design including the philosophy to create both a community library (consuming content) and creative library (creating content). GRLC has been pursuing a strategy to make libraries a destination.

The design should create a welcoming environment that is appealing to the diverse groups of library users including families, young people, artists / creative industry workers, home based workers and seniors.

There should be a focus on the creation of open spaces within the library with a high level of flexibility in configuration.

A range of meeting rooms, collaborative and flexible co-working spaces should be provided which are available to library users and community members for uses including meetings, training, workshops and classes and flexible working environments. These should be accessible both from within the library and outside to enable usage outside of operating hours.

### **Australian National Surfing Museum**

Need for increased visibility for the Cultural Facilities as a whole and the ANSM specifically to help raise the profile and drive increased visitation. There is also potential to increase access to the collection for students and researchers. The entry into the Museum needs to be appealing to visitors and encourage visitation.

The experience for visitors should be less linear and more flexible. Exhibition galleries need to be. Enhanced interpretation of objects is required providing a narrative of the history of surfing. There needs to be a greater level of flexibility to enable periodic refreshing of permanent displays and different configurations of the temporary exhibition space.

The Theatre should be retained with improved seating and layout for visitors and for special events.

Current storage facilities for the collection are inadequate with objects dispersed across the site and stored in crowded conditions that do not comply with museum level environmental conditions..

### **Theatre**

Versatility and flexibility of the theatre space is critical. There is a desire to support a freedom of experimentation for artists. The theatre should be suitable for drama, acoustic and amplified music, dance, film and multimedia. Good quality acoustics are important.

There will be high levels of usage by community users. Maximising the ability of the community to stage events, particularly where there is a high level of expertise amongst community groups will be important.

There is general agreement that the seating capacity should be between 200 and 250 seats. The upper level capacity makes professional touring more viable and provides for future growth in the population.



## **Gallery**

The gallery should be a dedicated visual arts space. It should provide for community and professional artists to exhibit. As well as local artists there is a need for the program to include touring exhibitions and residencies.

To present touring exhibitions the gallery would need to meet the venue accreditation requirements including environmental controls and security.

## **Visitor Information Centre**

The VIC provides visitor information services and should be integrated into the public spaces in the foyer of the cultural facilities. It should have the role of providing an introduction to Torquay and to the Great Ocean Road region and providing concierge services for the cultural facilities. The VIC will play a role creating curated, personalised experiences tailored through face-to-face interaction between staff and visitors.

There needs to be more interpretive information including through digital interfaces, which will become more important in coming years. Provision of a flexible service area enabling positive interaction with visitors is important. Retail facilities should be enhanced with the capacity to display a wider range of visual arts and craft objects as well as local produce and quality souvenirs.

## **Foyer / Customer Facilities**

The foyer has the potential to be an important social and gathering place for the community that links to the individual facilities. The foyer should represent what else is in the building and the Surf Coast arts community. As noted above, there needs to be a strong internal / external connection.

Key functions include:

- Providing information and supporting transactions such as Museum admission and Theatre tickets.
- Encouraging activation, life and movement to make the Cultural Facilities an attractive destination.
- Support services for visitors and users.

The foyer will be open to the public across a broad spread of hours including for evening events.

Food and beverage services would cater for both daytime users and visitors and night time audience for shows and events as part of the foyer facilities.

There was widespread agreement that at the minimum there should be a bar offering coffee and drinks and a basic pre-prepared food offer throughout the day and for shows and events.

There was also support for a café offering a more extensive food service.

The foyer zone should include visitor facilities including male and female toilets, accessible toilets, family change rooms and a Changing Places facility.

## **Support Facilities**

Appropriate level of staff offices of staff offices including capacity for interns, volunteers and future growth. Offices for Library staff are likely to need to be incorporated in the Library. Other offices may be located in a shared staff zone.

Provision of a rehearsal space is identified as a key facility. This would support:

- Community user groups for rehearsals for performances and events.
- Warm up space for performances.
- Assembly area for performances with large casts such as school productions.
- Workshops and classes requiring a larger area.
- Use as a functions or breakout space.

Appropriate loading dock facilities are required across the facilities.

Additional space for each of the facilities are required for the preparation for events such as a Scene Dock for the Theatre and Preparation Rooms for the ANSM and Gallery. Some workshops are required back of house including a technical workshop for electronic equipment and a small workshop for carpentry and painting for building maintenance, shows and exhibitions.

### **Technical and Production Infrastructure**

The general approach for technical and production infrastructure should be to:

- Adopt the principal of affordable technology that allows community groups to use the facilities enabling the safe and efficient installation and operation of shows, events and exhibitions.
- Maximise the investment in core infrastructure that enable the flexible usage of the facilities including space adaptation, rigging, lighting, audio and data systems.

### **Regional Context**

There was support from regional stakeholders for the development of the cultural facilities.

Key organisations in the Geelong region including Geelong Art Gallery and Geelong Arts Centre believe that the facilities have the potential to complement the cultural infrastructure across the region. There is the potential to collaborate on programming initiatives including touring performances and exhibitions, creative projects, satellite events and artist and professional development programs. Geelong Regional Library Corporation would tour some events and exhibitions around the library branch network.

Peak regional organisations including Regional Arts Victoria and VAPAC believe that the cultural facilities can play an important role in the regional networks of cultural facilities. Regional Arts Victoria would seek to collaborate on projects with a focus on the community and the creative industries.

## 6. Solution

A Concept Design for the Surf Coast Cultural Centre has been developed and adopted by Council. This is the largest facilities development undertaken by Surf Coast Shire with a total cost of \$57m. Given the current financial resources available for the implementation of the project it has been decided to undertake the project across two stages.

### Stage 1

Involves the replacement of the existing Torquay Library, ANSM and VIC with new expanded high quality facilities with a stronger visual profile and a short term upgrade of the Recreation Building to provide interim theatre and gallery facilities which will operate as the community driven Multi Arts Centre. Stage One includes:

- Expanded Torquay Library with enhanced capacity to deliver programs and events.
- Expanded ANSM with permanent and temporary exhibition space, Theatrette, collection storage and support facilities
- Expanded VIC with upgraded infrastructure, technology and retail
- New shared foyer with reception, toilet facilities and café
- New creative spaces including Rehearsal Room, Meeting Rooms and Maker Spaces
- New support facilities including staff offices, staff room and change facilities.
- New public spaces including a Forecourt configured as a gathering and event space.
- New Surfing Victoria offices.
- Short term upgrade of the Recreation Building to provide basic theatre and gallery facilities for the MAC.

### Stage 2

Involves the demolition of the Recreation Centre / MAC space and replacement with expanded high quality theatre and gallery spaces. Stage Two includes:

- New Studio Theatre with flexible configurations and a capacity of 250 seats.
- New Gallery with flexible configurations and a floor space of 161m<sup>2</sup>.
- Artist in Residence studio.
- Support facilities including dressing rooms, green room, offices and stores.

### 6.1 Changes

The proposed solution requires changes to the current facilities and environment:

- New facilities are fit for purpose to meet operational requirements, deliver flexible service outcomes and support growth in usage, attendance and revenue generation.
- Develop a business model that maximises facility outcomes for net community benefit.
- Enhanced community and cultural identity expressed through design solutions.
- Increased opportunities for learning and skills development across the Cultural Facility.
- Expansion and increased viability for the Creative Industries in Surf Coast Shire.
- Creation of a gathering place and hub for the Surf Coast community.

## 6.2 Assets

New assets will be created as part of the solution including:

- New, purpose-built Library and Cultural Facility.
- Strengthen social capital through shared cultural values and connection to place.
- A more skilled community and industry sectors.
- Link to proposed public domain investment to support additional wayfinding implementation.
- Prioritise sustainable building practices into the new Cultural Facility.
- Onsite operational resources align to future sustainable business model.

## 6.3 Impacts

### 6.3.1 Social Impacts

The Surf Coast Cultural Centre will play an important role in improving social connection for the community. Social isolation and loneliness is considered a significant health and wellbeing issue that can effect physical and mental health. A priority for Council is supporting the community to feel connected through delivering programs and services that build community capacity and knowledge and encourage community to connect with each other.

The existing Library is an important service for families and is highly utilised. The new facilities will result in a greater range of programs and will have a positive social impact for families as the population of Surf Coast continues to grow. Libraries are free and open for all to access. They strengthen communities and build social capital by providing access to resources, spaces and an inclusive forum that supports creative expression.

The demographic age groups with the greatest rate of population growth are the over 55s with new residents seeking the lifestyle associated with the Surf Coast. This part of the community are consumers of the range of services offered by the Cultural Precinct. The project will have a major impact on this part of the community with an increase in the range of activities and programs which strengthen social connection.

The design approach focuses on creating gathering places for the community in formal and informal settings where the community can participate in performances, visual arts, literature, creative and educational activities.

### 6.3.2 Cultural Impacts

The range of facilities provide a positive impact on the of cultural services and experiences available to the community and the creative industry sector. It will build on the value of arts and culture to community wellbeing and sense of identity in Surf Coast Shire.

Library programs will expand the range of cultural programs including literature based programs. The emphasis of library programs on life-long learning supports and contributes to the experience of cultural content. "Victorian public libraries are significant 'culture-making social entities'. They are, in other words, places where culture is being 'celebrated, explored, passed on, threatened, tested, revisited, examined, developed, expanded, diminished, reinterpreted, reinvented, transformed and adapted."<sup>12</sup>

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<sup>12</sup> - Creative communities: the cultural benefits of Victoria's public libraries (2014)

<https://www.slv.vic.gov.au/sites/default/files/Creative-communities-report.pdf>

The Theatre and Gallery provide opportunities for the community to experience performances and exhibitions which are currently not available. They will encourage local artists to participate in creating cultural content and developing their artistic skills.

The creative facilities will have an impact in building the cultural sector in Surf Coast Shire. They will provide more people with access to capacity building resources to develop creative ideas. This will encourage greater investment into the creative sector and more collaboration between businesses, and cultural and creative practitioners.

Surf Coast Shire is recognised as having one of the highest concentrations of creative jobs in regional Australia. It is an important and growing part of the local economy. The new facilities will provide a range of spaces and support to the Creative Industries sector which will support future industry development.

### 6.3.3 Environmental Impacts

In meeting the Environmentally Sustainable Council Facilities Policy and utilising sustainability rating systems, the new facilities will operate with a reduced energy consumption and greenhouse gas emissions, and be constructed with a reduced impact on the natural environment. They will also:

- Have water efficient fixtures and fittings, collect and re-use rainwater, and have water meters and leak detection.
- Include water sensitive urban design elements, stormwater targets and have low water intensive landscaping.
- Be designed to maximise the benefits of passive design (orientation, shading, thermal performance).
- Maximise solar PV cells on the roof.
- Exclude the use of fossil fuel consumption wherever possible.
- Create a healthier environment for users through improved indoor environment quality – higher air quality, access to natural light, better thermal and acoustic comfort.
- Create a more stable environment for preservation of cultural artefacts.
- Be easy to maintain and operate, and be correctly commissioned to optimise building performance and efficiencies.
- Be environmentally responsive to changing climatic conditions.
- Be a teaching tool to demonstrate sustainable building attributes to the community.
- Maximise recycled building material content, and demolition recycling.

The environmental impact of good design, embedding the design principles in all aspects of the facility will:

- Create welcoming, safe spaces for the community to gather promoting social interaction and inclusion.
- Create an iconic architectural attraction and identity for the centre to promote it to the broader tourist market, increasing exposure and visits to the site and Torquay itself.
- Foster connection with the history and narrative around the design and place.
- Promote the value of the arts and culture to the community.
- Promote active transport modes by connecting the site to pedestrian and cyclist linkages in Torquay.
- Promote Crime Prevention Through Environmental Design (CPTED) principles.
- Promote Universal Access for all.

## 6.3.4 Economic Impacts

### 6.3.4.1 Overview of significant economic impacts

The construction phases of the project will have major direct and indirect economic impact during each construction period as shown in the tables below.

Direct economic impact from the construction phases by industry sector is shown below.

Table 4-1 Construction phase direct expenditure by industry

Industry Sector	Expenditure (\$ millions)	
	Stage 1	Stage 2
<b>Non-Residential Building Construction</b>	\$29,181,387	\$16,788,545
<b>Heavy &amp; Civil Engineering Construction</b>	\$404,799	\$1,380,000
<b>Construction Services</b>	\$1,987,648	\$129,375
<b>Professional, Scientific &amp; Technical Services</b>	\$2,727,954	\$1,590,916
<b>Electricity, Gas, Water &amp; Waste Services</b>	\$472,795	\$357,600
<b>Retail Trade</b>	\$1,589,417	\$468,564
<b>Road Transport</b>	\$500,000	\$0
<b>TOTAL</b>	<b>\$36,864,000</b>	<b>\$20,715,000</b>

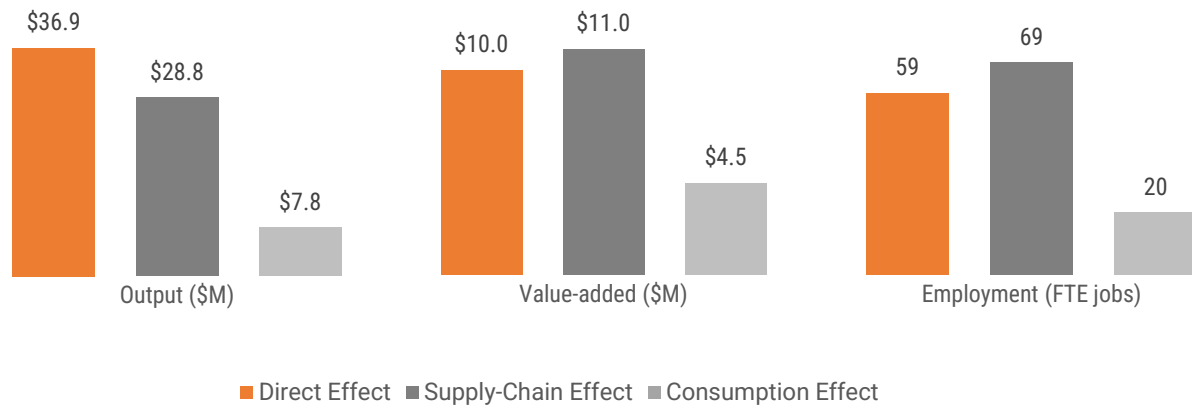
Economic benefits are demonstrated in the detailed Economic Impact Assessment and Cost Benefit Analysis in Section 10.

Economic benefits include through the construction and operational phases of the project. As well as the benefits linked directly to the project there will be a strengthening of the wider tourism sector across Surf Coast with economic and employment benefits. In particular this will see a growth in Cultural Tourism which is currently underrepresented in the type of visitor drivers for the Great Ocean Road. There is potential to increase the level of Cultural Tourism through the role that the Surf Coast Cultural Centre will play as a major tourism attraction.

The construction phases of the project will have major direct and indirect economic impact during each construction period as shown in the tables below. The construction phase impacts are considered short-term and limited to the period of construction.

The results for stage 1 are illustrated in Figure 4-2 below. The economic impacts for construction of both stage 1 and stage 2 are summarised in Table 4-11. It is important to note that all estimates are for the total period of each stage of construction. For example, if stage 1 occurs over a two-year period, the total number of direct jobs may be 40 in the first year, but only 19 in the second year.

Figure 4-1 Construction Phase Impacts of Stage 1, Surf Coast (\$)



Total economic impacts in the Surf Coast LGA for stage 1 including all direct and indirect economic effects, are anticipated to include:

- Output – Gross revenue of \$73.53 million.
- Value-Added – \$25.47 million of value-added.
- Employment – Support for 148 short-term FTE jobs over the period of construction.

A summary of results for Surf Coast LGA is provided in Table 4-11.

Operational economic impact has a lower level indirect impact than the construction phase, but will have an important long term impact through ongoing employment.

Table 4-2 Summary of construction phase impacts – Surf Coast (\$)

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$36.86	\$28.85	\$7.82	\$73.53	1.99
<b>Value-added (\$M)</b>	\$9.97	\$11.02	\$4.48	\$25.47	2.55
<b>Employment (FTE Jobs)</b>	59	69	20	148	2.51
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$20.72	\$16.36	\$4.36	\$41.43	2.00
<b>Value-added (\$M)</b>	\$5.54	\$6.24	\$2.50	\$14.28	2.58
<b>Employment (FTE Jobs)</b>	30	39	11	80	2.69

Operational activity will scale up as each stage is completed. The results below are represent the impact of the marginal change from the current baseline compared to ‘full operation’ of each stage. The economic impacts for Surf Coast of stage 1 are illustrated in Figure 4-3 below, with the summary of both stages provided in Table 4-12.

Figure 4-2 Stage 1 Operational Phase Impacts, Surf Coast (S)

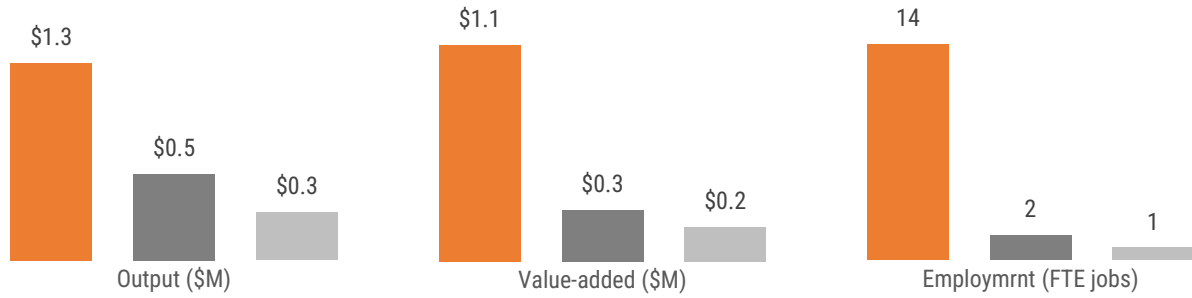


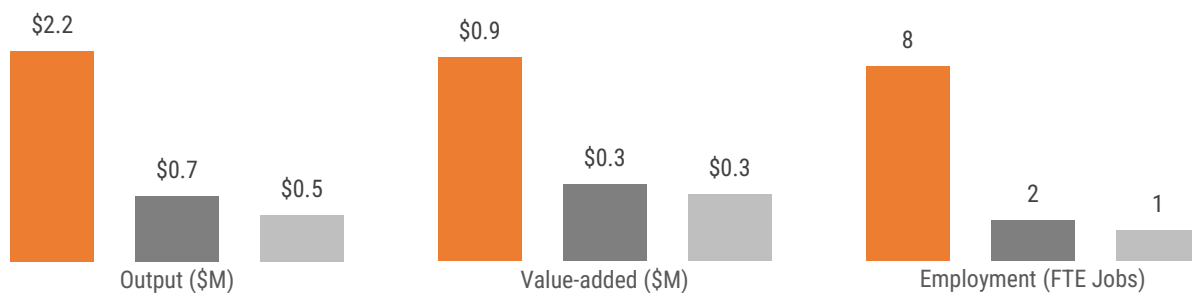
Table 4-3 Summary of operational phase impacts, Surf Coast (S)

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$1.25	\$0.55	\$0.30	\$2.10	1.68
<b>Value-added (\$M)</b>	\$1.09	\$0.26	\$0.17	\$1.52	1.40
<b>Employment (FTE Jobs)</b>	14	2	1	16	1.17
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$2.15	\$0.97	\$0.51	\$3.63	1.69
<b>Value-added (\$M)</b>	\$1.71	\$0.46	\$0.29	\$2.46	1.44
<b>Employment (FTE Jobs)</b>	19	3	1	23	1.22

As with the operational phase, economic impacts of tourist visitation will be ongoing while the stated level of direct activity is sustained. Increases or decreases in the number of visitors, their overall expenditure and how that expenditure is distributed throughout the economy and will all influence the annual impacts for the local economy.

Visitation is anticipated to gradually increase following the opening of each stage of the project. The results below represent the impact of the marginal change in visitor numbers from the existing operation compared to 'full operation' of each stage. The Direct Tourist Visitation economic impacts for Surf Coast of stage 1 are illustrated in Figure 4-4 below, with the summary of both stages provided in Table 4-13.

Figure 4-3 Stage 1 Tourist Visitation Impacts, Surf Coast (S)



■ Direct Effect ■ Supply-Chain Effect ■ Consumption Effect



From the increase of around 37,000 new visitors from outside Surf Coast LGA under stage 1 of the project, it is anticipated that the local economy would benefit by a total of \$3.42 million. Part of this increase in economic activity is captured through operations at the new SCCC, while some will be captured elsewhere in the economy in typical tourism activities as well as support services

Table 4-4 Summary of tourism visitation impacts – Surf Coast (S)

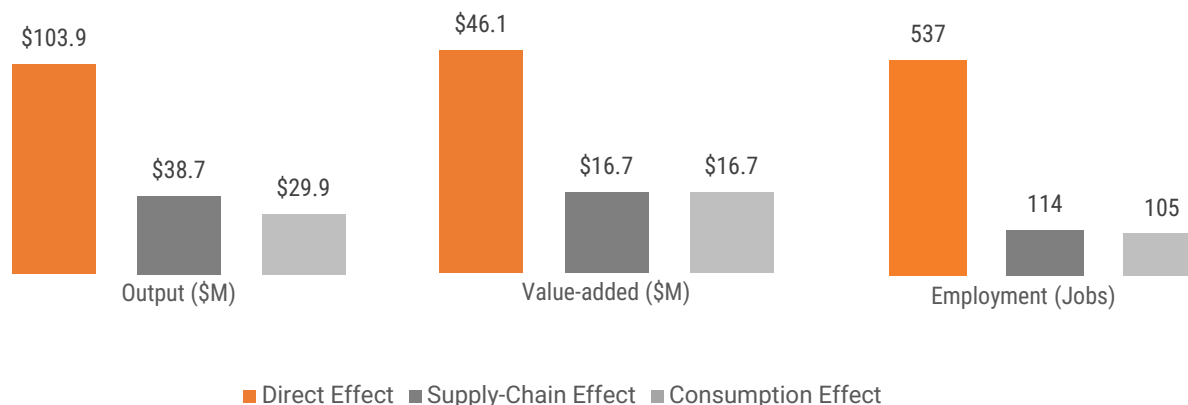
	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Stage 1</b>					
<b>Output (\$M)</b>	\$2.23	\$0.70	\$0.49	\$3.419	1.54
<b>Value-added (\$M)</b>	\$0.87	\$0.33	\$0.28	\$1.48	1.70
<b>Employment (FTE Jobs)</b>	8	2	1	11	1.36
<b>Stage 2</b>					
<b>Output (\$M)</b>	\$5.14	\$1.61	\$1.14	\$7.89	1.54
<b>Value-added (\$M)</b>	\$2.00	\$0.75	\$0.65	\$3.40	1.70
<b>Employment (FTE Jobs)</b>	19	4	3	26	1.36

Results of the regional tourism economic impact is distinct from the analysis provided above.

As with the operational phase and direct tourist visitation analysis, the impacts of an expansion of cultural tourism across the region will be ongoing while the stated level of direct activity is sustained. Increases or decreases in the number of visitors, their overall expenditure, length of stay and how that expenditure is distributed throughout the economy will all influence the annual impacts for the local economy.

The results below represent the impact of the marginal change in visitor expenditure resulting from the increase in average length of stay compared to the current (2019) profile of cultural visitors. The economic impacts for the GOR region illustrated in the chart in Figure 4-5 as well as in Table 4-14.

Figure 4-4 Cultural tourist visitation impacts, GOR region



As indicated by the results of the analysis, a small increase in the average length of stay would have a substantial positive economic impact for the region. The additional \$103.9 million in direct tourist expenditure would support 537 jobs, and an additional 219 jobs through supply-chain and consumption effects.

Table 4-5 Summary of cultural tourism visitation impacts – GOR region

	Direct Effect	Supply-chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
<b>Output (\$M)</b>	\$103.91	\$38.71	\$29.93	\$172.55	1.66
<b>Value-added (\$M)</b>	\$46.15	\$16.71	\$16.70	\$79.56	1.72
<b>Employment (Jobs)</b>	537	114	105	756	1.41

#### 6.3.4.2 Cost Benefit Analysis

Benefits applied in the Cost Benefit Analysis are both direct and indirect.

As outlined in Table 5-3, the CBR for the base case (do-nothing) sits just below 1.0 when applying each discount rate. The scenario also has a negative project NPV (benefits less costs) across the 4, 7 and 10 percent discount rates. This is in part due to the ongoing asset renewal required for the older facility over the coming years as well as lower level of benefits that would be realised due to limitations on visitation.

At a seven percent discount rate the CBR for the Scenario 2 of the project case, including both stages 1 and 2, is 1.19. This means that for every dollar of cost, it is anticipated that an economic benefit for Surf Coast LGA of \$1.19. The project case returns a project NPV (or net benefit) of \$12.9 million over the 30-year analysis period at a discount rate of 7 percent.

Scenario 3, which only includes stage 1, has the highest CBR of 1.28 at a seven percent discount rate. The higher CBR relative the scenario 2 is due to the large reduction in costs later in the analysis period through the removal of stage 2 of construction. Overall, the present value of additional financial costs incurred through stage 2 outweigh the financial benefits resulting in a higher CBR and NPV under scenario 3.

Table 5-6 Scenario 1 - base case (do-nothing)

Real discount rates	4%	7%	10%
Net Present Value (NPV)	-\$635,514	-\$655,234	-\$680,359
NPV Cost	\$27,419,964	\$20,430,637	\$16,124,565
NPV Benefit	\$26,784,450	\$19,775,402	\$15,444,206
<b>CBR</b>	<b>1 : 0.98</b>	<b>1 : 0.97</b>	<b>1 : 0.96</b>

Table 5-7 Scenario 2 - project case stage 1 and stage 2

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$34,784,901	\$12,886,729	\$950,015
NPV Cost	\$86,944,185	\$69,405,657	\$57,752,619
NPV Benefit	\$121,729,087	\$82,292,386	\$58,702,634
<b>CBR</b>	<b>1 : 1.40</b>	<b>1 : 1.19</b>	<b>1 : 1.02</b>

Table 5-8 Scenario 3 - project case stage 1 only

Real discount rates	4%	7%	10%
Net Present Value (NPV)	\$35,641,890	\$15,606,740	\$4,090,696
NPV Cost	\$67,007,272	\$55,622,622	\$47,973,819
NPV Benefit	\$102,649,162	\$71,229,362	\$52,064,516
<b>CBR</b>	<b>1 : 1.53</b>	<b>1 : 1.28</b>	<b>1 : 1.09</b>

### 6.3.4.3 Financial analysis

#### Capital Cost

The capital cost modelling has been undertaken by Turner and Townsend, Quantity Surveyors, as an Indicative Cost Plan. Costs have been calculated on the basis of Stage One being tendered in 2024 and Stage Two tendered in 2030. Costs incorporate escalation based on this schedule. The Cost Plan is based on the Concept Design and Area Analysis.

Item	Description	Quantity	Unit	Total
1	<b>Surf Coast Cultural Centre and Library</b>			
2	Indicative Cost Plan			
3	14 December 2021			
4				
5	Notes / Exclusions			
6				
7	<b>Stage 1 (Tendered 2024)</b>			
8	A. Front-of-House & Visitor Information Centre & Shared Facilities	852	m2	7,093,000
9	B. Studio Theatre	280	m2	2,980,000
10	C. Australian National Surf Museum (ANSM)	1,148	m2	12,936,000
11	D. Torquay Library	1,399	m2	7,710,000
12	E. Surf Victoria	125	m2	653,000
13	F. Visual Arts Exhibition	0	m2	0
14	Site Works / Services	Allow		5,292,000
15	Allowance for works associated with the Staging of the Works	1	item	200,000
16		<b>3,804</b>	<b>m2</b>	<b>36,864,000</b>
17				
18	<b>Stage 2 (Tendered 2030)</b>			
19	A. Front-of-House & Visitor Information Centre & Shared Facilities	527	m2	5,325,000
20	B. Studio Theatre	819	m2	9,691,000
21	C. Australian National Surf Museum (ANSM)	0	m2	0
22	D. Torquay Library	0	m2	0
23	E. Surf Victoria	0	m2	0
24	F. Visual Arts Exhibition	240	m2	2,420,000
25	Site Works / Services	Allow		3,092,000
26	Allowance for works associated with the Staging of the Works	1	item	187,000
27		<b>1,586</b>	<b>m2</b>	<b>20,715,000</b>
28				
29	<b>Total for Stage 1 and Stage 2</b>	<b>5,390</b>	<b>m2</b>	<b>57,579,000</b>

## Operational Modelling

The Business Modelling was undertaken by Rob Gebert Arts Consultancy. It provides a projection of the operational activity generated from the expanded Surf Coast Cultural Centre. This demonstrates for Stage One and Stage Two of the development the:

- Level of activity across each business unit.
- Earned revenue from direct activities.
- Expenditure including salaries, building utilities and overheads, operational overheads and direct business stream costs.
- Number of events.
- Number of attendances.
- EFT direct employment.
- 10 year operating budget.

The Operational Modelling includes a comparison of current financial outcomes for the existing facilities with proposed activity for Stage 1 and Stage 2. Prices and costs are based on 2021/22 values<sup>13</sup>.

The addition of new facilities and upgrading of existing facilities drives a large increase in activity across the Surf Coast Cultural Centre.

	Baseline 21/22 Budget	Total Full Operation Stage One	Total Full Operation Stage Two
<b>REVENUE</b>			
Operating Revenue	\$256,361	\$674,691	\$1,402,786
<b>TOTAL REVENUE</b>	<b>\$256,361</b>	<b>\$674,691</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>			
Total Salaries	\$847,691	\$1,518,791	\$1,876,222
Total Building Utilities and Overheads	\$177,268	\$202,000	\$234,500
Total Operational Overheads	\$58,580	\$71,840	\$77,150
Total Other Business Stream Costs	\$96,485	\$171,442	\$543,464
<b>TOTAL EXPENDITURE</b>	<b>\$1,180,024</b>	<b>\$1,964,073</b>	<b>\$2,731,336</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$923,663</b>	<b>-\$1,289,382</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>			
Asset Renewal Allocation	\$242,236	\$572,599	\$812,500
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$242,236</b>	<b>\$572,599</b>	<b>\$812,500</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$1,165,899</b>	<b>-\$1,861,981</b>	<b>-\$2,141,049</b>

<sup>13</sup> The Cost Benefit Analysis incorporates escalation of prices and costs across the duration of the analysis.

Operating revenue is projected to increase by a factor of 5 times through the addition of the Theatre and Gallery and the growth in visitation to the ANSM. Operating expenditure is projected to increase by a factor of 2.3. The Operating Deficit is projected to increase by \$405k and the total Deficit including the Asset Renewal Allocation is projected to increase by \$975k. These outcomes are within the parameters of the modelling in earlier studies.

	Baseline	Stage One	Stage Two
<b>Total Events</b>	<b>1,337</b>	<b>3,005</b>	<b>3,592</b>
<i>Attendances</i>			
Ticketed Attendances	11,140	50,176	77,434
Other Attendances	217,284	296,503	338,699
<b>Total Attendances</b>	<b>228,424</b>	<b>346,679</b>	<b>416,133</b>

Total events and attendances are projected to increase substantially in line with the increased activity. The growth in ticketed attendance to ANSM and the Theatre are key drivers in the growth in income.

	Baseline	Stage One	Stage Two
	EFT	EFT	EFT
<b>Precinct Operation</b>			
Core Permanent Positions	0.00	0.60	1.00
Non Core Positions	0.00	0.29	0.00
<b>Theatre</b>			
Core Permanent Positions	0.00	0.00	2.00
Non Core Positions	0.00	0.00	1.02
<b>Gallery</b>			
Core Permanent Positions	0.00	0.00	0.60
<b>ANSM</b>			
Core Permanent Positions	2.50	3.30	3.50
<b>VIC</b>			
Core Permanent Positions	1.50	3.90	4.90
<b>Torquay Library</b>			
Core Permanent Positions	3.50	10.50	10.50
Total Staff	7.50	18.59	23.52
<b>Contractor Staffing</b>			
<b>Commercial Leases Staffing</b>			
Café	0.00	2.60	3.30
Surfing Victoria Offices	7.90	7.90	7.90
Total Third Party Staffing	7.90	10.50	11.20
Total Employment Impact	15.40	29.09	34.72

Direct EFT employment is projected to grow by a factor of 3 in line with the growth in facilities and activity level. Employment in the Café commercial lease is projected to provide 3.3 EFT positions.

	Stage 1 Open			Full Operation				Stage 2 Construct	Stage 2 Open	Full Operation
	Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Year 5 29/30	Year 6 30/31	Year 7 31/32	Year 8 32/33	Year 9 33/34	Year 10 34/35
<b>REVENUE</b>										
Operating Revenue	\$473,754	\$545,633	\$610,162	\$674,691	\$674,691	\$674,691	\$674,691	\$653,291	\$1,220,644	\$1,402,786
<b>TOTAL REVENUE</b>	<b>\$473,754</b>	<b>\$545,633</b>	<b>\$610,162</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$653,291</b>	<b>\$1,220,644</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>										
Total Salaries	\$1,511,990	\$1,514,257	\$1,516,524	\$1,518,791	\$1,518,791	\$1,518,791	\$1,518,791	\$1,518,791	\$1,848,764	\$1,876,222
Total Building Utilities and Overheads	\$158,450	\$176,100	\$189,050	\$202,000	\$202,000	\$202,000	\$202,000	\$192,500	\$210,900	\$234,500
Total Operational Overheads	\$60,405	\$66,870	\$69,355	\$71,840	\$71,840	\$71,840	\$71,840	\$60,550	\$77,150	\$77,150
Total Other Business Stream Costs	\$120,009	\$137,154	\$154,298	\$171,442	\$171,442	\$171,442	\$171,442	\$170,442	\$460,828	\$543,464
<b>TOTAL EXPENDITURE</b>	<b>\$1,850,854</b>	<b>\$1,894,381</b>	<b>\$1,929,227</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,942,283</b>	<b>\$2,597,642</b>	<b>\$2,731,336</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$1,377,101</b>	<b>-\$1,348,748</b>	<b>-\$1,319,065</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,288,992</b>	<b>-\$1,376,998</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>										
Asset Renewal Allocation	\$572,599	\$556,441	\$541,233	\$526,631	\$512,603	\$499,120	\$486,155	\$473,682	\$794,177	\$770,723
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$572,599</b>	<b>\$556,441</b>	<b>\$541,233</b>	<b>\$526,631</b>	<b>\$512,603</b>	<b>\$499,120</b>	<b>\$486,155</b>	<b>\$473,682</b>	<b>\$794,177</b>	<b>\$770,723</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$1,949,700</b>	<b>-\$1,905,189</b>	<b>-\$1,860,298</b>	<b>-\$1,816,013</b>	<b>-\$1,801,985</b>	<b>-\$1,788,502</b>	<b>-\$1,775,537</b>	<b>-\$1,762,674</b>	<b>-\$2,171,175</b>	<b>-\$2,099,272</b>

The 10 Year Summary Operating Budget demonstrates the growth in revenue and expenditure from the opening of Stage One and Stage Two. It is assumed that it will require four years for Stage One to reach full operation and two years for Stage Two to reach full operation.

#### 6.3.4.4 Risk analysis

Council's Project Delivery Process describes Project Management as the planning, delegating, monitoring and control of all aspects of the project and the motivation of those involved, to achieve the project objectives within the expected performance targets. A key element of project management is a focus on Risk. The project must manage risk to be within acceptable levels.

Risk is defined in the international risk standard (ISO 31000) as the "effect of uncertainty on objectives" and should be considered as anything which may happen that could delay or stop the project from meeting its objectives.

A project risk register is developed and maintained throughout the life of the project. The current project risk register is included in Section 11. The current project risk register considers risks through the design, procurement and construction phases of the Surf Coast Cultural Centre project.

The Project Management Office (PMO) will ensure that the project risk matrix is compatible with the corporate risk matrix in terms of likelihood and consequence of project risk for time, cost and scope. The PMO will provide regular Program Status Reports to Council's Audit and Risk Committee.

Key risks for success of the investment in the project include:

- Challenges with the size, location and characteristics of the proposed site.
- Requirement for appointment of high quality experienced consultants and contractors to undertake the project.
- Achieving proposed outcomes within financial parameters.
- Maintaining support for the project from stakeholders and the community.
- Disruption for existing Surf City facilities and users during construction.
- Potential for delays in construction and commissioning of the new facilities.

These risks are addressed through risk response measures to moderate the risk described in the risk register.

#### 6.3.4.5 Interdependencies

The Surf Coast Cultural Centre project is a major development for Surf Coast Shire. Key interdependencies and project interfaces include Council projects and Surf City precinct projects including:

##### **COUNCIL**

- Surf Coast Aquatic and Health Facility – to be constructed adjacent to the Wurdi Baierr Stadium, at \$34m it is the largest single project investment made by Council with support of Victorian and Australian governments
- Multi Arts Facility (MAC) Fit-out – conversion of the Surf Coast Sport and Recreation facility into spaces that can be used by many components of the arts.
- Torquay Wayfinding Strategy and Signage – improving the way in which people experience arrival into Torquay, navigation to key services / activities, directing different types of vehicles to the best routes, encouraging walking and cycling between locations and extending duration of time / expenditure in the town centre.
- Public Art Program – annual allocation to public art projects
- Community facility upgrades in progress in Torquay to improve gender equity and increase community spaces eg Grant Pavilion at Banyul Warri Fields (the Civic Percent) and the Torquay Scouts Facility at Spring Creek Reserve.

- Connecting Torquay Town Centre – improving parking for vehicles and bicycles and new pedestrian crossings to ease congestion and prioritise walking and cycling in the precinct.
- Torquay Town Centre Pedestrian Improvements – changes to the nature of intersections and crossings to prioritise pedestrians and increase walkability.
- Surf Coast Highway / Coombes Road Intersection – signalling a key intersection on the approach to Torquay
- Solar Installations on Council Buildings – annual allocation towards increasing the number of council owned and managed facilities with solar power

#### **SURF CITY PRECINCT COMMERCIAL**

- Redevelopment of Billabong retail store (Surf City). Cost \$1.5M. Completed Dec 2021. Complete redevelopment of the Billabong retail store fronting the Surf Coast Hwy.
- Surfcoast Social. Location 27 Baines Cres (former Boardriders building). Cost \$15 million redevelopment. Redevelopment of building to incorporate major co-working facilities, office space, micro brewery, café, art gallery and potential day spa. When fully tenanted the site has the potential to accommodate over 400 jobs.
- Major multi-million refurbishments of Boardriders and Rip Curl flagship retail stores in Surf City completed in 2019.

#### *6.3.4.6 Uncertainties*

There are a number of sources of uncertainty for a project of this size and capital cost including:

- Capacity of Surf Coast Shire to fund the capital cost within its current resources.
- Competing priorities for Surf Coast Shire with the projected population growth requiring the provision of expanded services and community facilities.
- Likelihood of securing external funding particularly from the Victorian and Commonwealth Governments.
- Current cost escalation in the construction industries with the growth in large scale infrastructure projects, commercial and residential construction across Victoria.
- Challenges of maintaining existing cultural services during the construction stages of the project.

Impact of these sources of uncertainty may include:

- Need to reduce the scale or remove elements of the Concept Design to reduce capital cost. This may lead to the cultural facilities not meeting the demands from future growth in the Surf Coast community.
- Need to postpone Stage 1 construction resulting in the current cultural facilities not being able to meet the existing demands of the Surf Coast community.
- Need to postpone Stage 2 construction resulting in Surf Coast continuing to not have dedicated, high quality performing and visual arts facilities.
- Reduction in cultural services provided to the community during the construction phases of the project.



## 6.4 Summary of project analysis

A Concept Design for the Surf Coast Cultural Centre has been developed by Council. This is the largest facilities development undertaken by Surf Coast Shire with a total cost of \$57m which will be undertaken across two stages.

Stage 1 involves the replacement of the existing Torquay Library, ANSM and VIC with new expanded high quality facilities with a stronger visual profile and a short term upgrade of the Recreation Building to provide basic theatre and gallery facilities which will operate as the community driven Multi Arts Centre. New facilities will be provided for Surfing Victoria.

Stage 2 involves the demolition of the Recreation Centre / MAC space and replacement with expanded high quality theatre and gallery spaces.

The project will provide new facilities which are fit for purpose, a more viable business model, enhanced community and cultural identity, opportunities for learning and skills development, expansion and increased viability for the Creative Industries and creation of a gathering place and hub for the Surf Coast community.

The Surf Coast Cultural Centre will play an important role in improving social connection for the community. The design approach focuses on creating gathering places for the community in formal and informal settings where the community can participate in performances, visual arts, literature, creative and educational activities.

The range of facilities provide a positive impact on the of cultural services and experiences available to the community and the creative industry sector. It will build on the value of arts and culture to community wellbeing and sense of identity in Surf Coast Shire.

In meeting the Environmentally Sustainable Council Facilities Policy and utilising sustainability rating systems, the new facilities will operate with a reduced energy consumption and greenhouse gas emissions, and be constructed with a reduced impact on the natural environment.

The Business Modelling demonstrates for Stage One and Stage Two of the development the level of activity across each business unit, earned revenue from direct activities, expenditure including salaries, building utilities and overheads, operational overheads and direct business stream costs and the growth in events, attendances and direct employment.

The Cost Benefit Analysis demonstrates from the Construction and Operational stages the high level economic impact, growth in economy and employment and contribution to the tourism sector.

The Project Analysis demonstrates that the proposed solution addresses the identified problems and delivers positive impacts for social, cultural, environmental, economic and employment outcomes.

## 7. The case for a new cultural facility in Torquay

### 7.1 Background

Victoria's Surf Coast with its spectacular coastline, scenic rainforests and magnificent beaches, is one of the tourist draw cards of Australia. The Surf Coast Shire is among the fastest growing regional municipalities in Victoria. The Shire was proclaimed on 9 March 1994 and covers an area of 1,560 km<sup>2</sup>.

The main population centres include Torquay, Bells Beach, Winchelsea, Anglesea, and Lorne. There is a growing creative industries sector based in Surf Coast Shire.

Large numbers of holidaymakers and visitors stay in the Shire at peak season. The Great Ocean Road, which starts in Torquay, attracts over 2.5 million travellers annually.

Existing Council owned cultural facilities are located in the Surf City Precinct which fronts on to the Surf Coast Highway. The precinct includes the current:

- Torquay Library
- Australian National Surfing Museum (ANSM)
- Torquay Visitor Information Centre (VIC)

The problem addressed by this Business Case is a lack of adequate cultural facilities and is demonstrated by the:

- Absence of a dedicated cultural arts facility within Surf Coast Shire.
- Lack of physical representation of Surf Coast's cultural identity at the local and national level.
- Existing Torquay facilities lack visibility, presence and fail to create a sense of place. They are no longer fit for purpose.
- Current business model creates financial constraints and limits full realisation of the facilities.

### 7.2 Project Description

#### 7.2.1 Describing the Problem

The current cultural facilities are located on a site at the rear of the Surf City Precinct fronting Beach Road.

They are dated, poorly integrated, inadequate in size and resources and do not meet modern expectations of public buildings.



*Torquay Library Exterior*



*VIC and ANSM Exterior*

### 7.2.1.1 *The Torquay Library*

Council is one of five member councils who have library services provided through the Geelong Regional Library Corporation (GRLC). Council is responsible for providing fixed infrastructure for the library. GRLC is a leading library services provider in the State and it will continue to deliver library services in the redeveloped building when complete.

Surf Coast Shire has one static library – Torquay Library – and one mobile library – the Surf Coast Mobile Library. The Torquay Library was built in the 1980s and expanded and refurbished in 2013 to an area of 380m<sup>2</sup>.

The existing Library continues to deliver services beyond its current limitations. Utilisation of Torquay Library has declined over the last five years due to its inability to cater for a wider range of users due to spatial constraints which impact on its use.

The Library's programs are particularly popular with families but are constrained by the lack of floor space and the lack of a separate, enclosed space to run programs which do not impact on the quiet spaces within the library.

The Library lacks the range and type of facilities typical in modern libraries including spaces for:

- Reading, work and study.
- Staging meetings and events
- Providing collaborative and flexible co-working spaces
- Supporting creative activities.

The facilities do not make Torquay Library a destination for the community.

There is limited access to power and study spaces to support start-ups, small businesses, and more flexible working environments. There is a lack of space to support visitors wishing to access library services and resources.

The existing Library building is unattractive and lacks presence and impact with poor quality fitout and interiors. The building design has poor acoustics which impact on the types of activities that can be undertaken and other users' enjoyment of the space.

Back of house support facilities for staff are inadequate and poor quality. Work areas are cramped, creating occupational health and safety issues, lack storage and basic amenities providing a very poor work environment which impact workflows and create Occupational Health and Safety issues.

Based on the National benchmarks<sup>14</sup>, the current area of 380m<sup>2</sup> is less than a quarter of the size to meet the needs of the projected population of Surf Coast Shire.

The Australian National Surfing Museum and the Torquay Visitor Information Centre are facilities with services delivered directly by Council.

### 7.2.1.2 *The Australian National Surfing Museum*

The ANSM (formerly SurfWorld Museum) has existed for nearly three decades and has undergone minor infrastructure and branding upgrades in that time.

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<sup>14</sup> "Standards and Guidelines for Australian Public Libraries" – ALIA and APLA 2020

The ANSM Collection is the most significant collection assembled about Australian surfing and one of the finest surfing collections in the world. It is also one of Australia's best sports collections. ANSM's Collection of around 12,000 items is diverse, comprising surfboards and other surfing equipment, artworks, clothing, cultural artefacts and a comprehensive library of photographs, ephemera, books, magazines, documents and audio-visual materials.

The Collection traces the history of surfing in Australia across more than a century, from its origins as an imported fringe activity, to a vibrant youth movement, and finally to its formalisation and recognition by world sporting bodies. There is historical significance throughout the Collection and holds immense social significance for the surfing community, both in Australia and internationally.

The existing ANSM building is unattractive and lacks presence and impact with poor quality fitout and interiors. The lack of visual profile of the building is an impediment to driving increased visitation. The exhibition displays are traditional in design and lack interactivity for visitors. The lack of museum gallery space restricts the capacity to refresh the permanent exhibition and to provide a regular program of temporary exhibitions to attract new visitors and increase return visitation.

Back of house facilities are inadequate with poor staff areas and with collection content stored in makeshift and overcrowded facilities that do not meet the museum environmental standards for collection content.

#### *7.2.1.3 Torquay Visitor Information Centre*

The Torquay Visitor Information Centre is in a key location at the start of the Great Ocean Road and with Lorne is one of the two largest VICs along the Surf Coast. It is sited in the foyer of the ANSM.

The Visitor Information Centre is based on a traditional model and does not address visitor needs that are changing to an experienced based model. It lacks visibility from Beach Road for visitors. The facilities are cramped and poor quality and lack space for high quality displays and interactive technology.

There needs to be more interpretive information including through digital interfaces, which will become more important in coming years as visitors change the way they research their visit. Examples of this would large touch screen / interactive maps for assisting visitors with trip planning.

The retail facilities in the VIC are inadequate and constrain the level of sales particularly of merchandise and artworks designed and created in Surf Coast.

There are currently no dedicated performing arts venues in Surf Coast Shire. Community groups use community facilities such as halls and senior citizens rooms. Professional touring productions do not perform in Surf Coast which results in the local community having to travel to venues in Greater Geelong and Colac to attend performances.

There are limited visual arts spaces in Surf Coast Shire. Anglesea Art House has operated as a community group for 35 years. They are based in the old Scout hall in Anglesea and offer classes and basic exhibition space. There are a number of small commercial galleries and artist studio galleries across the Shire. However there are no gallery spaces with the infrastructure to stage larger scale exhibitions including touring shows.

## 7.2.2 Definition and Evidence of the Problem

### 7.2.2.1 Growth of Surf Coast community.

The Surf Coast Shire has one of the fastest growing populations in regional Victoria. The Surf Coast Shire population is growing rapidly with Torquay increasing its population by 21.9% between the 2011 and 2016 Censuses. The Surf Coast Shire population forecast for 2021 is 34,230, and is forecast to grow to 45,717 by 2036<sup>15</sup>. The Shire is experiencing a rapid growth in population and high demand for housing from families and particularly from retirees seeking a coastal lifestyle<sup>16</sup>.

Average household incomes for Surf Coast residents are higher than for Regional Victoria and the Greater Geelong area with 33% of households earning annual incomes of over \$100k<sup>17</sup>.

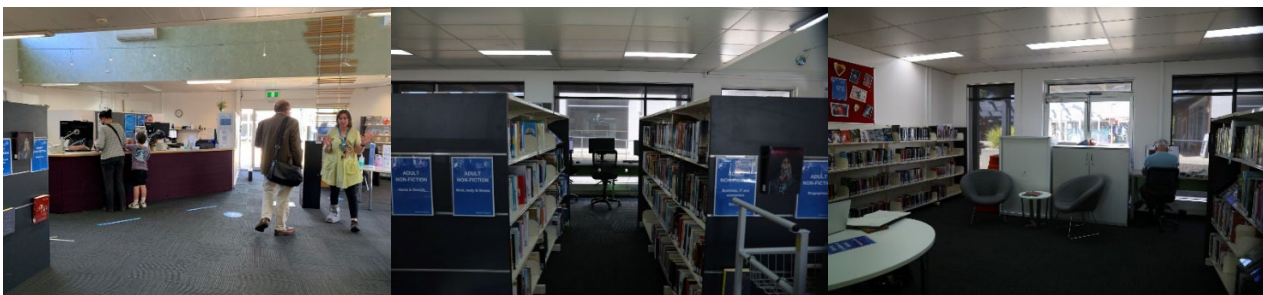
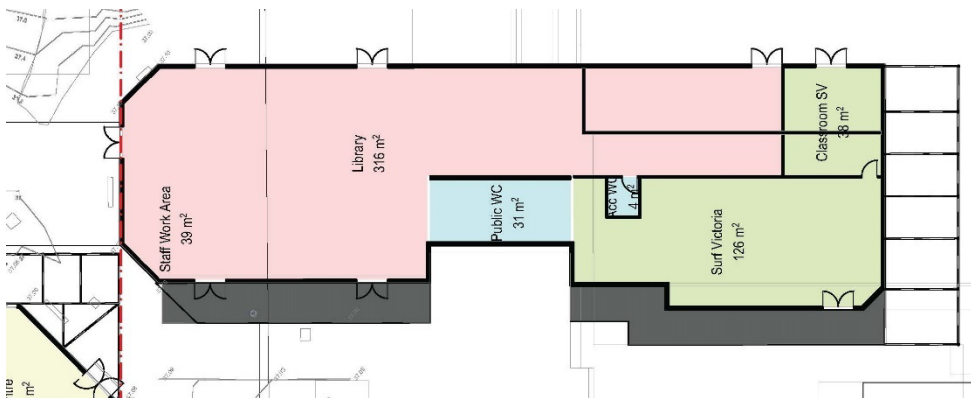
Surf Coast has a relatively lower level of disadvantage than surrounding LGAs in the region. The SEIFA Index of Disadvantage for Surf Coast Shire in 2016 was 1,077 which is the lowest level of disadvantage for adjacent LGAs<sup>18</sup>. ( ).

The rapidly growing population, relatively high levels of household income and low levels of disadvantage are indicative of communities which will have a high demand for arts and culture products and services.

### 7.2.2.2 Existing facilities descriptions and shortfalls in size and resources.

A challenge for the Shire is meeting the demand from the growing population for community infrastructure including cultural facilities. A priority theme in the new Council Plan 2021 – 2025 is Arts and Creativity<sup>19</sup>.

#### Torquay Library



Torquay Library Interior

<sup>15</sup> ID population forecast <https://forecast.id.com.au/surf-coast>

<sup>16</sup> <https://forecast.id.com.au/surf-coast/population-age-structure>

<sup>17</sup> <https://profile.id.com.au/surf-coast/household-income>

<sup>18</sup> <https://profile.id.com.au/surf-coast/seifa-disadvantage>

<sup>19</sup> Surf Coast Shire Council – Council Plan Incorporating the Health and Wellbeing Plan 2021 – 2025 pages 46 – 47

The Geelong Regional Library Corporation manages library services across Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire, Colac Otway Shire and Surf Coast Shire.

Torquay is currently the only library branch servicing Surf Coast Shire with one mobile library servicing other parts of the Shire. Adjacent library branches in the City of Greater Geelong include Barwon Heads, Queenscliff, Ocean Grove and Waurin Ponds and in Colac Otway Shire include Colac and Apollo Bay.

The existing Library facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway
- Inadequate space for existing visitation with no capacity for future growth.
- No storage space including for space including for processing new materials and collections items to and from other branches daily.
- Shortage of space for computers and working spaces for visitors with laptops.
- Lack of adequate space to hold events including the need to move shelving and library furniture.
- The building design has poor acoustics which impact on the types of activities that can be undertaken and other users' enjoyment of the space.
- Work areas are cramped, lack storage and basic amenities providing a very poor work environment which impact workflows and create Occupational Health and Safety issues.
- Lack of space to accommodate demand for children's early literacy programs and the growing community.
- Lack of separate and flexible spaces for community usage.
- Lack of display space for artworks, content form community groups, historical society, etc,
- Inadequate work space and support facilities for existing staff
- Lack of facilities for visitors eg only a single toilet.

Stafford Strategy was commissioned by Surf Coast Shire Council in 2020 to undertake an options and feasibility analysis of potential scope and locations for a cultural facility including a library in Torquay. The size of the current library is 380m<sup>2</sup>. The desire for a larger library is driven by the need to cater for current and future population growth as identified in the Geelong Regional Library Corporation Infrastructure Plan (2019) and the Torquay Jan Juc Development Contributions Plan (2011).

The final report had key factors identified by Stafford Strategy in identifying why there was a need for a new library.

"Libraries are increasingly a hub of varying activities, services, programs and spaces for the community and visitors. They have morphed into "information hubs"<sup>20</sup>.

Contemporary libraries are places for meeting, sharing ideas and knowledge, accessing technology and fostering creativity.

Contemporary libraries consist of a variety of "flexible" spaces and facilities including meeting rooms (informal and bookable), café, theatres/seminar rooms, lounge spaces, children's spaces, teenage spaces, computer access, free Wi-Fi access for personalised devices, quiet spaces, outdoor areas, business incubator, service amenity such as toilets and kitchenette, conference/event spaces, gallery, performance spaces, recording and editing studios, heritage centre, and visitor information.

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<sup>20</sup> Torquay Cultural Facility Feasibility Study Final Report June 2020 – Stafford Strategy  
*Surf Coast Cultural Centre Business Case Final February 2022*

The current Torquay Library does not align well with contemporary library facilities. Areas under supplied in the Library including separate children's area, separate youth space, meeting rooms, activity rooms, designated quiet areas, adequate storage and work areas for staff to prepare programming resources or process library materials.

The inadequacy of the library space is confirmed by the GRLC in its Library Infrastructure Development Plan<sup>21</sup>:  
Torquay Library "is significantly undersized for the current catchment population."

Innovative libraries offer "digital maker labs" which offer customers the chance to learn and use the most cutting-edge technology around such as 3D printers.

Libraries are increasingly "community living rooms" which signifies a departure from the function and atmosphere of libraries of the past: floor space, once dominated by collections, is being converted to living spaces and social hubs – comfortable areas to relax and socialise. Libraries fulfill a recognised role as coworking hubs which support creative practitioners and entrepreneurial activity through the provision of free business grade Wi-Fi, printing, makerspaces, and spaces for work and study.

Older residents are already major users of libraries and this trend is set to continue as populations continue to age. Many seniors live alone and seek social interaction by longer stays in libraries, emphasising the importance of comfortable lounge spaces, cafes etc.

While the Library has attempted to create these spaces, it is severely constrained by its size and configuration of space.

Surf Coast is also characterised by an ageing population and the future library facility will need to be cognisant of this. In addition, Surf Coast is expecting to increase its population through the number of young families moving to the area, so the demand for quality children's areas along with separate teenage areas is expected to grow.

The existing Library delivers services beyond its current limitations and provides important resources and services to visitors to region and seasonal workers.

The primary rationale for a new library identified the following reasons why a new library is required.

- A Growing Population

The Shire's population continues to grow and is forecast to reach almost 46k residents by 2036. The library size is insufficient for the Shire's current population base, let alone catering for the growth forecast.

- Existing Size Constraints

The small size of the current library is impacting on its ability to cater to the growing Surf Coast community and is ultimately impacting on its performance. This was recognised in the GRLC report.

- Limited Cultural/ Creative Spaces in Surf Coast

Surf Coast appears to be underserved in formal cultural and creative spaces. A redeveloped library offers the potential to co-locate these spaces, including a multi-purpose black box theatre space.

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<sup>21</sup> Library Infrastructure Development Plan 2019 - Geelong Regional Library Corporation

- More Families & Elderly in Surf Coast

Surf Coast has a growing number of families in the region as well as an ageing (elderly) population. Library services are particularly important to these cohorts. While the existing library serves these user groups, potential exists to further grow demand from these user groups by growing the size and the types of spaces the library offers.

- No Longer Fit-For-Purpose

The current library facility has not only outgrown its capacity but it is also no longer fit-for-purpose. What communities want out of their libraries has changed significantly since the library was developed and the spaces they desire has also shifted (there is a need for individual, quiet study spaces, fit-for-purpose children's program spaces, group meeting spaces etc.)

- Stand Alone From Other Amenities

Opportunities exist to co-locate key council services and facilities with the library as the feature hub. The current stand-alone library model is unable to realise the benefits from collocating a variety of services which community members are often keen to access within the same venue or precinct; a "one stop shop model."

A comparative assessment was undertaken across the Geelong Regional Library Corporation branch network of 17 branch libraries. As of 2018, Torquay was the 8th most visited library in the network and has the 7th highest borrowing level and the 7th largest number of members. In terms of size, Torquay Library is the eighth smallest library.

A comparative assessment was also undertaken across 155 libraries around Australia. As a ratio, for every 1,000 residents, Torquay library currently provides 11.8m<sup>2</sup> of floor space based on the total LGA population and 18.8m<sup>2</sup> of floor space based on Torquay's population. The GRLC indicates a target of 39m<sup>2</sup> per 1,000 residents needs to be aimed for, indicating that Torquay Library is significantly undersized for its current resident base.

Out of the 42 council areas assessed (including those in a mix of regional and city-based locations), Torquay Library ranks lowest in terms of the floorspace it offers per 1,000 residents. The City of Greater Geelong offers a ratio almost five times that of Surf Coast Shire at 51.8m<sup>2</sup> per 1,000 residents.

Libraries situated in remote/regional locations tend to have a stronger floorspace to resident ratio because of a number of factors including their small resident population bases, the need for councils to provide library services and the availability of land in rural/regional locations compared with city locations.

Although this metric is a relatively broad one it is a useful benchmark when considering the potential size for new library facilities for Torquay for the future. The Torquay suburb only ratio of 18.8m<sup>2</sup> is less than 50% of the desired targeted ratio of 39m<sup>2</sup> per 1,000 residents, as advised by GRLC.

The Stafford Report recommended that in order to achieve the GRLC target (and based on Torquay's population growth projections out to 2036) as well as the State Library Victoria planning models and to future-proof the library, the Torquay Library would need to be a minimum of 1,600m<sup>2</sup>. While the GRLC draft Library Infrastructure Development Plan identifies the need for a new library with a "floor area of at least 1,200m<sup>2</sup>", when assessing the Shire's population growth forecasts, this appears to underestimate the size required and does not allow for future-proofing. Based on the different methodologies/benchmarks investigated, and the need to future-proof the library facility, there is a need for the new library to ideally be at least 1,600m<sup>2</sup>.



The Stafford report recommended the option of an integrated model of cultural facilities built around libraries. This is in line with many regional communities who are developing cultural precincts which incorporate libraries, theatres and galleries (such as Devonport's Paranple Arts Centre described in the case studies). Stakeholder consultation demonstrated strong support for this approach. Utilisation of Torquay Library has declined over the last five years due to its inability to cater for a wider range of users due to spatial constraints which impact on its use.

The Library's programs are particularly popular with families but are constrained by the lack of floor space and the lack of a separate, enclosed space to run programs which do not impact on the quiet spaces within the library.

The Library lacks the range and type of facilities typical in modern libraries including spaces for reading, work and study and for staging meetings and events and supporting creative activities. The facilities do not make Torquay Library a destination for the community.

**Australian National Surfing Museum**



*ANSM Galleries*



*ANSM Board Storage*

*ANSM Archive Storage*

The ANSM (formerly SurfWorld Museum) has existed for nearly three decades and has undergone minor infrastructure and branding upgrades in that time.

The ANSM Collection is the most significant collection assembled about Australian surfing and one of the finest surfing collections in the world. It is also one of Australia's best sports collections. ANSM's Collection of around 12,000 items is diverse, comprising surfboards and other surfing equipment, artworks, clothing, cultural artefacts and a comprehensive library of photographs, ephemera, books, magazines, documents and audio-visual materials.

The Collection traces the history of surfing in Australia across more than a century, from its origins as an imported fringe activity, to a vibrant youth movement, and finally to its formalisation and recognition by world sporting bodies. There is historical significance throughout the Collection and holds immense social significance for the surfing community, both in Australia and internationally.

The existing ANSM facilities are no longer fit for purpose. The cramped scale and linear nature of the exhibition spaces limit the appeal and flexibility of exhibitions reducing appeal to visitors. There is limited capacity to stage temporary exhibitions which have the potential to attract return and new visitors. The permanent exhibition lacks the level of interactivity and multimedia typical in modern museums. Larger and better quality exhibition spaces are urgently required. The current public interface through the Visitor Information Centre lacks impact and appeal to welcome visitors. All of these elements limit the capacity of the ANSM to achieve its potential to increase visitation and generate revenue.

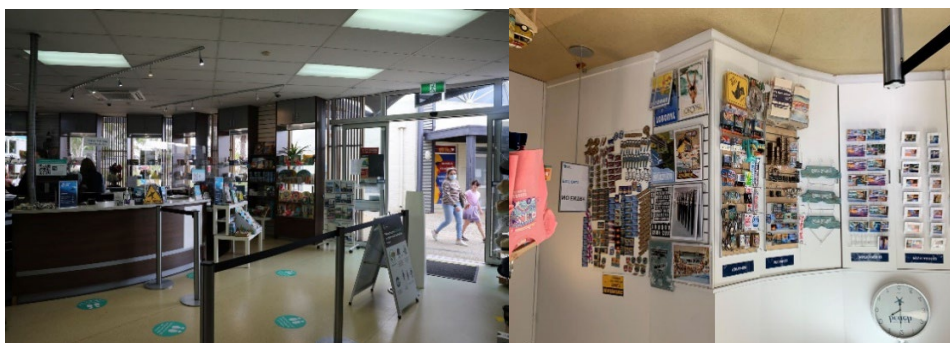
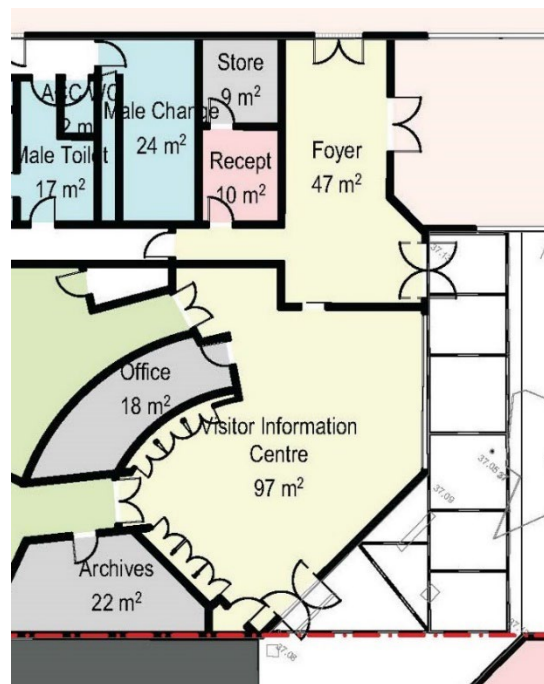
The invisible aspects of the ANSM's operation are completely inadequate. Collection storage is fragmented, overcrowded and does not meet the environmental standards required to safely preserve objects in the collection. Staff offices are cramped and provide a very poor work environment. There are no workshop spaces to allow the preparation of objects for exhibition or for the construction or maintenance of exhibition furniture. These factors are a risk to the ongoing condition of the collection and the efficient operation of the museum.

The existing ANSM facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway.
- Storage is inadequate, dispersed and in poor condition. It needs appropriate environmental controls particularly for paper, cloth and artwork elements of the collection.

- There is not enough exhibition space to house both the permanent collection and temporary exhibitions.
- Lack of flexibility in exhibition spaces.
- Current Museum design is traditional and linear and does not encourage exploration by visitors.
- There is a lack of modern audio visual, digital and interactive content.
- Inadequate foyer space with shared usage with VIC.
- There is a lack of adequate cloaking facilities for school groups and backpackers.
- There is a lack of suitable spaces for events (eg launches, school holiday programs, films).
- Office space is crowded and inadequate.
- There is a lack of space to assess, prepare and conserve objects from the collection.

### Torquay Visitor Information Centre



Surf Coast Shire has four Visitor Information Centres across the Shire including:

- Torquay
- Lorne
- Anglesea
- Winchelsea

Lorne is the largest VIC with its location in the heart of the Great Ocean Road driving the highest level of visitation. Torquay and Lorne have a mix of professional staff and volunteers and are open seven days a week. Anglesea and Winchelsea are small facilities reliant on volunteers, with limited operating hours and low visitation

The role of Visitor Information Centres has been changing over recent years. Increasingly visitors are researching online prior to their visit to identify places they want to visit, and to book with accommodation and hospitality providers. Visitors coming to the VIC are typically from older age groups and families requesting assistance with trip planning and local attractions. VICs will play a key role in creating curated, personalised experiences tailored through face-to-face interaction between staff and visitors.

There needs to be more interpretive information including through digital interfaces, including large touch screen / interactive maps for assisting visitors with trip planning. These could be self serve for visitors or used by staff to guide visitors in creating their personalised experience. There needs to be self serve facilities which are available out of operating hours in the foyer and externally.

A changed business model for the Torquay VIC should be considered. It should have the role of providing an introduction to Torquay and to the Great Ocean Road region to visitors and providing front of house and concierge services for the cultural facilities. This role could include providing reception and box office services particularly for the ANSM and Theatre.

Retail sales have the potential to promote the work of local artists and businesses and to provide an income stream for the VIC. Expanded display facilities including for artworks would be required with the capacity to secure the retail displays out of VIC operating hours. Some storage for stock in the vicinity would be required.

Ideally the VIC location could be a tall standing desk or counter in a prominent location close to the main entry in the foyer with seating for visitors so staff can assist visitor enquiries. This should include computer hardware, printer, large monitors and lockable storage and lockable storage. under the desk.

A separate location in close vicinity should provide reception, box office and retail sales facilities with secure cash handling, EFTPOS facilities and ticket printing. VIC staff would provide customer service in this area.

Offices for VIC staff would be needed in close proximity to the foyer to enable staff and volunteers to respond quickly to sudden influxes of visitors.

The existing VIC facilities are in a poor condition and are inadequate for long term usage. Issues include:

- The visibility of current buildings is very poor – layout on site, signage and sightlines from highway.
- Lack of space for visitors, displays and retail.
- Inadequate foyer space with shared usage with ANSM.
- No capacity to provide information out of business hours.
- Existing interpretive material is poor quality.
- Lack of digital and interactive content
- Lack of space to display work from local artists and makers.
- Lack of storage space
- Office space is crowded and inadequate
- Lack of facilities for volunteers.

### 7.2.2.3 Lack of performing and visual arts facilities in Surf Coast.

Surf Coast Shire is unusual amongst LGAs of its population in regional Victoria in not having a dedicated performing arts or visual arts facilities with many smaller LGAs having dedicated facilities. Examples include:

- Colac Otway Shire – Population 21,662 COPACC theatre and public gallery.
- Shire of Southern Grampians – Population 16,510 Hamilton Performing Arts Centre and Hamilton Gallery
- Shire of Macedon Ranges – Population 19,754 Phee Broadway Theatre, Theatre Royal Castlemaine, Castlemaine Art Gallery.

There is a trend over recent decades to communities demanding venues which can offer a range of cultural services including theatre, music, visual arts and creative spaces.

#### **Performing Arts Facilities**

There are currently no dedicated performing arts venues in Surf Coast Shire. Community groups use community facilities. Torquay Theatre Troupe use the Torquay Senior Citizen's Club for performances. This space lacks theatre infrastructure with a low ceiling and the need for shared use of the space while Torquay Theatre Troupe are in residence.



*Torquay Senior Citizens Club*

Some music events are staged in other community halls. Local schools stage performances in their multipurpose rooms. Professional touring productions do not perform in Surf Coast which results in the local community having to travel to venues in Greater Geelong and Colac to attend performances.

There are a number of performing arts venues across the wider Geelong region:

- Geelong Arts Centre - Multi venue performing arts centre currently undertaking a major redevelopment.
- Platform (previously the Courthouse Arts Centre.) - Platform works across multiple creative platforms and venues include the Performance Space and Rehearsal Space.
- Potato Shed - The Potato Shed provides an arts complex that serves as a multi-purpose arts and cultural centre for joint use by schools St Ignatius College and the regional community. The facility consists of a black box theatre, studios and support spaces.
- Colac Otway Performing Arts & Cultural Centre incorporates a theatre / cinema, civic hall and meeting rooms and was built in 2001.

## Visual Arts Facilities

There are limited visual arts spaces in Surf Coast Shire. Anglesea Art House has operated as a community group for 35 years. They are based in the old Scout Hall in Anglesea and offer classes and basic exhibition space. There are a number of small commercial galleries and artist studio galleries across the Shire. Ashmore Arts is the largest artist studio complex and is a commercial hub for local professional artists with artist studios and some options for display of artwork.

However, there are no gallery spaces with the infrastructure to stage larger scale exhibitions including touring shows.

There are larger galleries across the wider Geelong region.

- Geelong Art Gallery is a major regional gallery based in the Geelong Arts Precinct with a large collection with exhibitions drawing on the collection and temporary and touring exhibitions.
- COPACC has a public gallery which is used for community based exhibitions

### *7.2.2.4 Issues with visibility of current facilities and lack of a sense of place for the current location.*



*Beach Road*

*Surf Coast Highway*

The Surf City Precinct is located on the western edge side of the Surf Coast Highway. The site currently has a major retail presence on the Surf Coast Highway, and accommodates hospitality uses and three public buildings; the Torquay Library, Visitor Information Centre, and the former Recreation Centre (recently relocated to another site).

The precinct interfaces with:

- North: Beach Road, comprising of a McDonalds located on the corner of Beach Road and the Surf Coast Highway and two early learning facilities, between Koorunga Place and McDonalds. Further west, Beach Road transitions to a residential street.
- South/West: Baines Crescent industrial/innovation precinct, and home to some of the larger surf brands and small hospitality related businesses.
- East: Surf Coast Highway – double lane arterial road that carries major traffic through Torquay between Geelong and the Surf Coast. A signalised intersection located at the north east corner of the precinct, providing vehicular access to the site via Beach Road.

Whilst the Surf City precinct has a major presence on the Surf Coast Highway, the site(s) are not visible from the Surf Coast Highway. The two/three storey retail buildings fronting the Surf Coast Highway sleeve the Library, VIC and former Recreation Centre buildings. In addition to being located behind the large retail frontages, the Library, VIC and former Recreation Centre are significantly setback from Beach Road. A large at grade car park separates the buildings from Beach Road. As a result, the public buildings do not present to Beach Road or contribute to addressing the street.

Whilst the Library and former Recreation Centre are large buildings, their scale is somewhat diminished due to the large street setback and due to the buildings siting in a lower section of the site. The natural slope across the site falls to the south east. As a result, the ground level of buildings is sitting lower than the surrounding street level.

The Library and former Recreation Centre present blank building facades to the car park and Beach Road. The front door to the Library is located on the western side of the building and is not immediately visible from the car park or Beach Road. When arriving from the car park, the front door to the Visitor Centre is set behind the Library so is not immediately visible. The front door to the former Recreation Centre is small and recessed into the building. As a result, this entrance is not prominent.

The arrival experience favours vehicular access from Beach Road and the main car park. There are no clear and safe pedestrian pathways between Beach Road and the buildings. Whilst there are two pedestrian access ways that connect the Surf Coast Highway retail premises to the Library, VIC and former Recreation Centre, the lack of visibility of the buildings and poor wayfinding devices do not encourage pedestrian flows through the precinct.

These factors contribute to poor visibility and presence of the buildings within the Surf City Precinct.

#### *7.2.2.5 Constraints of current business model and evidence of poor performance.*

The current facilities do not encourage visitation by the local community and by tourists. This has resulted in static or falling attendances in the period leading up to the COVID19 pandemic in 2020.

	16/17	17/18	18/19	19/20
Torquay Library	109k	114k	105k	98k
ANSM	13k	16k	17k	11k
VIC	83k	77k	72k	44k
Total Visitation	205k	207k	194k	153k

#### **Torquay Library**

The lack of suitable facilities restrict the Library’s capacity to stage public programs and events which attract the Surf Coast community. As a result, residents have to travel to one of the Geelong library branches to access these programs. There are also no meeting rooms, study areas or maker spaces which restricts community access and removes a potential income stream.

#### **ANSM**

The lack of growth in attendance has a direct impact on income for the ANSM from individual and group admissions. The inability to stage temporary exhibitions limits return local visitation and does not encourage increased visitation from tourists. The lack of facilities also restricts the capacity to stage public programs and special events which has the potential to be a bigger income stream.

The ANSM is a key tourist attraction on the Surf Coast section of the Great Ocean Road which complements the beach and surf experience for visitors. It has the potential to encourage tourists to extend their stay, particularly by the Cultural Tourism segment. . The static attendance and inability to achieve the potential growth for ANSM has an indirect economic impact on tourism operators. Around 11,000 visitors attended the ANSM in 19/20. As day visitors, this level of visitation would generate around \$1.3 million of revenue for Surf Coast businesses. However, if these visitors all stayed for one night, this would generate over \$2.1 million in revenue for local businesses.

The inadequacy of the current facilities reduces the attractiveness of ANSM as a destination for Cultural Tourism.

## **VIC**

The Torquay VIC is a key information point for visitors at the beginning of the Great Ocean Road. The lack of profile of the current facilities limits the number of visitors drawn to the VIC. The lack of space, facilities and interactive content limits the quality of experience for visitors and the capacity of VIC staff to promote attractions, particularly along the first section of the Great Ocean Road. This has an indirect economic impact on tourism operators.

### **Performing and Visual Arts**

The lack of facilities has a negative impact on existing community group's capacity to successfully stage events and generate positive financial returns. Torquay Theatre Troupe has a limited seating capacity in the Senior Citizen's Club and regularly cannot meet the demand for tickets.

Touring professional performances and exhibitions do not come to Surf Coast, meaning local residents have to travel to Geelong or Colac to attend cultural events having a negative impact on spending in Torquay. It also restricts employment opportunities for residents.

## **7.3 Community profile**

### **7.3.1 Demographic**

As part of the Surf Coast Cultural Centre Study Final Report, key demographic factors including the growing total population and families and elderly age groups were identified as drivers for the need to develop new cultural facilities<sup>22</sup>.

Demographic data from REMPLAN confirms these key demographic factors and highlights other economic and social factors.

The Surf Coast Shire population is growing rapidly with Torquay increasing its population by 21.9% between 2011 and 2016.

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<sup>22</sup> Torquay Cultural Facility Study Final Report 2020 – Stafford Strategy Pages 11-12  
*Surf Coast Cultural Centre Business Case Final February 2022*



## Population by Region

### Greater Geelong

2011		2016	
Total	210,873	Total	233,426
		Increase	22,553
		%Increase	10.7%

### Surf Coast

2011		2016	
Total	25,868	Total	29,402
		Increase	3,534
		% Increase	13.7%

### Torquay

2011		2016	
Total	15,246	Total	18,581
		Increase	3,335
		% Increase	21.9%

Surf Coast has a higher median age than Greater Geelong.

## Median Age by Region

### Greater Geelong

2011	2016
39	40

### Surf Coast

2011	2016
40	42

### Torquay

2011	2016
37	39

% Increase =	
	2.6%

% Increase =	
	5.0%

% Increase =	
	5.4%

The age distribution indicates that Surf Coast has a higher proportion of the population aged between 0 and 14 years and between 50 and 74 years.

Surf Coast has significantly higher median incomes than Greater Geelong. In 2016 median income was 28% higher.

### Median Weekly Income by Region

#### Greater Geelong

2011	
Personal	517
Family	1,341
Household	1,049

2016	
Personal	600
Family	1,576
Household	1,244

#### Surf Coast

2011	
Personal	602
Family	1,516
Household	1,277

2016	
Personal	722
Family	1,876
Household	1,571

#### Torquay

2011	
Personal	671
Family	1,704
Household	1,446

2016	
Personal	769
Family	2,036
Household	1,767

Surf Coast residents have higher levels of education than Greater Geelong residents. Surf Coast residents with Bachelor degree and post graduate degrees, diplomas and certificates total 57.14% compared to Greater Geelong with 47.37%.

### Education by Region (Level of Education)

#### Greater Geelong

2016

Level	Persons	%
Certificate Level	40,055	35.13%
Bachelor Degree Level	25,161	22.07%
Advanced Diploma and Diploma Level	18,231	15.99%
Postgraduate Degree Level	6,135	5.38%
Graduate Diploma and Graduate Certificate Level	4,480	3.93%
Inadequately described	1,235	1.08%
Level of education not stated	18,715	16.41%
<b>Total</b>	<b>114,012</b>	<b>100.00%</b>

#### Surf Coast

2016

Level	Persons	%
Certificate Level	4,576	28.95%
Bachelor Degree Level	4,480	28.35%
Advanced Diploma and Diploma Level	2,717	17.19%
Postgraduate Degree Level	1,070	6.77%
Graduate Diploma and Graduate Certificate Level	764	4.83%
Inadequately described	155	0.98%
Level of education not stated	2,043	12.93%
<b>Total</b>	<b>15,805</b>	<b>100.00%</b>

#### Torquay

2016

Level	Persons	%
Bachelor Degree Level	3,019	30.57%
Certificate Level	2,702	27.36%
Advanced Diploma and Diploma Level	1,733	17.55%
Postgraduate Degree Level	720	7.29%
Graduate Diploma and Graduate Certificate Level	529	5.36%
Inadequately described	86	0.87%
Level of education not stated	1,086	11.00%
<b>Total</b>	<b>9,875</b>	<b>100.00%</b>

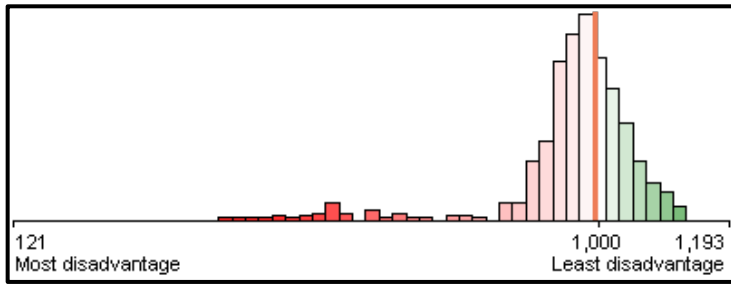
### 7.3.2 Social

The SEIFA index of socio-economic disadvantage demonstrates that Surf Coast has an extremely low level of disadvantage compared to LGAs across Australia sitting inside the top 10% of communities. In comparison, Geelong's SEIFA measure is closer to the average across Australia.

### SEIFA by Region (Socio-Economic Indexes for Areas)

121 = Highest level of disadvantage

1,193 = Lowest level of disadvantage



#### Greater Geelong

	2011	2016
	993	994

#### Surf Coast

	2011	2016
	1,066	1,077

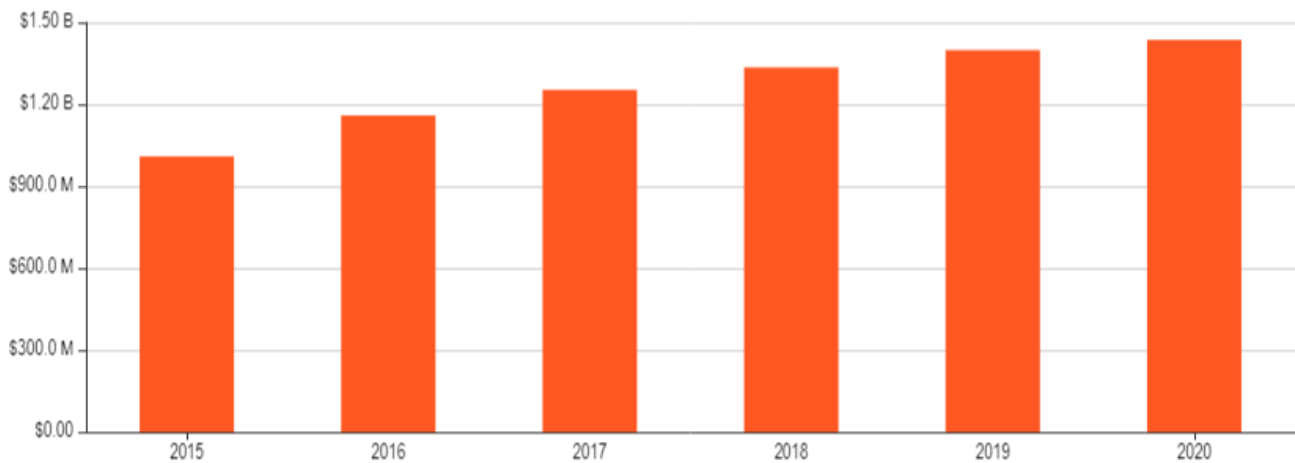
#### Torquay

	2011	2016
	1,066	1,077

### 7.3.4 Economic

Surf Coast Shire has a strongly growing economy.

### Gross Regional Product

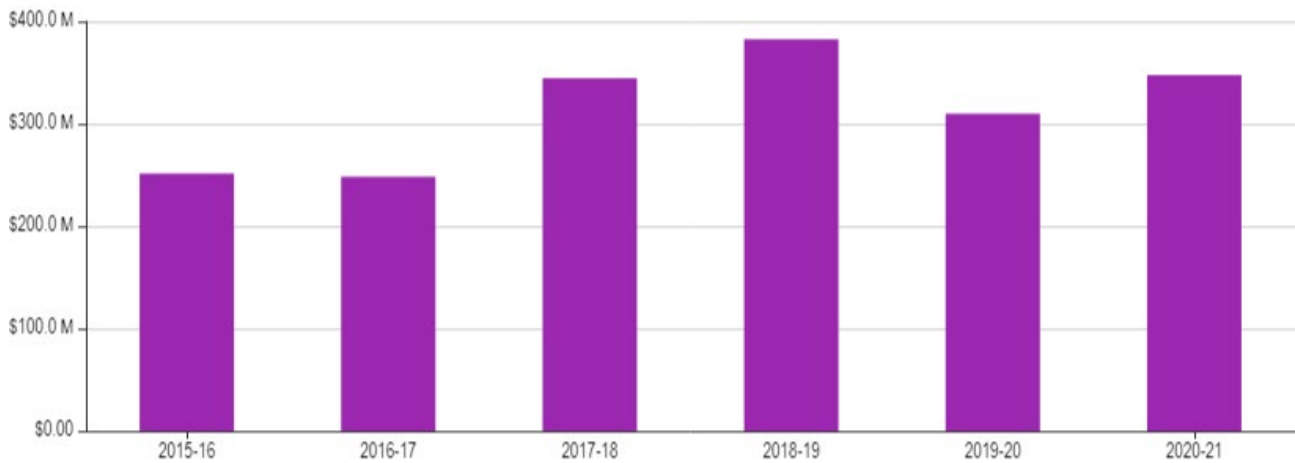


Economic Output is \$2.8 Billion which is 6.69% of \$42.2 Billion for the G21 Region.

Employment provides 9,293 Jobs which is 7.46% of 124,645 for the G21 Region

The Construction industry sector makes the greatest contribution to economic output in the region, which at \$641.0 M accounts for 22.72% of total output. There is strong growth in residential development across the Shire.

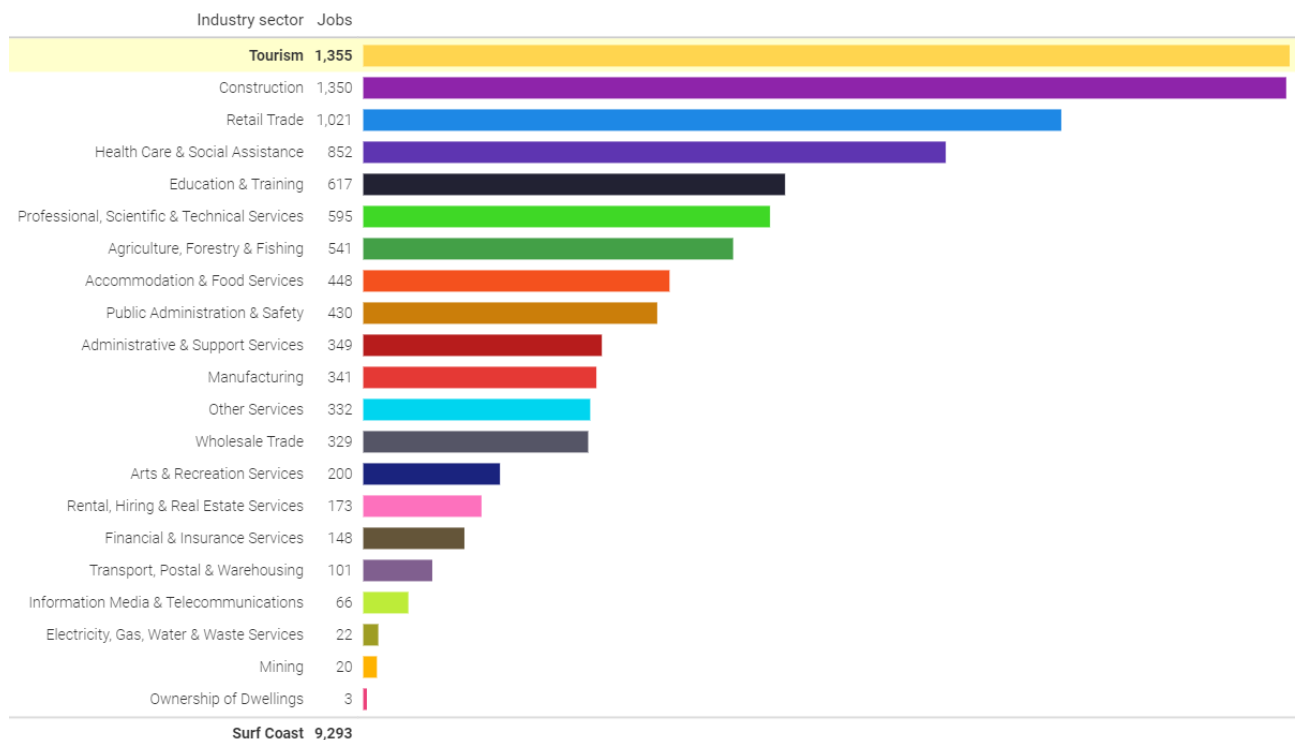
## Building Approvals



With 1,486 jobs representing 15.99% of total employment, it is the Accommodation & Food Services industry sector that is the region's largest employer. In Surf Coast, tourism supports an estimated 1,355 jobs, which is 14.6% of total employment.

## Surf Coast

### Employment



Benchmarks: None | Industry sectors: All Selected

Surf Coast Shire Council identifies that tourism is a cornerstone to the Surf Coast economy and business creating and sustaining thousands of jobs<sup>23</sup>.

A priority in the economic strategy is to encourage sustainable tourism that is purposeful and benefits the destination and visitor. This type of tourism prioritises length of stay and authentic experience over mass visitation. It is proposed to move from a destination marketing to a destination management focus. Effective visitor servicing connects people to places – sharing great quality, authentic experiences of our region. This in turn fosters a greater appreciation and respect for place.

It is important that Surf Coast’s culture and identity is shared and celebrated. The Surf Coast community has distinct values with connections with surfing and the natural environment, together with a focus on arts, health and wellbeing. Surf Coast will recognise our strengths and foster new talent to create future pathways for business and community connection.

## 7.4 Needs Analysis

### 7.4.1 Strategic Context

#### 7.4.1.1 Creative State 2025

Vision - A state where creative people, ideas and enterprises thrive, and where everyone has equitable access to and benefits from a rich creative culture.

Objectives and actions - Creative State 2025 builds on Victoria's strengths, tackles pressing and systemic challenges facing our creative industries and identifies areas for future collaboration and investment.

The strategy sets out 25 actions to deliver on our vision and five interconnected objectives over the next four years.

This includes investment in new and established high-impact programs and initiatives to secure creative jobs; improve equitable access to creative experiences and careers; and enhance the benefits of creative endeavour and engagement.

Objectives -

#### A More and better job opportunities and pathways

More jobs for more people, clearer career paths, and a more representative workforce in the creative economy.

#### B Innovative creative products and experiences

Work that defines and represents Victoria’s capability and cultural identity, breaks new ground and expands the sector’s economic and public value.

#### C Industry stability and growth

Stronger organisations, businesses and enterprises, employing more people, operating sustainably and producing creative products and services.

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<sup>23</sup> Surf Coast Economic Development Strategy 2021 – 2031 Page 28 - 29

## D Equitable access to the creative industries

Victorians have access to high-quality and diverse creative and cultural experiences, wherever they live; our world-class cultural attractions welcome all.

## E New audiences and markets

Victoria's creative practitioners, organisations and businesses find a wider audience, new markets for their products and services, and increased revenue.

Actions relating to the Surf Coast Cultural Centre include:

4. Increase access to training hubs and accredited training programs through Arts Centre Melbourne's Tech Connect program, building technical capacity, safety and capability in Victoria's regional performing arts centres.
13. Support and strengthen Victoria's creative neighbourhoods with secure and accessible workspaces and facilities for creatives, strategic policy reform to unlock creative spaces and by fostering vibrant creative hubs.
16. Ensure continued access to high-quality creative experiences across Victoria through regional and outer-metropolitan touring.
18. Enhance regional Victoria's creative infrastructure by delivering facilities projects.

### *7.4.1.2 G21 Geelong Region Plan*

The G21 Geelong Region Plan is a sustainability plan for the region that looks toward 2050.

A key direction for the plan is to Strengthen Our Communities. Arts, culture and heritage are important elements in this direction and are reflected in Policy 3.3 to Increase Appreciation of Diversity, Arts and Culture.

Cultural and structural diversity in the population presents significant opportunities for the exchange of skills and knowledge leading to innovation, cultural appreciation, entrepreneurship and socio-economic well-being. Participation in arts and culture can assist in engaging people in other elements of civic life which is essential to the psychological health of individuals and communities. The arts contribute greatly to the character of cities and regions and to the ability of communities to establish bonds of social trust and understanding by providing avenues of expression for people of all abilities including young people, ethnic minorities, bohemians, First Nations people and the LGBTIQ+ community.

The G21 arts, culture and heritage pillar focuses on growing broad community engagement and nurturing the region's creative capability and reputation. It aims to foster positive and supportive community attitudes, increasing participation by diverse communities.

## **REGIONAL OBJECTIVES**

*Horizon 1 (up to 5 years):*

3.3.1: Grow, celebrate and promote the value of diversity by increasing the volume, value and range of creative projects and cultural events delivered in the region.

3.3.2: Develop a strong cultural environment through increased participation and access to the arts, recreation and other cultural facilities and experiences.

3.3.3: Increase public and private sector collaboration with artists on creative and cultural projects that deliver mutual benefits.

3.3.4: Develop the Geelong Cultural Precinct as a focal point linking cultural precincts, facilities and artists from around the region, Melbourne and internationally.

*Horizon 2 (5 to 20 years):*

3.3.5: Increase migration and the successful integration of new people to the region as a way of supporting diversity and addressing skills shortages.

3.3.6: Integrate arts and cultural infrastructure and experiences into urban design and character as an essential part of a healthy, desirable, liveable region.

*Horizon 3 (beyond 20 years):*

3.3.7: Embrace, encourage and promote diversity as a core component of the social, cultural and economic well-being in the region.

The G21 arts, culture and heritage pillar is aligned with the drivers for the Surf Coast Cultural Centre & Library Concept Study.

#### *7.4.1.3 Surf Coast Shire Council Strategic Context*

The Surf Coast Shire Council Plan 2021-2025 identifies the key priorities and themes that will help guide decision making. This plan helps Council work towards their long term vision:

“From the hinterland to the coast, from the first peoples to the children of the future, we are an active, diverse community that lives creatively to value, protect and enhance the natural environment and our unique neighbourhoods. We will leave the Surf Coast better than we found it.”

The Council Plan identifies seven main themes that are aligned with a number of strategic objectives and outcomes:

- First Nations Reconciliation
- A Healthy Connected Community
- Environmental Leadership
- Sustainable Growth
- Robust and Diverse Economy
- Arts and Creativity
- Accountable and Viable Council

Relevant strategic objectives include:

- Strategy 2: Ensure council decisions consider and respect traditional owner perspectives, culture and knowledge.



- Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles.
- Strategy 6: Enable communities to strengthen their social connections and participate in community life.
- Strategy 13: Support tourism and events that encourage people to stay longer and appreciate and care for this place.
- Strategy 14: Enable people to run successful local businesses that grow and create jobs in our changing economy.
- Strategy 16: Foster an environment where people with clever and creative ideas can make a difference in their communities.
- Strategy 17: Increase support for creative industries and arts

The Arts and Creativity strategies are particularly important for this project.

Strategy 16 Outcome:

- More people access capacity building supports and resources to develop or scale-up creative ideas that will make a difference in their community.

Rationale

- Great ideas can emerge anytime and from any quarter. Advances in technology provide opportunities for innovation without high capital costs. People are opting more often to balance lifestyle and work leading to new ways of doing things and a desire to make a difference in their community. Through this strategy Council is seeking to encourage community innovation that will improve local lives and tackle the big issues facing our shire. This strategy is aligned to the Arts and Creativity theme but in practice may manifest itself across any of our Council Plan themes.

Strategy 17 Outcome:

- Greater investment into the creative sector and more collaboration between businesses, and cultural and creative practitioners.

Rationale

- Surf Coast Shire is recognised as having one of the highest concentrations of creative jobs in regional Australia. It's an important and growing part of our local economy and we will seek to grow it further. There are opportunities to build creative clusters that respond to emerging industry sectors. There is also great potential to position Surf Coast Shire as a destination for arts and culture based tourism. This strategy also recognises the value of arts and culture to our wellbeing and sense of identity. The arts bring joy, provide meaning and bring us together as a community. Our aim is to nurture arts and culture and create more opportunities for its expression. We will do this through our own projects and by facilitating community efforts.

Creative Places is a key strategic document which describes the direction and initiatives for arts, culture and heritage for the Surf Coast Shire Council from 2019 – 2021.

Four key themes with links to the broader Council objectives are the focus of Creative Places:

**1. Celebrating our Aboriginal cultural heritage** - Our First Peoples' story can be understood better. We can help educate and heal, benefitting our first nations people, the community and the economy.

**2. Place-making** - The Surf Coast Shire's population is growing faster than the state average. Population growth and township character are critical issues for our community. Creative responses can help retain township character and provide people with a much better sense of place. Council continues to be aware of the community need for more dedicated arts/ creative spaces.

**3. Enhance our creative industries** - Surf Coast Shire has the fourth highest proportion of creative jobs compared to jobs in other industries in regional Australia. This is an important sector of our economy that needs to remain strong.

**4. Showcasing our best and brightest** - The Surf Coast Shire is home to many world-renowned artists across disciplines such as visual arts, music, literature and performance. We want to increase opportunities to showcase this work locally whilst providing opportunities to help upskill emerging artists.

The Surf Coast Shire Economic Development Strategy 2021 – 2031 is focused on a growing a more diverse and sustainable economy for the Surf Coast, one that strengthens its vibrant local places and businesses, and nurtures new industries servicing national and global markets. It improves on already strong foundations to support an economy that can thrive in what will inevitably be a dynamic and challenging future.

## **Vision**

By 2031, The Surf Coast is prosperous and has shaped its own identity that successfully combines lifestyle, environment, business and a strong sense of place.

We want to work together with the community and stakeholders to take deliberate steps towards growing the prosperous economy we need in the Surf Coast to improve our quality of life.

There are four principles that guide the vision, the strategic areas, goals and any actions:

- Prosperity equals quality of life for community.
- Community includes residents businesses and visitors.
- The natural environment has an intrinsic value that cannot be replaced by economic development.
- The Surf Coast has three separate and distinct local economies.

Goals that relate to the Surf Coast Cultural Centre project include:

*Goal 1.1 - Events that create a sense of place, community connection and thriving businesses.*

Events on the Surf Coast play an integral role in creating a sense of place, inspiration, fun, pride, vibrancy and community connectedness in our townships. They attract visitors and sustain local economies (particularly in the off peak periods) and create purposeful, high yield visitation. We have an enviable calendar of events that aligns with our values and celebrates our natural assets. This is supported by outdoor active, ocean, culture, food and wine and community events that reinforce the aspects that are special to our community. We will curate and promote a calendar of events that balances the needs of community, showcases the Surf Coast and maximises the benefits to the broader region. Where possible we will encourage events to provide greater access opportunities for all.

### *Goal 1.2 - Connected and inspiring places*

Our lifestyle is a key factor to prosperity on the Surf Coast. It is defined in part by our love of the natural environment and active, outdoor lifestyle. Our public places and spaces can enhance our livability through integrated planning and a focus on equity of access and quality delivery. Space is limited so we need to make the best use of what we have. Important attributes of place are: look and function, a sense

of welcome, accessibility and universal design, things to do, uniqueness and care. We need public meeting places that welcome residents, businesses, workers or visitors. Places that are well planned to support rich multi-layered experiences for shopping, dining, events, meeting-up and adventure. Connections between these places will reduce our reliance on cars, encourage incidental exercise and promote the use of alternative transport within our desired 20 minute neighbourhoods. Well planned, multi-functional and high traffic areas will take pressure off environmentally sensitive areas and improve overall connectivity and accessibility. We will seek to have influence over planning, infrastructure, management, activation and wayfinding to deliver and promote great places and spaces. We need to consider the current demand placed on our public places and plan for future or event-related demand.

### *Goal 2.1 - Slow and purposeful tourism*

Tourism is a cornerstone to our economy and business creating and sustaining thousands of jobs. Sustainable tourism is purposeful and benefits the destination and visitor. This type of tourism prioritises length of stay and authentic experience over mass visitation. We will continue to move from a destination marketing to a destination management focus. Effective visitor servicing connects people to places – sharing great quality, authentic experiences of our region. This in turn fosters a greater appreciation and respect for place. We will manage the busy periods and encourage people to visit outside of peak times. Effective destination marketing to niche audiences will encourage visitors to spend more and stay locally. This will strike a balance between the benefits and the impacts of tourism and help to preserve the lifestyle that attracted our residents in the first place.

### *Goal 2.2 - Our culture and identity is shared and celebrated.*

The Surf Coast community has distinct values. Our connections with surfing and the natural environment, together with our focus on arts, health and wellbeing inspires our community. We have a history of innovation expressed through successful businesses including Bellroy, XTM, Yogi Peace Club and Rip Curl. Our talented and creative people care deeply about our region and the stories we tell. We will recognise our strengths and foster new talent to create future pathways for business and community connection. We will provide opportunities and places for people to engage with and express their culture and creativity.

### *Goal 2.3 - Jobs for current and future generations.*

In order to maintain our quality of life as it is now, we need to create more local jobs. This will prevent more residents from having to travel outside of Surf Coast for work and career progression. Geelong remains an important connection for education and workers. Covid-19 has brought forward flexibility in workplace arrangements and new ways of working which may allow us to retain more skilled workers locally. We will ensure that there is good connection between education providers and local businesses. We will help deliver projects that create year round jobs for our community in the right places and sectors. This will create opportunities for the next generation to develop careers locally.

### *Goal 3.3 - A destination of choice for emerging and innovative industries.*

High-value, innovation-oriented emerging industries have the greatest potential to generate enduring career opportunities and higher paying jobs for the local community. They have great capacity to enable the shift to the economy we need, play to our strengths in knowledge based workers and will further attract and develop a highly skilled workforce. The Surf Coast does not have large amounts of new land available for commercial and industrial purposes so job creation must come from doing better and smarter, not by doing more. We will recognise these niche and emerging industries as priority sectors:

- Home based businesses
- Digital Nomads
- Knowledge based professionals
- Creative Industries
- Surfing
- Health & wellness

#### *7.4.1.3 Torquay Cultural Facility Feasibility Study*

A key resource in undertaking this project is the Torquay Cultural Facility Feasibility Study Final Report 2020 prepared by Stafford Strategy. The Study provides analysis of each of the elements of the proposed cultural facility with an in depth analysis of the library. The Study also considered a range of models for the composition and location of the facilities. User Demand Modelling and Financial Modelling for each of the options was undertaken.

Conclusions from the Study were:

- Smart, future focused libraries have flexible spaces and more often aim to be co-located with other complimentary facilities, but this raises the capital requirement.
- The Surf City site does offer Council more options to consider.
- There are limited revenue streams without attempting a joint commercial public development which may not find favour with community in Torquay.
- To offer future proofing and achieve acceptable spatial ratios (as agreed nationally), a new library should be at least 1,600 sqm. For future proofing, it ideally should be closer to 2,000 sqm.
- Development Model 1c, whilst being more expensive, does offer the chance for a new purpose built development and avoids the potential for compromises which a refurbished option will potentially generate. Model 1c also offers a new Visitor Information Centre (VIC), Australian National Surfing Museum(ANSM) and Arts facilities along with a state of the art new library.
- The cost differential between a new redevelopment model (Model 1c) for a mix of co-located facilities and a refurbishment model (1b) of existing spaces is less than 4% which is seen as very low.
- The Visitor Information Centre, Australian National Surfing Museum and Library are already in need of major refurbishment to extend their lifespan and encourage greater visitation and improved revenue streams.
- A new arts facility can be part of a redeveloped sports centre space and offer a mix of performing arts venues, exhibition space for visual artists, workshops and facilities for both, and potentially an integrated venue with the new library.
- A bolt on refurbished option which only offers a new library, won't achieve the benefits of a fully integrated precinct and the ability to offer clever synergy between co located facilities is unlikely to be fully realised.

- If Council’s financial appetite is heavily restricted, then a stand alone new library only as a ‘bolt on option” to existing facilities at Surf City, will offer the alternative cheaper development model option.
- Based on the research and analysis undertaken, Options 1a (library only) or Option 1c (redevelopment of site to encompass a new library, Visitor Information Centre, Australian National Surfing Museum and arts facility) appear to provide the best options to explore further and make a determination on.

Council has decided to pursue Option 1c (redevelopment of site to encompass a new library, Visitor Information Centre, Australian National Surfing Museum and arts facility). This is the focus of the current Surf Coast Cultural Centre Concept Study.

#### *7.4.1.4 Skills and Emerging Industries Audit*

The Surf Coast economy has several key features that influence employment and workforce skill requirements. Population is increasing, it has a large visitor economy and it is interconnected to a large regional city, Geelong. The combination of population growth and increases in visitors has driven significant jobs growth in the Surf Coast between 2001 and 2016. This growth has been concentrated in Torquay, with limited growth in the other towns.

Recent jobs growth has been in services including growth in the creative industries such as arts and media professionals.

Priority industries identified in the Audit include agribusiness, tourism and hospitality, building and construction and creative industries.

The Audit identified the need to implement a skills strategy with a series of sector specific programs.

The Surf Coast Cultural Centre Concept Study needs to consider the role that the new facilities can play in supporting skills development and growth of the creative industries in Surf Coast Shire.

#### *7.4.1.5 Geelong Regional Library Corporation*

The GRLC Strategic Plan, Connecting and Thriving, Library Plan 2021-2025 provides a vision for the delivery of library services across the region including Torquay Library..

#### **Vision**

- **Community:** Geelong Regional Libraries is an innovative partner. We are addressing local needs with local solutions. You see us out and about in the region, focusing on vulnerable and hard to reach communities.
- **Places and spaces:** Our spaces are adaptable and democratic; uplifting and sustainable.
- **Our people:** Our team is curious, caring and skilled. We exhibit a spirit of experimentation that matches transformative times.
- **Regional Leadership:** Geelong Regional Libraries is known for leading regional recovery. We use our core strength for community good.

## Objectives and Actions

### COMMUNITY

- Living and learning
  - expand range of eResources, streaming, online learning programs
  - improve/extend Click & Collect and Click & Deliver services
  - special focus on our communities' health and wellbeing
  - implement actions in Reader Engagement and Youth Engagement Strategies 2021-2025
  - extend resources and community engagement opportunities for vulnerable and isolated community members.
- Local needs, local solutions
  - proactive partners, collaborators, precinct neighbours
  - customise collections and services to support local priorities
  - use core strengths for social and economic good
- Neighbourhood connectors
  - renew outreach services and 24/7 options
  - be visible, easy to access
  - support sharing economy
- Celebrate unique histories, heritage, living cultures
  - close collaboration with First Nation Peoples
  - close collaboration with CALD communities
  - new ways to capture, access & share histories and stories
  - accelerate digitisation program.

### PLACES AND SPACES

- Adaptable, democratic
  - flexible spaces: quiet and reflective; lively and engaging
  - activate new libraries; retrofit old
  - explore opportunities for exhibiting and performing spaces
- Uplifting and sustainable
  - pursue design excellence
  - enhance liveability and precinct place-making
  - leaders in sustainable design
- Inside-outside
  - accessible to all learning needs: cognitive and sensory
  - library beyond four walls
  - enhance health and amenity through better indoor-outdoor connections
- Places for belonging and community connection
  - enhance participation in cultural life through shared physical and virtual spaces, partnerships and cultural programming
  - pilot new kinds of library spaces in growth areas.

### OUR PEOPLE

- Spirit of experimentation
  - learn from COVID-19: rethink work, partnerships, services

- cross-team ideas/projects
- structured experimentation
- focus on customer experience
- Creative collaborators
  - creative partnerships: new cultural programs and events
  - cross-disciplinary STEAM projects
  - co-design ethos and skills take centre stage
- Leaders are learners
  - pioneers in new digital technologies and platforms
  - support strategic imperatives of our customers
  - accountability and responsibility for change
  - healthy, safe, stimulating workplace culture.

## REGIONAL LEADERSHIP

- Resilient economies, communities, people
  - support businesses, start-ups, creative practitioners
  - enhance employability, job skills
  - contribute to local economies
- Digital momentum and leadership
  - bridge digital divide
  - expand range of eResources, streaming, learning options
  - explore and apply emerging technologies and new discovery platforms
- Imagining the future
  - thought-provoking programs, events, conversations
  - critical thinking, constructive debate around complex regional challenges
  - planning for sustainable growth and changing demographics
  - partner to grow alternative revenue streams
- Passionate advocates for public libraries
  - leading advocacy role
  - capturing stories and metrics
  - presenting case for library investment.

## Library Infrastructure Development Plan

The Library Infrastructure Development Plan 2019 outlines the short, medium and long term infrastructure needs of the network of libraries.

It recommends that *People Places; A Guide for Public Library Buildings in New South Wales* is used as a framework for planning the future development of libraries. This should be used with *Guidelines, Standards and Outcome Measures for Australian Public Libraries* which provides complementary national standards and benchmarks.

The infrastructure needs for Torquay Library noted:

- The projected growth in population including families and the elderly.
- That the library is significantly undersized for the current catchment population.
- The impact of the influx of tourists in the summer that swells the use of the library significantly.

- The demand from the community indicated in the Library User Survey for a larger library including private reading and study areas.
- There are limitations to the expansion of the library on its current site to a size that can accommodate the range of library services required now and into the future.
- Infrastructure Plan Recommendations:
  - A plan be prepared that expresses the intentions of the Surf Coast Shire Council with regard to library services across the municipality, including development plans for the Torquay Library.
  - New Torquay Library with a floor area of at least 1,200m<sup>2</sup>.
  - Planning for new Library 0-3 years and New Library built 3-5 years.

#### *7.4.1.6 Australian National Surfing Museum*

##### **Australian National Surfing Museum Collection - Significance Assessment 2021 – Circa Museum Services**

The ANSM Collection is the most significant collection assembled about Australian surfing and one of the finest surfing collections in the world. It is also one of Australia's best sports collections. ANSM's Collection of around 12,000 items is diverse, comprising surfboards and other surfing equipment, artworks, clothing, cultural artefacts and a comprehensive library of photographs, ephemera, books, magazines, documents and audio-visual materials.

The Collection traces the history of surfing in Australia across more than a century, from its origins as an imported fringe activity, to a vibrant youth movement, and finally to its formalisation and recognition by world sporting bodies. There is historical significance throughout the Collection. Several surfboards have international significance, representing critical milestones in surfing. Other historically significant items are associated with people of local, national and international significance in surfing, including modern world champions and the towering figure of Duke Kahanamoku.

A fascinating technological history is shown through the evolution of surfing equipment. This progress, which led to greater participation and profile for the sport, was exploited by a few grassroots entrepreneurs whose small local start-ups grew eventually into global surf brands. Much of the Collection provides a valuable visual and historical record of significant places, such as Bells Beach—an internationally-recognised sporting arena and heritage-listed landscape. Additionally, the Collection richly captures a key strand of 20th Century Australian social history which has informed national identity—the surfing lifestyle. Popular culture artefacts indicate that this cultural phenomenon and youth movement eventually influenced broader society as a symbol of fun and freedom.

The ANSM Collection holds immense social significance for the surfing community, both in Australia and internationally. The Hall of Fame represents formal recognition of the sport by Australian society and the international sporting community and sits at the heart of the Museum. At the core of surfing history was an unofficial experiment in hydrodynamics and materials technology by citizen scientists. As such, the Collection holds scientific significance via the myriad surfboard and equipment designs representing this constant experimentation.

Artistic and aesthetic significance are found throughout this Collection in commissioned artworks, album and film art, and bold surfboard graphics which express individual creativity and identity. The sculptural art of board-shaping is represented through surfboards made by internationally significant shapers.



There is reliable and complete provenance information recorded for most of the Collection, especially the more significant areas and items. The provenance of many items enhances their significance because their acquisition occurred through trusted relationships in the surfing community. The Collection includes a number of rare and unusual items, including very early and unique surfboards and small items directly connected with Duke Kahanamoku. As an entire collection it is rare as one of only six public collections in Australia devoted to the entirety of a single sport. The Collection is well-maintained and mostly in good to excellent condition.

With strong significance across all of the measurable values, ANSM holds an Australian collection of local, national and international significance, in particular for the sport of surfing and for an understanding of Australian history, culture and national identity.

## **Australian National Surfing Museum – Draft Master Plan (December 2021)**

### **Statement of purpose / 'Who we are' (and why the museum is so unique)**

- The ANSM is the largest museum of its kind anywhere in the world and is the only accredited surfing museum. The museum is dedicated to telling the story of Australian surfing through permanent displays and temporary exhibitions and is also the home of the Australian Surfing Hall of Fame which recognises significant Australian surfers and the contributions they have made to industry, sport and culture.

### **Vision**

- To be the centre of Australian surfing heritage.
  - A world class, unique museum and collection
  - A place of culture and learning
  - Contribute to the cultural and economic development of the Surf Coast

### **Purpose**

- To collect, preserve, document and share nationally and internationally significant items and stories of Australia's surfing history and culture. To communicate the awe, freedom and beauty of surfing.

### **Values**

- Authenticity in the stories and information we share.
- Inclusivity by representing the diversity of the Australian surfing community.
- Organisational sustainability – environmentally and economically.

### **Strategic Priorities / Goals (and how they will be achieved)**

- Engage
  - To create spaces that engage with a wide range of visitors.
    - Connect with visitors through the rich history of the surfing.
    - Create a welcoming place.
    - Create a place of learning and fun.
      - New approaches to interpretation and design.
    - Encourage visitors to contribute their own stories.
  - Retaining the museum's existing audiences and attracting new and diverse audiences.
    - Promote the museum's role as a central part of the community and its history.
    - Building new connections locally, nationally and internationally.
  - Creating a consistent on site and on line delivery of content

- Outreach: of the collection, exhibitions and programs
- Participation in the broader museum and cultural sector
- Explore
  - Explore the stories and histories of the collection and the community.
    - Place and environment.
    - The History of Surfing: An Australian Perspective.
    - Surf Science.
    - The Sport.
    - Surf Culture and Industry.
- Educate
  - On site visitors and on line visitors.
    - Education programs.
      - Families.
      - School Groups.
      - Lifelong learners.
  - Exhibition text written and interpreted for a cross section of visitors.
    - Surfing Community.
    - General visitors.
    - Children.
  - Partnerships with individuals, organisations to deliver programs.
- Access
  - To enable increased access to the museum, it's stories and collections to a local, national and international audience.
    - On site and off site
      - Permanent exhibitions
      - Virtual reality experience
      - Temporary displays and exhibitions
      - Touring exhibitions
      - Tours on site and off site
      - Building on existing connections and creating new connections with the local community
    - On line
      - ANSM Website.
      - Searchable collection.
      - Social media accounts.
      - Google Arts and Culture website.
      - 3D viewing of exhibition galleries.
      - Record on site and off site tours through video and audio.
      - School worksheets.
    - Creating access to the collection for research.
- Inclusivity
  - Using the principles of universal design, the design of spaces and interpretation are to be made accessible to all visitors, regardless of ability, identity, or background.
  - To create environments that are inclusive of all areas of the community.

- Visitors with a disability.
    - Easy physical access to the space.
    - Clear and legible text and interpretation.
    - Captions on all vision in the exhibition.
    - Auslan video translations.
    - Resources for visitors with limited vision. Brail, large print text, tactile displays.
    - 'Quiet hours' for people on the autism spectrum.
    - Disability awareness training for staff.
  - Visitors with diverse cultural backgrounds.
    - A welcome panel with translations in various languages.
  - Consultation with local indigenous groups focusing on the history of the site and surrounds and current day connections to country.
- Sustainability
  - Ensuring the collection is grown in a sustainable way.
    - Planning for the acquisition of new works and contemporary collecting.
  - Aiming for the museum to obtain tax deductibility status to enable and encourage acquisitions.
  - Planning for an acquisitions budget.
  - The design of the museum and exhibitions is suitable for the next 10-15 years.
    - Appropriate recurrent funding for upkeep and improvements.
    - Creating a planned approach to the renewal of content.
  - Resourcing for the creation of, updating and maintenance of digital elements.
    - Website.
    - Social media accounts.
    - On line resources for schools and other groups.
    - Management of the digital resources and planning for future changes in technology.
  - Environmental sustainably.
    - Reducing the museum's environmental impact.
      - Using sustainable or recyclable materials in the design of the exhibitions.
      - Designing the exhibition spaces so that infrastructure is re-used and can be adapted.
      - Promoting sustainable building practices for the redevelopment.
- Preservation
  - Preservation and conservation of the collection (including digital content).
    - Appropriate storage facilities.
      - On site and off site.
      - Collection items are accessible to staff, conservators and researchers.
    - Resources: Financial and personnel.
  - Ongoing resources for the preservation and conservation of collection items.

### **Strengths of the museum**

- History of surfing in Australia (not just Victoria).
- Unique collection.
- Specialist curators.

- ANSM has been recognised by the International Surfing Association as “A place of surfing significance”.

### **Weaknesses of the museum**

- The current building, does not enable the collection to be shown to best ability and does not meet current contemporary museum standards.
- The museum needs a greater connection to community and increased profile.
- Current facility not aligned with current and proposed needs.
  - Current museum currently cannot effectively display the collection.
  - Since its creation in 1993 the ANSM has not received any major upgrades.
  - ANSM experience has diminished and does not reflect the significance of the facility as an internationally significant destination.
  - The museum’s ability to communicate the significance of objects in an interactive way is also constrained due to a lack of technology.
  - The size and storage of the museum is not adequate and is unable to properly store and preserve all artefacts on site.
  - The nature of visitor information services has changed and there is a need to provide a more contemporary service model for visitors.

### **Benefits of a combined cultural facility (Stage 1 and Stage 2) Library, Arts Facility, Australian National Surfing Museum, Surfing Victoria and Visitor Information Centre.**

- The museum will be part of a cultural ‘centre’.
- Maximises community benefits, is seen as the best value capital investment and delivers an operating result that can be accommodated in Council’s Long Term Financial Plan.
- Provides the opportunity to enhance the entire precinct and deliver benefits to other facilities, businesses and community groups.
- Be accessible and meet appropriate standards for people of all abilities

## 7.5 Consultation Outcomes

### 7.5.1 Methodology

The following methodology was developed by Council and the Consultant to undertake engagement and consultation with the community and stakeholders. This was consistent with the IAP2 Spectrum of Public Participation.

Stages	1. Inform the community and gather ideas	2. Workshops with Council staff involved with facilities	3. Engage closely with targeted stakeholders	4. Provide an opportunity for community feedback on Site Responses.	5. Inform the community of project outcomes	6. Evaluation
Timing	Late February	Late February – April	March	Early May – end May	September	September
Aim	Raise community awareness of the project. Opportunity for those interested to provide ideas consistent with adopted location and scope.	In depth workshops with small groups of staff on line or on site. Provide detailed information to consultant team and input on how options might develop.	Engagement in the form of small group and one-to-one consultation sessions on line or on site. Group meetings help users to hear each other's concerns and negotiate shared facilities. Special interest groups and potential user groups. Includes	Provide information to the wider community, stakeholders and Council staff on the three Site Responses developed in response to the Facility Brief. Provide information through Your Say and through displays at suitable Council sites.	Provide information to the wider community	Review outcomes from community engagement to inform future projects.

Stages	1. Inform the community and gather ideas	2. Workshops with Council staff involved with facilities	3. Engage closely with targeted stakeholders	4. Provide an opportunity for community feedback on Site Responses.	5. Inform the community of project outcomes	6. Evaluation
			benchmarking case studies.			
What will council be deciding?	Nothing. Council decision on location and high level scope should be communicated.	Nothing	At conclusion confirm Needs Analysis and Facility Brief	At conclusion confirm preferred Concept Design	Adopt Concept Design and Business Case	Nothing
What will the community influence?	Nothing at this stage	Development of Needs Analysis and Facility Brief	Development of Needs Analysis and Facility Brief	Further development of the three Concept Designs	Nothing	Nothing
Level of participation	Inform	Involve	Involve	Involve	Inform	Nothing
What does success look like?	Well executed communications campaign and increased community awareness.	Council staff feel involved and that they have made a contribution.	All targeted stakeholders engaged and feel they had an opportunity to have input into the concept.	Awareness and general acceptance of the Site Response Options. Community feels their input has been heard.	Community support for next stage of the project.	Adoption of improvements to future community engagement campaigns.

Participants in engagement and consultation with the community and stakeholders included:

- Council staff
- Arts and Culture staff
- ANSM staff
- ANSM surfing stakeholders / donors
- Surfing Victoria
- Geelong Regional Library Service management
- Torquay Library staff
- VIC Services staff
- Potential Performance space user groups
- Tourism stakeholders
- First Nations community stakeholders
- Creative industries stakeholders (music, performing arts and visual arts)
- Surf City trader stakeholders
- Surf City Body Corporate
- Touring organisations (RAV, VAPAC)
- Creative Victoria
- Arts Industry Geelong Region Stakeholders

### 7.5.2 Common Themes

The following themes and project elements were identified by multiple stakeholders.

#### **Design Approach**

The design needs to reflect the environment of Surf Coast incorporating nature and the landscape.

It needs to recognise and connect with the Aboriginal community, history and culture. Consultation with the Wadawurrung Traditional Owners Aboriginal Corporation will be undertaken throughout the spatial and concept design process. There is the potential to incorporate Wadawurrung design elements and story into the design of the Cultural Facilities.

It is important the exterior design of the building is striking and establishes the identity of the facilities – the essence of the place.

Universal accessibility for visitors, audience and participants is critical throughout the building for public and back of house areas.

The building design should incorporate environmental sustainability and achieve energy efficiency and carbon neutrality.

There is a need for a commercial and artistic solution across the whole Surf City Precinct to connect the commercial retail and cultural elements.

The visibility and profile of the Cultural Facilities needs to be increased to help drive visitation. This includes visibility from the Surf Coast Highway, buildings which are striking and attractive to the community and a range of usage and events which attract local and tourist visitation.

## **Surf City Precinct**

Business stakeholders provided initial feedback during consultation.

The Surf Coast Highway frontage of the Surf City Precinct is highly successful with large visitation numbers and regular investment by businesses in refreshing and upgrading their facilities.

The central section of the Surf City Precinct has performed inconsistently over the decades and has struggled to pull visitors through from the Surf Coast Highway frontage. There has been less investment in the Courtyard area and the surrounding businesses which has resulted in an unappealing area for visitors. The current layout of the buildings does not encourage connection across the site.

There has been a lack of flow of pedestrians through the site to the community facilities. There was a view that the core visitors may not be consistent across the site with a higher proportion of tourists on the highway frontage and a higher proportion of local community to the community facilities.

Parking facilities are critical with a need for parking for retail staff and for visitors. There was some concern that the enhanced Cultural Facilities would further increase parking demand although acknowledging that night-time activity, particularly in the theatre would be complementary to the daytime usage. Options for addressing parking across the wider precinct should be considered including the introduction of time limited parking.

There are currently issues across the precinct with rubbish and recycling facilities. The Body Corporate is considering options for upgrading these facilities in the short term.

There was a high level of support for the development of the Cultural Facilities and the potential for revitalisation of the rear of the Surf City Precinct.

The Body Corporate noted the need for unanimous agreement from members for any changes in usage for the Council owned lots. This requirement does not apply to the Council owned property outside of the Body Corporate land.

## **Outdoor Facilities**

There is a need for an exterior gathering place that links to the foyer to provide an interior / exterior flow. This could provide:

- Meeting place for visitors and groups.
- Conversation area pre and post event.
- Zone for visiting school groups.
- Area for small scale outdoor events.
- Bike racks.

Provision of a larger event space would have an impact on the site footprint and costs.

There is the potential to incorporate a planting palette of important native vegetation into the landscaping that creates a gathering space with the potential for learning and teaching activities.

Given the extended operating hours of the cultural facilities, there is need for safe and well lit access for staff to staff car parking.



## Library

The approach to the library design should embrace the drivers for contemporary library design including the philosophy to create both a community library (consuming content) and creative library (creating content). GRCL has been pursuing a strategy to make libraries a destination.

The design should create a welcoming environment that is appealing to the diverse groups of library users including families, young people, artists / creative industry workers, home based workers and seniors.

There should be a focus on the creation of open spaces within the library with a high level of flexibility in configuration. Options to provide interior / exterior connections would be valuable. There should be a mix of quiet and noisy spaces.

While there was a preference for a single level library, it was accepted that there may be a need for the library to be multilevel. If so, accessibility including lifts is essential and there will be a need to duplicate some services such as customer service areas and self checkout modules.

Customer service areas are important and need to not create a barrier between staff and users. Consider more of a concierge model for staff welcoming users with some staff roving around the library. It is suggested that more individual pods or modules are used where staff can help users rather than traditional counters. Staff need a sense of safety in interactions with users. There may be several modules around the library particularly if multiple levels.

A key location is near the main entry as users naturally look for staff as they enter. It also simplifies assistance if books that haven't been checked out set off the alarm. There is also a need to provide for transactional elements including cash register, brochures and stationery. Need a level of privacy for database details – generally dealt with swivelling screens. Self checkout stations need to be provided near the entry and in other locations throughout the Library.

An important element is the provision of dedicated event spaces that allow the staging of readings, workshops and exhibitions. These spaces could include:

- Exhibition space near the main entrance
- Main event space with a capacity of up to 100 including infrastructure for recording or streaming events.
- Children's event zone for smaller groups of children and parents.

A dedicated children and families area should be established that incorporates the children's event zone. This should be a large, open and flexible space located on the ground floor. There is not support for enclosed spaces as part of this, but there is a need to moderate acoustics as usage will be frequently noisy.

Users of the current library include large numbers of students, community members and home based workers who are seeking a place to study, research, meet, work or print documents that has desks, wifi and computers. Many of these users bring their own laptops. Provision of desks / modules should be distributed throughout the library and include a proportion with computers. Provision of fast and reliable broadband wifi service is essential. Options for quiet study spaces should be considered.

Lounge areas should be distributed throughout the library to provide spaces for users to read and converse. A mix of furniture styles that appeal to different user groups should be used eg chairs, lounges, bean bags.

A range of meeting rooms should be provided which are available to library users and community members for uses including meetings, training, workshops and classes. These should be accessible both from within the library and outside to enable usage outside of operating hours.

A mix of different size meeting rooms should be considered:

- Small meeting 4-6 people
- Medium meeting 8-12 people
- Large meeting space 20 people

Larger events beyond the capacity of the meeting rooms and the event spaces could be held in the Theatre.

A trend in libraries including the GRLC network has been the provision of creative and making spaces. These may include:

- Makerspace – a fitted out space incorporating potentially including equipment such as sewing machines, 3D printers and laser cutters.
- Studio space – a clean space suitable for visual arts and crafts activities
- Studio space – a wet space suitable for visual arts and crafts activities using paint, dyes and glues.

Both meeting rooms and creative and making spaces will be in demand across the cultural facilities and a resolution of the optimal configuration of shared spaces will be required.

Consideration should be given to providing a kitchenette for use by users of the meeting rooms and creative spaces.

Facilities for users need to be provided in close proximity to the library including provision of toilets and family change rooms. There is a preference for some toilets within the library and this needs to be considered as part of the overall service provision for the cultural facilities.

Current support infrastructure for staff is inadequate. The Library needs to incorporate elements including:

- Offices and workstations including provision for future expansion of staff.
- Adjacent storage for equipment used for programs.
- Separate Returns Room and work area including returns chute which can be accessed outside of opening hours (24/7).
- Work space for processing new books and deliveries.
- Storage - furniture storage (associated with the event spaces), iPad and laptop storage, paper and stationery.
- Small computer server room.
- Cleaners room.
- Hot water / tea station.
- Safe staff space to retreat if there is an incident.

Other staff facilities may be located in central facilities shared across all the creative facilities.

### **Australian National Surfing Museum**

Need for increased visibility for the Cultural Facilities as a whole and the ANSM specifically to help raise the profile and drive increased visitation. There is also potential to increase access to the collection for students and researchers.

The entry into the Museum needs to be appealing to visitors and encourage visitation – effective graphics, digital content on display in the foyer.

The experience for visitors should be less linear and more flexible. The concept of a hub and spokes model for the design of the exhibition experience has support.

An area large enough to gather groups of up to 50 visitors needs to be provided for an introduction to the Museum exhibitions. This could be located in the foyer or Museum.

Exhibition galleries need to be larger – approximately 30% for permanent exhibitions and create a space suitable for temporary exhibitions (up to 2002m). Some of the galleries need higher ceilings for exhibiting objects such as surfboards vertically and have enough space for visitors to walk around exhibits.

Enhanced interpretation of objects is required providing a narrative of the history of surfing. There needs to be a greater level of flexibility to enable periodic refreshing of permanent displays and different configurations of the temporary exhibition space. It is expected that there would be up to two temporary exhibitions each year.

Exhibits need to be more interactive rather than static with the use of digital content, touchscreens and demonstrations. An example would be installing a new wave machine to demonstrate how surf waves form. A new board shaping booth is needed which is an appropriate size and design with improved lighting, ventilation and audio.

The Theatrette should be retained with improved seating and layout for visitors and for special events. A maximum capacity of 50 would be adequate given the Theatre provides an option for popular public programs and events. The Theatrette could have shared usage across the Cultural Facilities outside of Museum hours.

The Hall of Fame needs to be reimagined to allow for future expansion, improved interpretation and a discrete location.

The Museum needs the capacity to record audio and video as part of the collection of content for the digital elements of the collection. This may be provided through shared digital recording facilities.

Current storage facilities for the collection are inadequate with objects dispersed across the site and stored in crowded conditions that do not comply with museum level environmental conditions. The collection is continuing to grow with an average of 3% new acquisitions of objects each year. Storage needs to include:

- Surf board vertical storage.
- Print materials
- Framed photographs and artworks
- Textile objects including wet suits and surf mats
- Moving image and photographic materials
- Digital media

Provision of a compactus would meet the needs of many of these objects in appropriate storage conditions and with efficient access for staff and researchers.

A dedicated collections room is required with access to the collection storage. This would provide space for staff to prepare and conserve objects for inclusion in the collection and use in exhibitions and for researchers to access objects. As part of the digitalisation of the collection a flatbed scanner and photographic booth is required in the collections room.

A range of back of house and support spaces are described in the Support Facilities section below.

## **Theatre**

Versatility and flexibility of the theatre space is critical. There is a desire to support a freedom of experimentation for artists.

The theatre should be suitable for drama, acoustic and amplified music, dance, film and multimedia. Good quality acoustics are important.

There will be high levels of usage by community users. Maximising the ability of the community to stage events, particularly where there is a high level of expertise amongst community groups will be important. Ensuring that the design and fitout of the theatre supports this and that the operational and staffing model enables this to occur is important. Major community user groups would include the Torquay Theatre Troupe, choirs, dance groups and music groups. Schools also have an interest in using the theatre for school productions and concerts.

There is general agreement that the seating capacity should be between 200 and 250 seats. The upper level capacity makes professional touring more viable and provides for future growth in the population.

There should be the ability to expand and contract the auditorium to suit a range of events including more intimate performances.

Seating should be retractable and easily moveable to enable a range of performance configurations including flat floor usage which could be valuable for arts, community and civic events.

A range of back of house and support spaces are described in the Support Facilities section below.

### **Gallery**

The gallery should be a dedicated visual arts space. It should provide for community and professional artists to exhibit. As well as local artists there is a need for the program to include touring exhibitions and residencies.

To present touring exhibitions the gallery would need to meet the venue accreditation requirements including environmental controls and security.

The gallery needs a high level of flexibility and adaptability for exhibitions. It should have the capacity to exhibit 2 dimensional works (paintings, prints, photographs), 3 dimensional works (sculptures, installations) and digital works (projections, screen based).

The gallery should have suitable infrastructure for exhibitions with moveable walls, lighting, data cabling and projection infrastructure.

To support workshops, classes and residencies there would need to be access to suitable workshop spaces including a flexible art studio space.

Consideration should be given to housing existing Council owned artworks and to establishing a Collection Strategy with regular acquisitions.

A range of back of house and support spaces are described in the Support Facilities section below.

### **Visitor Information Centre**

The Visitor Information Centre (VIC) provides visitor information services and should be integrated into the public spaces in the foyer of the cultural facilities.

It should have the role of providing an introduction to Torquay and to the Great Ocean Road region and providing concierge services for the cultural facilities. This role could include providing reception and box office services particularly for the ANSM and Theatre. This will require consideration of staffing levels in the operational modelling.

Increasingly visitors are researching online prior to their visit to identify places they want to visit, accommodation and hospitality providers. The VIC will play a role creating curated, personalised experiences tailored through face-to-face interaction between staff and visitors.

There needs to be more interpretive information including through digital interfaces, which will become more important in coming years. Examples of this would large touch screen / interactive maps for assisting visitors with trip planning. These could be self serve for visitors or used by staff to guide visitors in creating their personalised experience. There needs to be self serve facilities which are available out of operating hours in the foyer and externally.

Some traditional print based brochures and maps will continue to be required for visitor usage, although on a smaller scale than the existing facilities.

Provision of a flexible service area enabling positive interaction with visitors is important. This area should incorporate a desk area, touch screens, computer terminals, printer and brochures.

Retail facilities should be enhanced with the capacity to display a wider range of visual arts and craft objects as well as local produce and quality souvenirs. Dedicated showcases or hanging facilities would be valuable. The retail facilities should be securable outside of the VIC operating hours.

Transactions should be made through the main box office and reception counter.

Office accommodation should be in close proximity to the foyer and the VIC to enable staff to easily respond to surges in visitors.

Some storage will be required for brochures and retail stock close to the VIC.

### **Foyer / Customer Facilities**

The foyer has the potential to be an important social and gathering place for the community that links to the individual facilities. The foyer should represent what else is in the building and the Surf Coast arts community. As noted above, there needs to be a strong internal / external connection.

Key functions include:

- Providing information and supporting transactions such as Museum admission and Theatre tickets.
- Encouraging activation, life and movement to make the Cultural Facilities an attractive destination.
- Support services for visitors and users.

The box office and reception service area would provide:

- Reception services for business visitors
- Directions for arts visitors
- Sales of cultural events including Museum admission, Theatre tickets, Library events, bookings for workshops and classes.
- Retail sales from the VIC
- Potentially artwork sales from exhibitions in the Gallery.

The foyer will be open to the public across a broad spread of hours including for evening events. This will require some foyer facilities such as box office, cash registers, computer stations and retail stock to be secured for out of hours activities.

Food and beverage services would cater for both daytime users and visitors and night time audience for shows and events as part of the foyer facilities.

There was widespread agreement that at the minimum there should be a bar offering coffee and drinks and a basic pre-prepared food offer throughout the day and for shows and events.

There was also support for a café offering a more extensive food service.

Access to water for visitors should be provided.

The foyer zone should include visitor facilities including male and female toilets, accessible toilets, family change rooms and a Changing Places facility. External toilets will be required if the existing toilets in the courtyard are demolished.

Options for displaying visual arts and creative industries content such as fashion and design should be considered. Options could also include digital and sound elements.

Some visitors have belongings which require storage while they are visiting the facilities including:

- School groups requiring a semi-secure area for school bags
- Parents attending events with prams or pushers where they cannot be taken into the facility (such as theatre performances)
- Audience attending shows where wheelchairs or walkers cannot safely remain in the auditorium.
- Tourists with backpacks or luggage – external lockers may be an option for these visitors.

Provision of an internal storage area may meet these needs.

### **Support Facilities**

Appropriate level of staff offices of staff offices including capacity for interns, volunteers and future growth. While most staff can be housed in open plan areas, there needs to be a small number of individual offices and meeting rooms for confidential discussions. Offices for Library staff are likely to need to be incorporated in the Library. Other offices may be located in a shared staff zone.

Associated with the offices a suite of staff facilities are required including:

- Staff toilets
- Showers
- Lockers
- Change Room
- Meals room including kitchenette.

Provision of a rehearsal space is identified as a key facility. This would support:

- Community user groups for rehearsals for performances and events.
- Warm up space for performances.
- Assembly area for performances with large casts such as school productions.
- Workshops and classes requiring a larger area.
- Use as a functions or breakout space.

Appropriate loading dock facilities are required across the facilities. While the Library requires a smaller scale delivery dock close to the Returns Room, the other facilities need the capacity to receive larger scale deliveries including touring shows and exhibitions. There would be the potential to provide a single shared loading dock.

Additional space for each of the facilities are required for the preparation for events such as a Scene Dock for the Theatre and Preparation Rooms for the ANSM and Gallery. Dedicated storage rooms are required for items such as lighting equipment, audio equipment, audio visual equipment, events furniture, staging equipment and exhibition furniture.

Some workshops are required back of house including a technical workshop for electronic equipment and a small workshop for carpentry and painting for building maintenance, shows and exhibitions.

Some community user groups support the establishment of larger scale workshops for sets, props and costumes for community productions.

Provision of digital production facilities were supported for use for recording and preparation of digital content for shows and exhibitions and for teaching purposes. These facilities could include:

- Recording studio for audio content including small bands.
- Recording studio for video content including green screen.
- Editing suite for audio and video content.

These digital facilities could be shared across the Cultural Facilities including the ANSM, Theatre and Library as well as made available for supervised community usage.

Typically casts for shows are up to 20 performers occasionally reaching 30 performers. Dressing room facilities for at least 20 performers would be required with some capacity for overflow into other spaces. Dressing rooms require appropriate levels of toilets and showers and accessibility.

A green room is viewed as essential for use by cast and crew for performances. The green room is also useful for cast meetings and notes.

Access to facilities available for community groups needs to be available outside of business hours.

#### Technical and Production Infrastructure

The general approach for technical and production infrastructure should be to :

- Adopt the principal of affordable technology that allows community groups to use the facilities enabling the safe and efficient installation and operation of shows, events and exhibitions.
- Maximise the investment in core infrastructure that enable the flexible usage of the facilities including space adaptation, rigging, lighting, audio and data systems.

#### **Regional Context**

There was support from regional stakeholders for the development of the cultural facilities.

Key organisations in the Geelong region including Geelong Art Gallery and Geelong Arts Centre believe that the facilities have the potential to complement the cultural infrastructure across the region. There is the potential to collaborate on programming initiatives including touring performances and exhibitions, creative projects, satellite events and artist and professional development programs. Geelong Regional Library Corporation would tour some events and exhibitions around the library branch network.

Peak regional organisations including Regional Arts Victoria and VAPAC believe that the cultural facilities can play an important role in the regional networks of cultural facilities. Regional Arts Victoria would seek to collaborate on projects with a focus on the community and the creative industries.

## 7.6 Benchmarking

Benchmarking of other facilities has been undertaken and is summarised in the tables below. More extensive case studies have been prepared for three facilities from each of the benchmarked categories.



## 7.6.1 Benchmark Venues Integrated Facilities

### Surf Coast Cultural Centre Concept Study Benchmark Venues Integrated Facilities

Venue / Precinct	Location	Popn	Nature	Capital Cost (approx)	Theatre	Gallery	Library	Museum	Visitor Information Centre	Other	Case Study
Frankston Arts Centre and Library	Davey & Young Streets Frankston	143k	Integrated facility built around 2000 - 2005		800 seat Proscenium & 150 seat Studio Theatre	Cube 37 temporary exhibition and digital display	Large modern library	NIL	Separate on waterfront	Digital studios and workshop space	
Araluen Cultural Precinct	Larapinta Drive, Alice Springs	25k	Co-located venues on an extensive park and historic site. Developed since the 1980s.		500 seat Proscenium theatre	4 galleries including collection, Admission charge of \$8 adults.	Separate in CBD	Museum of Central Australia including the Strehlow Research Centre Central Australian Aviation Museum	Separate in CBD	Extensive public art	YES
Ararat Civic Preinct	Barkly Street, Ararat	8k	Separate facilities across a CBD block. Theatre and gallery share heritage Town Hall.		Flexible theatre and events space up to 500 capacity.	Recently upgraded gallery including collection.	Modern library facilities in garden setting	Langi Morgala Museum run by Historical Society with extensive Aboriginal heritage collection.	Separate CBD location		
Bunjil Place	Patrick Drive Narre Warren	354k	Integrated facility built in 2015	\$125m	500 seat Proscenium and 200 seat Studio Theatre	Small professional gallery for exhibitions	Large modern central library	NIL	NIL	Complex includes Council Offices, function rooms and outdoor public plaza.	
Port of Sale Arts Precinct	Princes Highway / Foster Street, Sale	44k	Arts Precinct in separate buildings across the Port of Sale. Gallery, Library and VIC in recently refurbished building the Wellington Centre.	Wellington Centre \$14m	The Wedge 400 seat Proscenium Theatre in separate venue building built in the late 1990s	Gippsland Art Gallery large scale exhibition and collection.	Large modern library including event space.	NIL	VIC located in main foyer	Council chambers and meeting rooms. Some offices for Council staff.	YES
Wagga Wagga Cultural Precinct	Tarcutta Street, Wagga Wagga	62k	Arts Precinct in separate buildings in gardens setting. Has developed over 60 years.		Civic Theatre 491 seat Proscenium Theatre	Wagga Wagga Art Gallery includes exhibitions and collection.	Modern library facilities	Museum of the Riverina Botanical Gardens branch.	VIC located opposite main precinct adjacent to river.		
Paranple Arts Centre	Rooke Street Devonport	25k	Arts Precinct with co-located facilities in two main buildings. Includes recent redevelopment of heritage buildings and an adjacent contemporary civic building.	Town Hall / Court House Renovation \$2.8m Library / Convention \$45m	Town Hall Theatre 415 seat Proscenium Theatre	Devonport Regional Gallery located in Courthouse and includes exhibition spaces and collection.	Modern Library facilities in ground floor of Convention Centre	Bass Coast Maritime Centre located separately in CBD.	VIC located in foyer of Paranple Arts Centre	Convention centre on top floor. Council offices on middle floor.	YES

## 7.6.2 Benchmark Venues Specialist Popular Culture Museums

### Surf Coast Cultural Centre Concept Study

#### Benchmark Venues Specialist Popular Culture Museums

Venue / Precinct	Location	Popn	Context	History	Nature	Facilities	Collection	Exhibition	Annual Attendance	Pricing	Case Study
Surf World Gold Coast	1st floor 35 Tomewin Street Currumbin Qld	540k	Located in Currumbin in the southern part of the Gold Coast close to other tourist attractions.	The idea for Surf World evolved amongst local surfers and board makers evolved from the mid 1990s. Content was initially sourced from loans from the founders personal collections. The current building is owned by Currumbin Sanctuary and leased to Surf World Gold Coast. The museum opened in 2009.	Focus to protect, preserve and share the historical evolution of surf culture. Operation managed by the board and supported by volunteers. Museum open daily. Regular special events generate income.	Main Museum located on the first floor of an existing building. Small galleries, retail, surf board hire. Building infrastructure not specialist gallery. Display infrastructure has to be moved when special events held.	Includes more than 100 surfboards, photographs, artwork, clothing and archives. Most material is owned by private collectors and lent to the Museum.	Permanent exhibition focused on objects from the collection. No temporary exhibitions.	5k visitors pa to the Museum. 2k attendances to special events.	\$5 to \$10 per person for Museum. \$10 plus for special events plus bar sales.	YES
Bradman Museum and International Cricket Hall of Fame	St Jude Street, Bowral, NSW	13k Bowral 51k Wingecarribee Shire	Bowral is located 130km south west of Sydney in the Southern Highlands, It is famous as the birthplace of Sir Donald Bradman.	The Bradman Museum was established in 1987 and is operated by the Bradman Foundation. Over time its facilities have expanded	There is a strong focus on young people. Operations include museum displays, management of Bowral Oval and cricket training and education programs for young people.	The Bradman Museum features displays from the collection, video and interactive content. A Café operates on the museum site. The adjacent Bradman Oval has been upgraded to an intimate, high quality venue for cricket matches.	Includes cricket memorabilia such as bats and caps, photographs, documents, audio and visual content.	Permanent exhibition including objects from the collection, interactive touch screen content and large video screen content which place cricket in the context of world history. Exhibition is themed including the origins, Greats of the Game, Bradman Gallery, World of Cricket, The Game and Cricket Through the Eras.		\$15 to \$25 per person.	YES

Venue / Precinct	Location	Popn	Context	History	Nature	Facilities	Collection	Exhibition	Annual Attendance	Pricing	Case Study
California Surf Museum	Pier View Way, Oceanside, California	175k (City of Oceanside)	Oceanside is located between San Diego and Los Angeles and is a beachside community.	CSM was established in 1986 by a community group. It occupied a number of temporary and permanent spaces until moving into its current museum facilities in 2009. The building is owned by the Council and fitout and maintenance is funded by CSM.	Specialist surf and surf culture museum. It is a non profit organisation with a board of directors. CSM is operated by a core of four professional staff supported by volunteers and advisors.	Renovated building with contemporary façade with exhibition, collection, archive, administration and retail facilities. Space is restricted for exhibitions, storage and staff working areas. Display infrastructure has to be moved for events. Capacity of 100 for events. No museum quality climate control.	Includes surf boards, trophies, magazines, photographs and archives.	Multiple small exhibitions / displays including photographic exhibitions, a timeline of surfboards, manufacturing techniques, profiles of champion surfers. Regularly reconfigure exhibitions with some permanent content and rotating temporary elements.	20k visitors. Large proportion of interstate and international visitors.	AUS \$6 to \$10 per person	YES
WA Surf Gallery	Aravina Estate 61 Thornton Road, Yallingup WA 6282	1k Yallingup 37k City of Busselton	Yallingup is a town in the South West region of WA. It is a tourist destination with its beaches and limestone caves.	Surf WA has explored establishing a surfing museum over a long period. Aravina Estate Winery offered space to Surf WA which allowed the WA Surf Gallery to be established in 2017.	Free display managed by Surf WA for Winery visitors in a shared display shed with a historic car collection. Surf WA are considering options for future development.	Large scale display shed. WA Surf Gallery occupies 50% of the space. No collection storage or support spaces.	Includes surf boards, trophies, photographs and archival materials.	Permanent exhibition with focus on celebrating earlier generations of WA surfers. Exhibition is unmanned.	50k visitors a	Free	

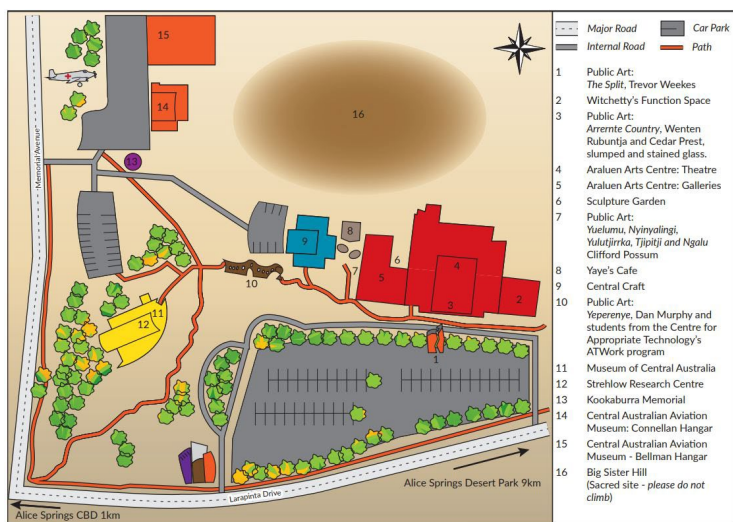
## Surf Coast Cultural Centre Concept Study

### Case Studies



Sale Library Event Space

## Integrated Facilities



## Araluen Cultural Precinct

Larapinta Drive, Alice Springs

Araluen Cultural Precinct comprises co-located venues on an extensive park and historic site towards the edge of Alice Springs. Araluen Arts Centre, which incorporates the performing arts and gallery facilities was built in the 1980s and the precinct has developed progressively since that time. Alice Springs (population 25k) is the largest community in a remote region of the Northern Territory.

### PERFORMING ARTS

The 500 seat proscenium theatre has a full stage including flying facilities. The theatre is used by professional and community groups and a subscription season is presented by Araluen Arts Centre.



### VISUAL ARTS

The visual arts facilities include four galleries and a collection of artworks that reflect a permanent record of arts practice in Central Australia. Exhibitions include works drawn from the collection and temporary exhibitions including local artists and Aboriginal artists.

Admission charge for the gallery is \$8 for adults and free for children.

## **LIBRARY**

Located separately in the CBD.



## **MUSEUM**

The Museum of Central Australia including the Strehlow Research Centre is operated by the Museum and Art Gallery Northern Territory (MAGNT). The Museum has a permanent exhibition focused on the region's natural history and evolution of the landscape with a strong science focus. The Strehlow Research Centre manages an important ethnographic collection of film, sound, archival records and objects focused on the Aranda culture in Central Australia.

The Central Australian Aviation Museum is a community managed aviation museum located on the site of the original Alice Springs airport in the precinct.

## **VISITOR INFORMATION CENTRE**

Separate location in CBD

## **OTHER FEATURES**

Extensive public art collection throughout the precinct. A café and a craft centre also operate on the precinct site.

## **MANAGEMENT MODEL**

Araluen Arts Centre and the MAGNT are owned by the Northern Territory government. MAGNT is a statutory authority and is managed by a board of directors. Araluen Arts Centre operates as part of the Department of Tourism, Sport and Culture. Each of the components of the precinct are separately managed. Collaborative marketing of the precinct to tourists and visitors is undertaken and managed by Araluen Arts Centre. There has been limited sharing of services and staff across the precinct, although this has reduced over time and currently is focused on services such as gardening.





## Port of Sale Arts Precinct

Princes Highway / Foster Street, Sale

The Port of Sale Arts Precinct is located in separate buildings across the historic Port of Sale. The Gippsland Art Gallery, Sale Library and the Visitor Information Centre are located in the Wellington Centre, a recently redeveloped building. Sale is the largest community in the Wellington Shire with a population of 15k with other larger towns including Maffra 4k, Stratford 2k and Yarram 2k. Traralgon is the nearest regional city 55kms to the west with a population of 25k.

### PERFORMING ARTS

The Wedge 400 seat Proscenium Theatre is in a separate building on the eastern edge of the precinct built in the late 1990s. The theatre has raked seating on a single level and adequate technical infrastructure including limited flying facilities. Support facilities include a rehearsal / meeting room and a popular (and highly successful) café and bar Portside Food + Wine. The Wedge has been very successful and Council is considering long term options for upgrades and expansion of facilities including smaller performance and creative spaces.



### VISUAL ARTS

Gippsland Art Gallery has extensive exhibition spaces enabling display of elements of the collection and a program of temporary exhibitions. The collection comprises over 2,400 items and documents the art of Gippsland and beyond. Since its establishment in 1965, the focus of the collection has been Gippsland and the natural environment.

The collection has particular strengths in works on paper, landscape and wildlife art, craft and contemporary painting. Gippsland Art Gallery offers education programs for students and professional development programs for teachers. There is a retail offer featuring local Gippsland artists and craftpersons.



### **LIBRARY**

Sale Library is a large, modern library with a U shaped layout providing a light filled space with views including the Port of Sale. A wide range of materials and a local history collection are available for users. A dedicated study and research space is available. Wifi and computer access are provided across the Library. Separate Youth and Children’s Zones provide dedicated environments. A feature is an interior event space with tiered seating banks with views across the Port.

### **MUSEUM**

Community based historical and military museums operate on other sites around Sale.

### **VISITOR INFORMATION CENTRE**

The Central Gippsland Visitor Centre is located in the main foyer at the Princes Highway / Foster Street main entrance. The Visitor Centre has an open plan configuration and provides brochures and digital information to visitors. It operates a retail shop featuring local arts and crafts, wines, gifts and souvenirs.





## **OTHER FEATURES**

Wellington Centre:

- The location between Princes Highway and the Port of Sale mooring facilities encourages access from both sides of the building.
- The dual access combined with an open plan design approach to the main foyer and Library has presented some zoning and security challenges for when elements of the building operate outside of normal business hours.
- The Dock Café is located in the main foyer and is operated by a commercial tenant and offers meals, coffee and wine across the day including some evenings.
- The upper level includes the Council meeting chamber and a number of community meeting rooms which are available for use by Council, community and commercial users. There is also office accommodation for Council officers including Art Gallery and Arts and Culture staff. Office accommodation for Library staff is incorporated in the Library.
- Load in access and storage in the building are limited and have led to the need to lease storage space in another building in the precinct.
- On the western end of the precinct a community skate park is located.

## **MANAGEMENT MODEL**

All facilities are owned and managed by the Wellington Shire Council. The individual Council departments manage their own facilities. Contractors operate the two cafes in the precinct.

There is a level of collaboration between the facilities. The Building Management Group comprising the Council departments and tenants and meet on a regular basis. One staff member is employed to manage booking of meeting rooms, opening hours, customer queries and minor building maintenance.

Council operates a website which promotes the Port of Sale precinct - <https://www.portofsale.com.au>

## **ATTENDANCE**

Attendance at the Port of Sale Arts Precinct include:

- Events at The Wedge 20k pa.
- Art Gallery 32k pa
- Library 200k pa

## **CAPITAL COST**

The Wellington Centre cost was approximately \$14m (2018). This was for renovation and transformation of the existing office building on the site. The Wedge cost was \$5m when constructed in the 1990s which would be equivalent to \$20m in current capital costs.





## Paranable Arts Centre

Rooke Street, Devonport, Tasmania

A recently developed arts precinct with co-located facilities in two main buildings which opened in 2018. It includes a recent redevelopment of heritage buildings housing the Paranable Arts Centre and a contemporary building housing the Library and Convention Centre.

Theatre facilities had been provided in the Devonport Entertainment Centre and the Devonport Regional Gallery had operated since the 1960s from old church buildings. Both venues were inadequate for the current needs of the community.

Devonport is the major regional city on the northern Tasmanian coast with a population of 23k. Devonport is 50km to the east of Burnie (population 20k) and 100km to the west of Launceston (population 90k).

### PERFORMING ARTS

The Town Hall Theatre is a 415 seat Proscenium Theatre which utilises the original 1899 Town Hall. Technical infrastructure is at a medium scale with a flying system. Raked seating is on a single level. Commercial and community hirers use the theatre. An annual Presenter Season is presented by Paranable Arts Centre. The Town Hall Theatre required only modest upgrades in the redevelopment.



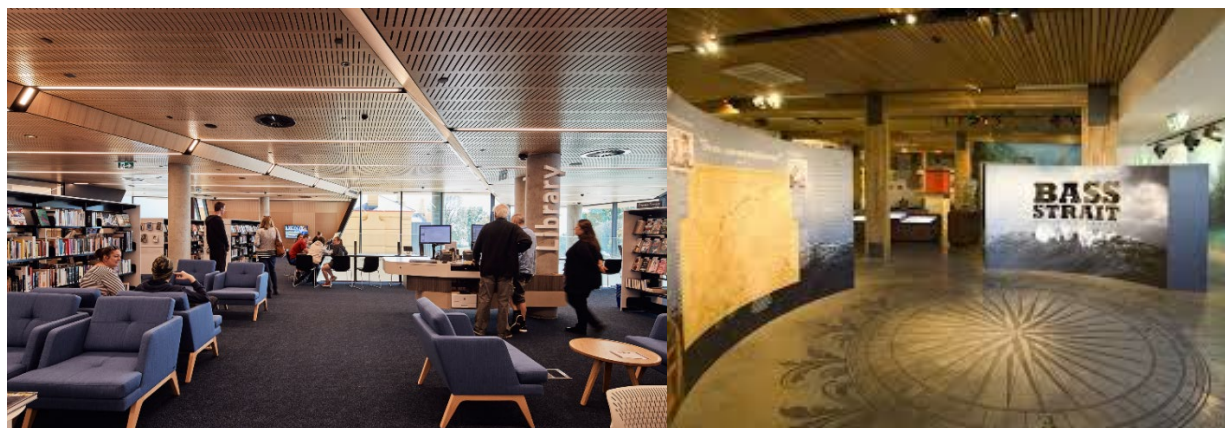
### VISUAL ARTS

Devonport Regional Gallery includes gallery spaces which utilise the old Courthouse building. exhibitions and collection. It incorporates a number of gallery spaces including a main gallery, a community gallery and a creative space. Exhibitions include touring exhibitions, professional artists, local artists and community artists.

The Gallery presents an annual program of exhibitions, education and public programs including events and workshops. The Gallery collects and promotes Tasmanian art, craft and design and runs an Emerging artist program to support local and state-wide artists.

## **LIBRARY**

Modern library facilities are located in the bottom two floors of the Convention Centre. The Library offers a range of community programs including children's activities, computer and internet access, learning programs, community activities and meeting rooms.



## **MUSEUM**

Bass Coast Maritime Centre is located separately several blocks away in the CBD on the waterfront. The museum is devoted to local maritime history and the Bass Strait and features maps, prints and interactive exhibits.

## **VISITOR INFORMATION CENTRE**

The Visitor Information Centre is located in the foyer of Paranapple Arts Centre and offers a range of services to tourists. The Visitor information Centre moved from its previous stand alone location as part of the Paranapple precinct development. The Visitor Information Centre is a Tasmanian gateway visitor centre.

Its facilities are in an open plan confirmation in the main foyer. Reception staff manage the VIC and a team of volunteers man it seven days a week.

## **OTHER FEATURES**

The Paranapple Convention Centre is a contemporary conference and events venue located in the top floor of the building housing the Library. It includes a range of facilities from the 800 seat Convention Centre through large, medium and small Meeting Rooms. The Convention Centre features high quality infrastructure and in house catering. Council offices occupy the middle floor of the building.

Paranapple Arts Centre has shared back of house facilities including office accommodation and technical infrastructure.

## **MANAGEMENT MODEL**

Paranapple Arts Centre, the Convention Centre and Bass Strait Maritime Centre are managed by Devonport Council through a Convention and Arts department. There are shared technical, front of house and reception staff resources. The main reception in the ground floor foyer of the Arts Centre building oversees the operation of the Visitor Information Centre. Common business systems including finance are used across the facility.

Staffing includes:

- 2.6 EFT for the Art Gallery
- 1 EFT for the Town Hall
- 1.6EFT for the Convention Centre
- 1EFT for Tourism and Marketing
- 3 EFT for Customer Service / Reception
- 2.6 EFT for Technical operations
- 2 EFT for the Maritime Centre

The Library is managed by the Tasmanian State Government through Libraries Tasmania. There is currently little co-operation between the Library and the other cultural facilities other than limited co-operation on precinct programs such as education programs.

### **ATTENDANCE**

Devonport Regional Gallery approximately 22k pa.

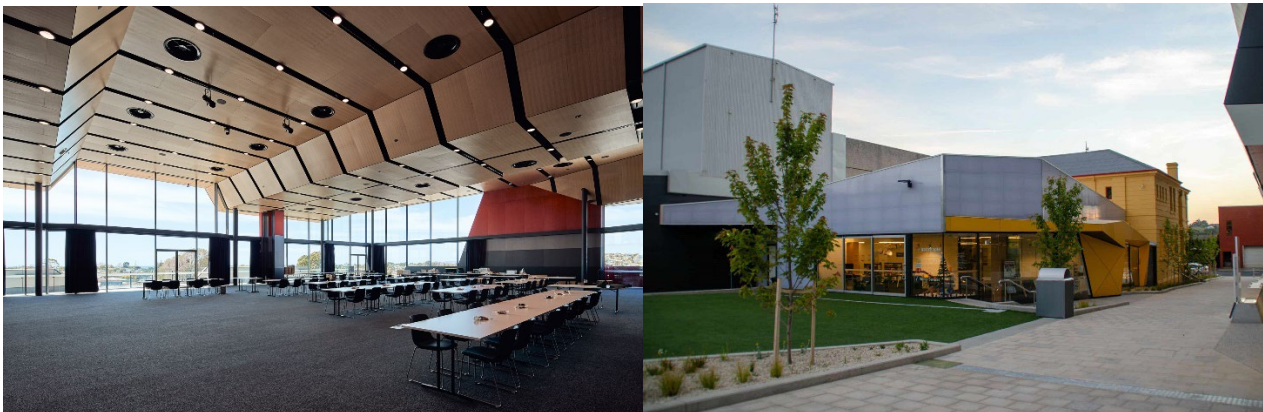
Town Hall Theatre approximately 25k pa.

Bass Strait Maritime Centre approximately 8k pa.

### **CAPITAL COST**

Capital cost of the upgrade to the Town Hall and Court House was \$2.8m.

Capital cost of the Library / Convention Centre building was \$45m.



## Specialist Popular Culture Museums



### Surf World Gold Coast

1st floor 35 Tomewin Street, Currumbin, Queensland

Located in Currumbin in the southern part of the Gold Coast close to other tourist attractions including Currumbin Wildlife Sanctuary. The Gold Coast has a population of 540k.

#### HISTORY

The idea for Surf World Gold Coast evolved amongst local surfers and board makers from the mid 1990s. Content was initially sourced from the founders personal collections. The current building is owned by Currumbin Sanctuary and leased to Surf World Gold Coast. The venue opened in 2009.

#### NATURE

Focus to protect, preserve and share the historical evolution of surf culture. Operation managed by the board and supported by volunteers. The museum is open daily throughout the year. Regular special events such as book launches, talks or films generate income.

#### FACILITIES

The main Museum is located on the first floor of an existing commercial building. It incorporates small gallery spaces, a retail area and surf board hire. The building infrastructure is not designed for a specialist museum. Display infrastructure has to be moved when special events held to create audience seating. Poor disability access restricts the accessibility of the Museum.



## **COLLECTION**

Includes more than 100 surfboards, photographs, artwork, clothing, archives and films. Most material is owned by private collectors and permanently lent to the Museum. It includes a collection of Hawaiian content including surfboards and ukuleles. Current high profile surfers based on the Gold Coast have donated objects to the Museum.

## **EXHIBITION**

Permanent exhibition focused on objects from the collection. There are no temporary exhibitions. There has been limited professional input to interpretation and exhibition design.

## **ATTENDANCE**

Museum attendance is approximately 5k pa.

There are 8-10 special events with attendance of approximately 2k pa.

## **PRICING**

\$5 to \$10 per person.

## **CAPITAL COST**

Not available.

## **MANAGEMENT MODEL**

Surf World Gold Coast is a not for profit organisation managed through a management committee, which includes volunteer curators and surf historians. Operations rely on a team of volunteers. Some of the volunteers are complying with their obligations under Jobseeker / Newstart employment programs. Volunteers from the committee typically supervise the daily operation of the Museum. There are no professional staff. The museum is open 364 days a year.

Total turnover is modest under \$100k per annum. Revenue is primarily generated from entry fees, donations and grants. Some support is received from Gold Coast City Council. Special events generate revenue from entry fees (typically \$10) plus bar sales.





## California Surf Museum

Pier View Way, Oceanside, California

Oceanside is located 60km north of San Diego (population 1.4m) and 135km south of Los Angeles (population 4m) and is a beachside community with a population of 175k.

### HISTORY

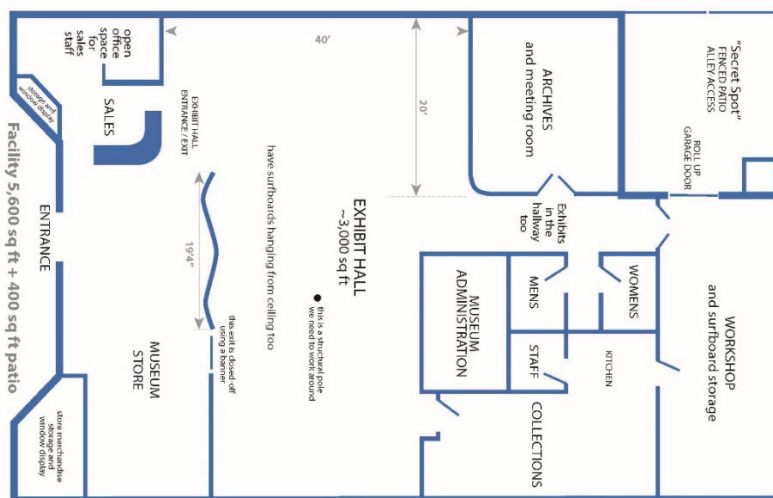
CSM was established in 1986 by a community group. It occupied a number of temporary and permanent spaces until moving into its current dedicated museum facilities in 2009 located on a major CBD road three blocks from the Oceanside Pier. The building is owned by the Council and fitout and maintenance is funded by CSM.

### NATURE

The California Surf Museum serves as an international repository and resource centre on the lifestyle sport of surfing by capturing, preserving, and chronicling its art, culture and heritage for the education and enjoyment of current and future generations. It is a specialist surf and surf culture museum. It is a non profit organisation with a board of directors. CSM is operated by a small core of professional staff supported by volunteers and advisors. CSM has approximately 450 members.

### FACILITIES

Renovated building of 520sq metres with contemporary façade with exhibition, collection, archive, administration and retail facilities. Space is restricted for exhibitions, storage and staff working areas. Display infrastructure has to be moved for events. Capacity of 100 for events. No museum quality climate control.



## COLLECTION

Contains more than 5,000 items including 200 surf boards, trophies, magazines, photographs and archives. The collection is managed by a committee of staff and volunteers.



## EXHIBITION

Multiple small exhibitions / displays including photographic exhibitions, a timeline of surfboards, manufacturing techniques, profiles of champion surfers. Regularly reconfigure exhibitions with some permanent content and rotating temporary elements.



## ATTENDANCE

CSM is one of the top tourist destinations in Oceanside.

Visitors 20k pa.

Large proportion of interstate and international visitors.

## PRICING

AUS \$6 to \$10 per person

## CAPITAL COST

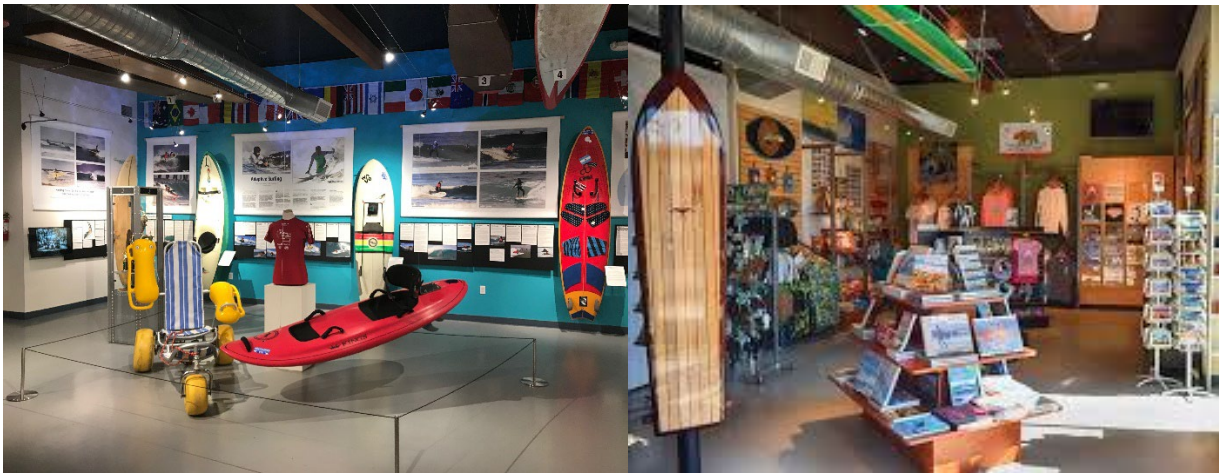
Not available



## MANAGEMENT MODEL

California Surf Museum is a non profit company managed by a Board of Directors. An Advisory Board provides specialist advice and support. There is a small core of professional staff supported by volunteers who operate the Museum. Staff consists of one full time Manager, two part time Customer Service staff and a part time Historian.

Annual turnover is approximately \$AUS 250k. Approximately \$150k is generated from admission, with other income from memberships and grants from Council and other levels of government.





## **Bradman Museum and International Cricket Hall of Fame**

St Jude Street, Bowral, NSW

Bowral is located 130km south west of Sydney in the Southern Highlands. Bowral township has a population of 13k while Wingecarribee Shire has a population of 51k. Bowral is famous as the birthplace of Sir Donald Bradman. Bowral is in close proximity to Mittagong (population 9k) and Mossvale (population 9k) and is located 70km to the west of Wollongong (population 300k) and 85km north east of Goulburn (population 24k).

### **HISTORY**

The Bradman Museum was established in 1987 and is operated by the Bradman Foundation. The Bradman Foundation, a non-profit charitable trust, was established to promote cricket as a valuable cultural and sporting force within the community. Over time The Bradman Foundation facilities have expanded.

### **NATURE**

There is a strong focus on young people. Operations include museum displays, management of Bowral Oval and cricket training and education programs for young people.

### **FACILITIES**

The Bradman Museum features displays from the collection, video and interactive content. It incorporates the International Cricket Hall of Fame. A Café operates on the museum site. The adjacent Bradman Oval has been upgraded to an intimate, high quality venue for cricket matches. Visitors are also offered a self guided walking tour of Bradman sites of interest in Bowral.

### **COLLECTION**

The collection comprises over 11,000 items and includes cricket memorabilia such as bats. Caps and cricket equipment, trophies, photographs, score cards, documents, decorative pieces, artworks, audio and visual content.



## EXHIBITION

The permanent exhibition includes objects from the collection, interactive touch screen content and large video screen content which place cricket in the context of world history. The exhibition is themed including the Origins of Cricket, Greats of the Game, Bradman Gallery, World of Cricket, The Game and Cricket Through the Eras.



## ATTENDANCE

Not available

## PRICING

Admission to the Museum is \$15 to \$25 per person.

## CAPITAL COST

Not available

## MANAGEMENT MODEL

The Bradman Foundation manages the Bradman Museum and International Cricket Hall of Fame. The Board of Directors includes high profile figures from cricket and business backgrounds. Operationally the Museum has 20 staff. Volunteers support the Museum including through the collection, library, as tour guides and in the delivery of events.

The Museum has a turnover of around \$3m per annum with the Bradman Foundation supporting any operating deficits.



## 7.7 Detailed Needs Analysis

### 7.7.1 Library

The Geelong Regional Library Corporation manages library services across Borough of Queenscliff, City of Greater Geelong, Golden Plains Shire, Colac Otway Shire and Surf Coast Shire.

Torquay is currently the only library branch servicing Surf Coast Shire with one mobile library servicing other parts of the Shire. Adjacent library branches in the City of Greater Geelong include Barwon Heads, Queenscliff, Ocean Grove and Wairn Ponds.

Stafford Strategy was commissioned by Surf Coast Shire Council in 2020 to undertake an options and feasibility analysis of potential scope and locations for a cultural facility including a library in Torquay. The size of the current library is 380m<sup>2</sup>. The desire for a larger library is driven by the need to cater for current and future population growth as identified in the Geelong Regional Library Corporation Infrastructure Plan (2019) and the Torquay Jan Juc Development Contributions Plan (2011).

The final report<sup>24</sup> had key factors identified by Stafford Strategy in identifying why there was a need for a new library.

“Libraries are increasingly a hub of varying activities, services, programs and spaces for the community and visitors. They have morphed into “information hubs”.

Contemporary libraries are places for meeting, sharing ideas and knowledge, accessing technology and fostering creativity.

Contemporary libraries consist of a variety of “flexible” spaces and facilities including meeting rooms (informal and bookable), café, theatres/seminar rooms, lounge spaces, children’s spaces, teenage spaces, computer access, free Wi-Fi access for personalised devices, quiet spaces, outdoor areas, business incubator, service amenity such as toilets and kitchenette, conference/event spaces, gallery, performance spaces, recording and editing studios, heritage centre, and visitor information.

The current Torquay Library does not align well with contemporary library facilities. Areas under supplied in the Library including separate children’s area, separate teenage area, meeting rooms, activity rooms, designated quiet areas and office space for staff along with storage.

The inadequacy of the library space is confirmed by the GRLC in its Library Infrastructure Development Plan: Torquay Library “is significantly undersized for the current catchment population.”

Innovative libraries offer “digital maker labs” which offer customers the chance to learn and use the most cutting-edge technology around such as 3D printers.

Libraries are increasingly “community living rooms” which signifies a departure from the function and atmosphere of libraries of the past: floor space, once dominated by collections, is being converted to living spaces and social hubs – comfortable areas to relax and socialise.

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<sup>24</sup> Torquay Cultural Facility Feasibility Study Final Report June 2020 – Stafford Strategy

Older residents are already major users of libraries and this trend is set to continue as populations continue to age. Many seniors live alone and seek social interaction by longer stays in libraries, emphasising the importance of comfortable lounge spaces, cafes etc.

While the Library has attempted to create these spaces, it is severely constrained by its size and configuration of space.

Surf Coast is also characterised by an ageing population and the future library facility will need to be cognisant of this. In addition, Surf Coast is expecting to increase its population through the number of young families moving to the area, so the demand for quality children's areas along with separate teenage areas is expected to grow. "

The primary rationale for a new library identified the following reasons why a new library is required.

**1. A GROWING POPULATION**

The Shire's population continues to grow and is forecast to reach almost 46k residents by 2036. The library size is insufficient for the Shire's current population base, let alone catering for the growth forecast.

**2. EXISTING SIZE CONSTRAINTS**

The small size of the current library is impacting on its ability to cater to the growing Surf Coast community and is ultimately impacting on its performance. This was recognised in the GRLC report.

**3. LIMITED CULTURAL/ CREATIVE SPACES IN SURF COAST**

Surf Coast appears to be underserved in formal cultural and creative spaces. A redeveloped library offers the potential to co-locate these spaces, including a multi-purpose black box theatre space.

**4. MORE FAMILIES & ELDERLY IN SURF COAST**

Surf Coast has a growing number of families in the region as well as an ageing (elderly) population. Library services are particularly important to these cohorts. While the existing library serves these user groups, potential exists to further grow demand from these user groups by growing the size and the types of spaces the library offers.

**5. NO LONGER FIT-FOR-PURPOSE**

The current library facility has not only outgrown its capacity but it is also no longer fit-for-purpose. What communities want out of their libraries has changed significantly since the library was developed and the spaces they desire has also shifted (there is a need for individual, quiet study spaces, fit-for-purpose children's program spaces, group meeting spaces etc.)

**6. STAND ALONE FROM OTHER AMENITIES**

Opportunities exist to co-locate key council services and facilities with the library as the feature hub. The current stand-alone library model is unable to realise the benefits from collocating a variety of services which community members are often keen to access within the same venue or precinct; a "one stop shop model."

A comparative assessment was undertaken across the Geelong Regional Library Corporation branch network of 17 branch libraries. As of 2018, Torquay was the 8th most visited library in the network and has the 7th highest borrowing level and the 7th largest number of members. In terms of size, Torquay Library is the eighth smallest library.

A comparative assessment was also undertaken across 155 libraries around Australia. As a ratio, for every 1,000 residents, Torquay library currently provides 11.8m<sup>2</sup> of floor space based on the total LGA population and 18.8m<sup>2</sup> of floor space based on Torquay's population. The GRLC indicates a target of 39m<sup>2</sup> per 1,000 residents needs to be aimed for, indicating that Torquay Library is significantly undersized for its current resident base.

Out of the 42 council areas assessed (including those in a mix of regional and city-based locations), Torquay Library ranks lowest in terms of the floorspace it offers per 1,000 residents. The City of Greater Geelong offers a ratio almost five times that of Surf Coast Shire at 51.8m<sup>2</sup> per 1,000 residents.

Libraries situated in remote/regional locations tend to have a stronger floorspace to resident ratio because of a number of factors including their small resident population bases, the need for councils to provide library services and the availability of land in rural/regional locations compared with city locations.

Although this metric is a relatively broad one it is a useful benchmark when considering the potential size for new library facilities for Torquay for the future. The Torquay suburb only ratio of 18.8m<sup>2</sup> is less than 50% of the desired targeted ratio of 39m<sup>2</sup> per 1,000 residents, as advised by GRLC.

The Stafford Report recommended that in order to achieve the GRLC target (and based on Torquay's population growth projections out to 2036) as well as the State Library Victoria planning models and to future-proof the library, the Torquay Library would need to be a minimum of 1,600m<sup>2</sup>. While the GRLC draft Library Infrastructure Development Plan identifies the need for a new library with a "floor area of at least 1,200m<sup>2</sup>", when assessing the Shire's population growth forecasts, this appears to underestimate the size required and does not allow for future-proofing. Based on the different methodologies/benchmarks investigated, and the need to future-proof the library facility, there is a need for the new library to ideally be at least 1,600m<sup>2</sup>.

The Stafford report recommended the option of an integrated model of cultural facilities built around libraries. This is in line with many regional communities who are developing cultural precincts which incorporate libraries, theatres and galleries (such as Devonport's Paranple Arts Centre described in the case studies). Stakeholder consultation demonstrated strong support for this approach.

### 7.7.2 Australian National Surfing Museum

The Australian National Surfing Museum was established in 1993. The Museum has a unique international standing and is recognised by the International Surfing Association as the world's largest surfing and beach culture museum. The Museum is the only surfing museum accredited through Museums Australia (Victoria).

It also has a good relationship with Surfing Victoria and Surfing Australia. The museum is open seven days a week, conducts regular school and general tours, mounts two significant exhibitions per year and has a very strong connection with the recreational and visiting surfing community.

ANSM's vision is to be the centre of Australian surfing heritage, to collect, preserve, document and share nationally and internationally significant items and stories of Australia's surfing history and culture.

As described above in Section 4.3 Case Studies, there are two other specialist surfing museums / collections in Australia.

Surf World Gold Coast is located in Currumbin in the southern part of the Gold Coast. Content was initially sourced from loans from the founders personal collections. The museum opened in 2009. Surf World Gold Coast is managed by the board and supported by volunteers. The museum has more characteristics of a community museum. There are no professional staff. Exhibitions are only the permanent collection with no temporary exhibitions. Attendance is relatively low with only 7k visitors pa.

WA Surf Gallery is located at Aravina Estate winery at Yallingup in the South West region of WA and was established in 2017. Surf WA operates the Surf Gallery in partnership with Aravina Estate Winery. It is a free display located in a shared display shed with a historic car collection. There are no professional museum staff.

### **Museums in the Geelong Region**

The major museum in Geelong is the National Wool Museum which was established in 1988 as Australia's only comprehensive museum of wool. The National Wool Museum is operated by the City of Greater Geelong. Geelong is a city synonymous with wool and the wool industry. For many years the city was known as the 'wool centre of the world'. The galleries feature a permanent exhibition drawn from the collection and temporary exhibition areas which can feature up to 2 temporary exhibitions at a time. The National Wool Museum collection contains significant documents, images and objects relating to the history of Geelong and rural Victoria, punctuated by significant wool-related items from other states. The oldest known item in the collection dates to the late eighteenth century.

There are a number of smaller museums in Geelong including:

- The Geelong Museum Of Motoring + Industry which is an automotive museum which is community run. It showcases motoring culture, past, present and future, in an entertaining and educational environment. It was established in the mid 1990s.
- The Geelong Gaol was established as a community museum in 1995 by the Rotary Club of Geelong. In 2019, the gaol was sold into private ownership. In June 2019 the Geelong Gaol Museum reopened, showcasing the history of colonial crime and punishment in Victorians gaols, along with the experience of the conditions of an 1850s colonial prison.
- Museum of Play and Art - Children's Museum. MoPA is based in one of Geelong's oldest buildings and is home to a range of immersive exhibits and experiences targeted at children and families.
- The Queenscliffe Historical Museum is a community museum. It is home to many thousands of items including photographs, documents, paintings, newspapers and toys.
- The Historical Society of Ocean Grove is a community museum. It features a permanent exhibition and regular temporary exhibitions.

The ANSM is the only contemporary culture or sport museum in the region.

## **ANSM Facilities**

The existing ANSM facilities are no longer fit for purpose. The cramped scale and linear nature of the exhibition spaces limit the appeal and flexibility of exhibitions reducing appeal to visitors. There is limited capacity to stage temporary exhibitions which have the potential to attract return and new visitors. The permanent exhibition lacks the level of interactivity and multimedia typical in modern museums. Larger and better quality exhibition spaces are urgently required. The current public interface through the Visitor Information Centre lacks impact and appeal to welcome visitors. All of these elements limit the capacity of the ANSM to achieve its potential to increase visitation and generate revenue.

The invisible aspects of the ANSM's operation are completely inadequate. Collection storage is fragmented, overcrowded and does not meet the environmental standards required to safely preserve objects in the collection. Staff offices are cramped and provide a very poor work environment. There are no workshop spaces to allow the preparation of objects for exhibition or for the construction or maintenance of exhibition furniture. These factors are a risk to the ongoing condition of the collection and the efficient operation of the museum.

### **7.7.3 Visitor Information Centre**

Surf Coast Shire has four Visitor Information Centres across the Shire including:

- Torquay
- Lorne
- Anglesea
- Winchelsea

Lorne is the largest VIC with its location in the heart of the Great Ocean Road driving the highest level of visitation. Torquay and Lorne have a mix of professional staff and volunteers and are open seven days a week. Anglesea and Winchelsea are small facilities reliant on volunteers, with limited operating hours and low visitation

The role of Visitor Information Centres has been changing over recent years. Increasingly visitors are researching online prior to their visit to identify places they want to visit, and to book with accommodation and hospitality providers. Visitors coming to the VIC are typically from older age groups and families requesting assistance with trip planning and local attractions. VICs will play a key role in creating curated, personalised experiences tailored through face-to-face interaction between staff and visitors.

There needs to be more interpretive information including through digital interfaces, including large touch screen / interactive maps for assisting visitors with trip planning. These could be self serve for visitors or used by staff to guide visitors in creating their personalised experience. There needs to be self serve facilities which are available out of operating hours in the foyer and externally.

A changed business model for the Torquay VIC should be considered. It should have the role of providing an introduction to Torquay and to the Great Ocean Road region to visitors and providing front of house and concierge services for the cultural facilities. This role could include providing reception and box office services particularly for the ANSM and Theatre.



Retail sales have the potential to promote the work of local artists and businesses and to provide an income stream for the VIC. Expanded display facilities including for artworks would be required with the capacity to secure the retail displays out of VIC operating hours. Some storage for stock in the vicinity would be required.

Ideally the VIC location could be a tall standing desk or counter in a prominent location close to the main entry in the foyer with seating for visitors so staff can assist visitor enquiries. This should include computer hardware, printer, large monitors and lockable storage and lockable storage. under the desk.

A separate location in close vicinity should provide reception, box office and retail sales facilities with secure cash handling, EFTPOS facilities and ticket printing. VIC staff would provide customer service in this area.

Offices for VIC staff would be needed in close proximity to the foyer to enable staff and volunteers to respond quickly to sudden influxes of visitors.

#### 7.7.4 Theatre

##### **Analysis of venues in the Geelong region.**

##### **Geelong Arts Centre**

Since opening in 1981, Geelong Arts Centre has made contributions to Geelong and the surrounding regions. Pre-redevelopment the Arts Centre hosted an average of more than 200,000 attendances per annum, as well as more than 15,000 performers, across a diverse program of events and performances. Geelong Arts Centre is a statutory authority of the Victorian Government.

Current performance venues include Costa Hall which is managed on behalf of Deakin University. This historic wool store was converted into a concert hall with 1,397 seats. It hosts a wide range of events including large scale concerts and performances, conferences and graduations.

As part of Stage 2 of the redevelopment a suite of studio, rehearsal and creative spaces has been developed on the Ryrie Street frontage.

Stage 3 of the redevelopment has commenced which will provide a wide range of performance venues from the 800 seat Playhouse Theatre to intimate performance venues.

Geelong Arts Centre draws audience from across the Greater Geelong region. In 2018, 12.3% of the total tickets sold to the theatre venues were to residents of Surf Coast Shire.

##### **Platform**

Previously the Courthouse Arts Centre. Platform works across multiple creative platforms developing a new generation of thinkers, makers, risk-takers and agitators. This is supported through a program of events, exhibitions and performances, while providing a support framework including mentorship, collaboration, residency programs and workshops. Young people are given the opportunity to develop their own works and practice, or be a part of an inclusive, diverse creative community.

The Performance Space can accommodate 128 people seated (with the seating bank out) or 200 people standing. Additional seating can be added in the front row to extend the seating capacity to 140.

Our Rehearsal Space is suitable for rehearsals, workshops, movement / dance classes and corporate events. It can also be used as an additional dressing room space, as a warm-up area for performances or a stand-alone performance space, with dance mirrors available.

### **Potato Shed**

The Potato Shed provides an arts complex that serves as a multi-purpose arts and cultural centre for joint use by Bellarine Secondary College, St Ignatius College and the regional community. It opened in 2001 and is currently considering options for upgrade. The Potato Shed is managed by the City of Greater Geelong.

The facility consists of a black box theatre - seating up to 180 patrons, studios, practice rooms, green room, dressing rooms, foyer, box office and kitchen. It is used for a wide range of events including dance, drama and yoga classes, performances, multi-arts festivals, art exhibitions, outdoor events, meetings and conferences.

### **COPACC**

Colac Otway Performing Arts & Cultural Centre incorporates a theatre / cinema, civic hall and meeting rooms and was built in 2001. It caters for up to 1,000 business and community events a year including Performances, films, business events, product launches, seminars, training sessions, awards ceremonies, functions and events for up to 320 people in the theatre.

COPACC is the largest and most flexible venue in the Colac Otway Shire, providing a professional level of technical expertise and equipment.

There are no formal performance venues in Surf Coast Shire. The Torquay Senior Citizens Club and a number of public halls are used currently for theatre and music performances. Torquay Theatre Troupe use the Torquay Senior Citizen's Club for performances. This space lacks theatre infrastructure with a low ceiling and the need for shared use of the space while Torquay Theatre Troupe are in residence.

Local schools typically use their multi-purpose halls for performances.

Professional touring productions do not perform in Surf Coast which results in the local community having to travel to venues in Greater Geelong and Colac to attend performances.

### **Theatre Venue Capacity**

A key decision in determining the ability of the project to meet current and future community needs is to identify the appropriate seating capacity of the theatre. This decision impacts the capital cost of the theatre, the ability to build long term growth in audiences for community groups and the viability of the venue for the presentation of professional productions and attracting commercial promoters as hirers.

A capacity of 150 seats for the theatre was identified in the Stafford Report<sup>25</sup>. Consultation with local community arts groups and cultural industry workers supported a seating capacity of 200 to 250 seats. External industry stakeholders recommended a capacity of at least 250 seats to maximise the economic viability of the venue for touring productions.

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<sup>25</sup> Torquay Cultural Facility Feasibility Study Final Report June 2020 – Stafford Strategy page 23

A useful tool for the analysis of a desirable seating capacity is benchmarking regional venues seating capacity as a number of population per seat in the theatre. The table below examines a selection of communities with professional performing arts venues with a LGA population of under 60k.

### Analysis of Venue Capacity

May 2021

City	Venue	Seating Capacity	LGA Population	Pop per seat
<b>REGIONAL UNDER 60,000 POPULATION</b>				
Ararat	Ararat Town Hall	243	11,795	49
Armidale	Lazenby Hall UNE	572	30,954	54
Bairnsdale	The Forge Theatre and Arts Hub	362	47,725	132
Bass Coast Shire - Wonthaggi	Wonthaggi Union Community Arts Centre	420	32,804	78
Bathurst	Bathurst Memorial Entertainment Centre	642	42,779	67
Cessnock	Cessnock Community PAC	466	57,521	123
Colac	COPACC	320	21,662	68
Dubbo	Dubbo Regional Theatre	500	50,077	100
Echuca	The Paramount	303	14,934	49
Hamilton	Hamilton PAC	500	16,134	32
Horsham	Horsham Town Hall	500	19,921	40
Lismore	Lismore City Hall	507	43,905	87
Mildura	Mildura Arts Centre	444	32,738	74
Orange	Civic Theatre	502	41,468	83
Sale	The Wedge	400	43,747	109
Wangaratta	Wangaratta PAC	512	29,197	57
Warragul	West Gippsland Arts Centre	750	48,480	65
Warrnambool	Lighthouse Theatre	584	35,214	60
<i>Average</i>		<i>474</i>	<i>34,503</i>	<i>73</i>
Torquay	Average capacity for Population	447	32,651	73
	Pop per seat for Proposed Capacity	250	32,651	131

The capacity for the current population of Surf Coast Shire based on 73 population per seat is 447 seats. This is lower than the average of 474 seats across the selection of communities.

Based on the proposed capacity of 250 seats the current population of Surf Coast Shire per seat is 131 people. This is the highest for any of the selected communities.

An important factor that needs to be considered is the proximity of Torquay to a major population centre in Geelong. The Surf City precinct is 21km from Geelong Arts Centre which has a range of venues from 1100 seats to 100 seats. As noted above, 12.3% of Geelong Arts Centre ticket buyers are from Surf Coast Shire postcodes. Commercial promoters and touring organisations consider factors of overlap of potential audience and the risk of cannibalising audiences between communities in determining the location for performances. The only comparable geographic relationship is between Bathurst and Orange which both have populations of 42k and are 56km apart. Both venues have a long history of operating their larger scale venues successfully.

The Surf Coast Shire population is projected to grow rapidly from the current estimate for 2021 of 34,230 and is forecast to grow to 45,717 by 2036. The typical life span of a new theatre is between 20 and 30 years before major refurbishment is required. To meet the needs of the Surf Coast community across that period a seating capacity of at least 250 seats would be required. There has been a pattern in regional communities that the establishment of professional venues has driven strong growth in audiences in the longer term. If the Torquay theatre was built at 150 seats, there is a risk that the growth in audiences will outgrow the venue capacity. This may lead to the need for Council to consider building a separate larger venue of 300 to 500 seats capacity in the next 10 to 15 years.

Versatility and flexibility of the theatre space is critical to support a wide range of performance types and staging options including:

- Drama
- Music theatre
- Acoustic and amplified music
- Dance
- Cabaret
- Film and multimedia
- School performance events

Seating should be retractable and easily moveable to enable a range of performance configurations including flat floor usage which could be valuable for arts, community and civic events. There should be the ability to expand and contract the auditorium to suit a range of events including more intimate performances. Good quality acoustics are critical with a level of acoustic adjustment incorporated in the design.

There will be high levels of usage by community users. Maximising the ability of the community to stage events, particularly where there is a high level of expertise amongst community groups will be important. Ensuring that the design and fitout of the theatre supports this and that the operational and staffing model enables this to occur is important.

The general approach for technical and production infrastructure should be to:

- Adopt the principle of affordable technology that allows community groups to use the facilities enabling the safe and efficient installation and operation of shows, events and exhibitions.
- Maximise the investment in core infrastructure that enable the flexible usage of the facilities including space adaptation, rigging, lighting, audio and data systems.

Note that specific back of house support spaces would be required as part of the Support Facilities described below.

### 7.7.5 Gallery

There are no dedicated gallery spaces in Surf Coast Shire other than the Anglesea Art House which has operated as a community group for 35 years. They are based in the old Scout Hall in Anglesea and offer classes and basic exhibition space. There are a number of small commercial galleries and artist studio galleries across the Shire. Ashmore Arts is the largest artist studio complex and is a commercial hub for local professional artists with artist studios and some options for display of artwork.

However, there are no gallery spaces with the infrastructure to stage larger scale exhibitions including touring shows.

There are larger galleries across the wider Geelong region.

- Geelong Art Gallery is a major regional gallery based in the Geelong Arts Precinct with a large collection with exhibitions drawing on the collection and temporary and touring exhibitions.
- COPACC has a public gallery which is used for community based exhibitions

Major regional galleries across south western Victoria include Geelong Art Gallery, Warrnambool Art Gallery and Hamilton Gallery. Incorporating a gallery space in Torquay would provide an opportunity to service the Surf Coast community on a sub-regional level.

There is an extensive network of galleries across regional Victoria. These include galleries which were established in the 19<sup>th</sup> century and a second wave of galleries which were established in the second half of the 20<sup>th</sup> century as the demand for cultural services and in particular for visual arts grew in many communities. The Public Galleries Association of Victoria members analysed all hold permanent collections ranging from small to large collections.

## Analysis of PGAV Regional Galleries Capacity

December 2021

City	Venue	Description	LGA Population
<b>REGIONAL UNDER 60,000 POP</b>			
Ararat	Ararat Gallery TAMA	2 Galleries plus collection stores	11,795
Benalla	Benalla Art Gallery	3 Galleries plus collection store	14,024
Castlemaine	Castlemaine Art Museum	3 Galleries plus collection store	18,749
Maryborough	Central Goldfields Arts Gallery	2 Galleries plus collection store.	13,209
Bairnsdale	East Gippsland Art Gallery	Small gallery rooms in historic house.	47,725
Sale	Gippsland Art Gallery	4 Galleries plus collection store	44,770
Hamilton	Hamilton Gallery	4 Galleries plus collection store	16,134
Horsham	Horsham Regional Art Gallery	3 Galleries plus collection store	19,875
Mildura	Mildura Arts Centre	5 Galleries, collection store, sculpture park	53,878
Swan Hill	Swan Hill Regional Art Gallery	2 Galleries plus collection store.	11,103
Wangaratta	Wangaratta Art Gallery	2 Galleries plus collection store.	29,197
Warrnambool	Warrnambool Art Gallery	4 Galleries plus collection store	34,862
Torquay			32,651

The analysis demonstrates that many communities with smaller populations than Surf Coast Shire have dedicated visual arts galleries.

Incorporating a Gallery space in Torquay would provide an opportunity to service the Surf Coast community on a sub-regional level and in particular complement the major regional gallery in Geelong.

The strength of the creative industries in Torquay would provide opportunities to promote and showcase the work of local professional artists and drive economic benefits for these artists and the creative industry sector.

The Gallery should be a dedicated visual arts space. It is desirable that the Gallery space be able to fulfil a number of purposes:

- Featuring the work of local community artists.

- Featuring the work of local professional artists.
- Presenting touring exhibitions of appropriate scale.
- Partnering with larger regional institutions such as Geelong Art Gallery for satellite exhibitions.
- Hosting workshops and classes for the community, in particular young people.
- Acting as a hub for artist residencies.

To enable these outcomes, the Gallery would need to meet the venue accreditation requirements for galleries including environmental controls and security.

The Gallery needs a high level of flexibility and adaptability for exhibitions. It should have the capacity to exhibit 2 dimensional works (paintings, prints, photographs), 3 dimensional works (sculptures, installations) and digital works (projections, screen based). To achieve this flexibility the Gallery should have suitable infrastructure for exhibitions with moveable walls and lighting and with data cabling and projection infrastructure.

To support workshops, classes and residencies there would need to be access to suitable workshop spaces including a flexible art studio space. These activities could utilise the proposed Maker Spaces in the Library.

Note that specific back of house support spaces would be required as part of the Support Facilities described below.

#### 7.7.6 Visitor Facilities

The integrated nature of the cultural facilities provides an opportunity to incorporate shared visitor facilities.

The central foyer has the potential to be an important social and gathering place for the community that links to the individual facilities. It can fulfil a role as a community lounge room. There is the potential for a strong internal / external connection.

Key functions include:

- Providing information and supporting transactions such as Museum admission and Theatre tickets.
- Encouraging activation, life and movement to make the Cultural Facilities an attractive destination.
- Support services for visitors and users.

The box office and reception service area would provide:

- Reception services for business visitors
- Directions for arts visitors
- Sales of cultural events including Museum admission, Theatre tickets, Library events, bookings for workshops and classes.
- Retail sales from the VIC
- Potentially artwork sales from exhibitions in the Gallery.

The foyer will be open to the public across a broad spread of hours including for evening events. This will require some foyer facilities such as box office, cash registers, computer stations and retail stock to be secured for out of hours activities.

Food and beverage services would cater for both daytime users and visitors and night time audience for shows and events as part of the foyer facilities. There was widespread agreement that at the minimum there should be a bar offering coffee and drinks and a basic pre-prepared food offer throughout the day and for shows and events. Typically, at these type of facilities (such as the Sale Wellington Centre) a café is included offering a more extensive food service. These services could be provided through a contractor or in-house operation.

Options for displaying visual arts and creative industries content such as fashion and design should be considered. Options could also include digital and sound elements.

Support services for visitors and users should include:

- Male, female and accessible toilets.
- Family change rooms
- Changing Places facility.
- External toilets will be required if the existing toilets in the courtyard are demolished.
- Storage facilities for visitors including for:
  - School groups bags.
  - Parents attending events with prams or pushers where they cannot be taken into the facility (such as theatre performances).
  - Audience attending shows where wheelchairs or walkers cannot safely remain in the auditorium.
  - Tourists with backpacks or luggage – external lockers may be an option for these visitors.

#### 7.7.7 Support Facilities

A range of support facilities are required to provide:

- back of house facilities.
- staff facilities.
- Storage.
- building services.

With the integrated nature of the cultural facilities, support facilities would be a mix of dedicated facilities for individual components and shared facilities.

Appropriate level of staff offices of staff required including capacity for interns, volunteers and future growth. While most staff can be housed in open plan areas, there needs to be a small number of individual offices and meeting rooms for confidential discussions. Offices for Library staff will need to be incorporated in the Library. Offices for Visitor Information Centre staff need to be in close proximity to the main foyer. Other offices may be located in a shared staff zone.

Associated with the shared staff zone a suite of staff facilities are required including:

- Staff toilets
- Showers
- Lockers
- Change Room
- Meals room including kitchenette.



Appropriate loading dock facilities are required across the facilities. The Library requires a smaller scale delivery dock close to the Returns Room to support the daily deliveries and pick ups of books and materials to and from other branches. Other facilities need the capacity to receive larger scale deliveries including touring shows and exhibitions. It would be desirable to provide a single shared loading dock.

Centralised rubbish and recycling facilities are required to service the cultural facilities. These may be provided in close proximity to the loading dock or in a separate location.

Additional space for each of the facilities are required for the preparation for events such as a Scene Dock for the Theatre and Preparation Rooms for the ANSM and Gallery. Dedicated storage rooms are required for items such as lighting equipment, audio equipment, audio visual equipment, events furniture, staging equipment and exhibition furniture.

Some workshops are required back of house including a technical workshop for electronic equipment and a small workshop for carpentry and painting for building maintenance, shows and exhibitions. A full workshop for sets, props and costumes should not be incorporated in the cultural facilities.

Provision of a rehearsal space is identified as a key facility. This would support:

- Community user groups for rehearsals for performances and events.
- Warm up space for performances.
- Assembly area for performances with large casts such as school productions.
- Workshops and classes requiring a larger area.
- Use as a functions or breakout space.

Provision of digital production facilities were supported for use for recording and preparation of digital content for shows and exhibitions and for teaching purposes. These facilities could include:

- Recording studio for audio content including small bands.
- Recording studio for video content including green screen.
- Editing suite for audio and video content.

These digital facilities could be shared across the Cultural Facilities including the ANSM, Theatre and Library as well as made available for supervised community usage.

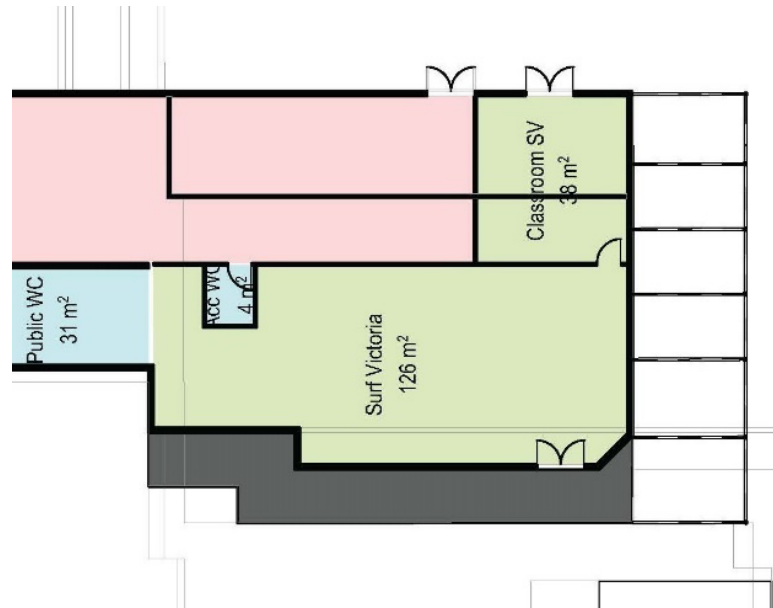
Typically casts for shows are up to 20 performers occasionally reaching 30 performers. Dressing room facilities for at least 20 performers would be required with some capacity for overflow into other spaces. Dressing rooms require appropriate levels of toilets and showers and accessibility.

Wardrobe and laundry facilities are required in close proximity to the dressing rooms.

A green room is essential for use by cast and crew for performances. The green room is also useful for cast meetings and notes.

Access to facilities available for community groups including the Theatre and rehearsal space needs to be available.

### 7.7.8 Surfing Victoria Offices



Surfing Victoria is the peak body for surfing in the state. Surfing Victoria offers a wide range of programs including surfing competitions, surfing workshops and elite training programs. They are currently housed in offices forming part of the Library building on a long term lease. Surfing Victoria will need to be incorporated in the redeveloped facilities under the terms of their lease.

Staffing comprises 11 full time and part time staff. The facilities are the administrative headquarters for Surfing Victoria. The classroom is used for a range of meetings, seminars, workshops and elite training programs.

The current building is in poor condition and staff are working in cramped conditions.

It would be desirable to increase the amount of office space and the efficiency of the layout to provide enhanced working conditions for staff.

Incorporating the Surfing Victoria offices in Stage One of the facilities will increase the connections with the cultural facilities. There is potential for Surfing Victoria to use spaces including the Theatrette, Rehearsal Room and Meeting Rooms for the activities currently staged in the classroom.

## 8. Design Report

## 9. Business Modelling (Stage 1 and Stage 2)

### 9.1 Purpose

The Business Modelling was undertaken by Rob Gebert Arts Consultancy. It provides a projection of the activity generated from the expanded Surf Coast Cultural Centre. This demonstrates for Stage One and Stage Two of the development the:

- Level of activity across each business unit.
- Earned revenue from direct activities.
- Expenditure including salaries, building utilities and overheads, operational overheads and direct business stream costs.
- Number of events.
- Number of attendances.
- EFT direct employment.
- 10 year operating budget.

The Operational Modelling includes a comparison of current financial outcomes for the existing facilities with proposed activity for Stage 1 and Stage 2. Prices and costs are based on 2021/22 values

### 9.2 Existing Management Model

The ANSM and VIC are currently managed by a Co-ordinator reporting to the Manager Economic Development and Tourism as part of the Place Making and Environment division.

The Torquay Library is managed by Geelong Regional Library Services under a contract for the provision of library services to the Surf Coast Shire. The contract is overseen by the Manager Community Relations.

### 9.3 Modelling Assumptions

- Modelling projections are based on realistic levels of growth to the projected capacity and utilisation of venues.
- Prices and costs are based on 2021/22 values.
- Precinct Operation includes Precinct Co-ordinator, operating costs shared public facilities (foyer, toilets, Forecourt, public events in theatrette, meeting rooms), Café lease and operation.
- ANSM includes Galleries, support spaces, theatrette.
- VIC includes VIC staff, retail and reception (Stage One) with box office added in Stage Two.
- MAC includes performance and gallery spaces, projected activity level and turnover during Stage One. Ceases operation at commencement of Stage Two construction. Member groups become hirers from Stage Two.
- Theatre includes auditorium and back of house facilities.
- Gallery includes gallery exhibition, artist studio and back of house facilities.
- Programming based on internal programming by the Arts Development team across all venues in the facilities. Includes local and touring artists.
- Room Hire Rates are based on current Cultural facilities rates, other Surf Coast Shire hire rates and benchmarking of similar venues in other LGAs.
- Room Hire rates provide for differential hiring rates for Commercial and Community Arts organisations.
- Theatre Hire Rates exclude technical and FOH staff due to variation in needs for different types of performances.
- Room Hire Rates include one FOH Manager excluding Meeting Rooms and Maker Spaces.
- Council internal usage including Programming are not charged Room Hire.

- Ticketing fees based on provision of ticketing services internally through VIC using an online ticketing system. Applies from Stage Two.
- Utilisation rates based on similar venues in regional Victoria.
- Occupancy and Utilisation analysis based on operating patterns of business unit. ANSM, VIC, Theatre and Gallery are based on 363 days per year (closed Christmas Day and Good Friday). Library based on 351 days per year (closed on Public holidays).
- Staff Costs based on 21/22 EA rates.
- Café Lease assumed to include exclusive use of the kitchen, back of house storage and shared use of the main Foyer and Courtyard.
- Asset Renewal Allocation based on SCSC depreciation rate on relevant elements of the Cost Plan.

## 9.4 Events and Attendances

### Summary Events and Attendances Comparison Baseline / Stage One / Stage Two

Summary OC Version 1.4 Final 25 January

Surf Coast Cultural Centre Business Modelling

	Baseline	Stage One	Stage Two
<b>Total Events</b>	<b>1,337</b>	<b>3,005</b>	<b>3,592</b>
<i>Attendances</i>			
Ticketed Attendances	11,140	50,176	77,434
Other Attendances	217,284	296,503	338,699
<b>Total Attendances</b>	<b>228,424</b>	<b>346,679</b>	<b>416,133</b>

Total events and attendances are projected to increase substantially in line with the increased activity. The growth in ticketed attendance to ANSM and the Theatre are key drivers in the growth in income.

The following tables analyses the level of events and attendances by major venue and presentation mode.

### Summary Events and Attendances Baseline

Version 1.4 Final 25 January

Summary OC

Surf Coast Cultural Centre Business Modelling

	ANSM	Library	VIC	Sub Total Main Venues	Café	Surfing Victoria	Total
<b>Total Events</b>	<b>363</b>	<b>351</b>	<b>363</b>	<b>1,077</b>	<b>0</b>	<b>260</b>	<b>1,337</b>
<i>Attendances</i>							
Ticketed Attendances	10,100			10,100	0	1,040	11,140
Other Attendances		105,000	112,284	217,284	0	0	217,284
<b>Total Attendances</b>	<b>10,100</b>	<b>105,000</b>	<b>112,284</b>	<b>227,384</b>	<b>0</b>	<b>1,040</b>	<b>228,424</b>

### Summary Events and Attendances Stage 1

Version 1.4 Final 25 January

Summary OC

Surf Coast Cultural Centre Business Modelling

	Programming	Theatre Hire	Room Hire	ANSM	Library	VIC	MAC	Sub Total Main Venues	Café	Surfing Victoria	Total
<b>Total Events</b>	<b>158</b>	<b>21</b>	<b>566</b>	<b>383</b>	<b>547</b>	<b>363</b>	<b>344</b>	<b>2,382</b>	<b>363</b>	<b>260</b>	<b>3,005</b>
<b>Attendances</b>											
Ticketed Attendances	6,081	2,117		30,650			10,289	49,136	0	1,040	50,176
Other Attendances			12,112		150,081	101,640		263,833	32,670	0	296,503
<b>Total Attendances</b>	<b>6,081</b>	<b>2,117</b>	<b>12,112</b>	<b>30,650</b>	<b>150,081</b>	<b>101,640</b>	<b>10,289</b>	<b>312,969</b>	<b>32,670</b>	<b>1,040</b>	<b>346,679</b>

### Summary Events and Attendances Stage 2

Version 1.4 Final 25 January

Summary OC

Surf Coast Cultural Centre Business Modelling

	Programming	Theatre Hire	Room Hire	ANSM	Library	VIC	Sub Total Main Venues	Café	Surfing Victoria	Total	
<b>Total Events</b>	<b>445</b>	<b>159</b>	<b>1,060</b>	<b>389</b>	<b>553</b>	<b>363</b>	<b>2,969</b>	<b>363</b>	<b>260</b>	<b>3,592</b>	
<b>Attendances</b>											
Ticketed Attendances	25,073	18,498		32,823			76,394	0	1,040	77,434	
Other Attendances			45,962		151,167	101,640	298,769	39,930	0	338,699	
<b>Total Attendances</b>	<b>25,073</b>	<b>18,498</b>	<b>45,962</b>	<b>32,823</b>	<b>151,167</b>	<b>101,640</b>	<b>375,163</b>	<b>39,930</b>	<b>1,040</b>	<b>416,133</b>	

The following tables analyse events and attendances by individual venues and business area.

### Detailed Events and Attendances Stage 1

Version 1.4 Final 25 January

Detailed OC

Surf Coast Cultural Centre Business Modelling

	Program ming	Theatre Hire	Room Hire	ANSM	Library	VIC	MAC	Sub Total Main Venues	Café	Surfing Victoria	Total
MAC Theatre							252	252			252
MAC Gallery							92	92			92
ANSM				383				383			383
Theatrette	15		11					26			26
Rehearsal/Function Room	15		131					145			145
Meeting Rooms / Maker Spaces	65		425		163			653			653
Library					376			376			376
VIC			0			363		363			363
Forecourt	44	21	0		7			72			72
Café								0	363		363
Other Spaces	20							20		260	280
<b>Total Events</b>	<b>158</b>	<b>21</b>	<b>566</b>	<b>383</b>	<b>547</b>	<b>363</b>	<b>344</b>	<b>2,382</b>	<b>363</b>	<b>260</b>	<b>3,005</b>
<b>Attendances</b>											
MAC Theatre							7,929	7,929			7,929
MAC Gallery							2,360	2,360			2,360
ANSM				30,650				30,650			30,650
Theatrette	726		956					1,682			1,682
Rehearsal/Function Room	145		4,785					4,930			4,930
Meeting Rooms / Maker Spaces	653		3,185		1,225			5,064			5,064
Library	0		3,185		148,420			151,605			151,605
VIC	0		0			101,640		101,640			101,640
Forecourt	4,356	2,117	0		436			6,908			6,908
Café								0	32,670		32,670
Other Spaces	200							200		1,040	1,240
<b>Total Attendances</b>	<b>6,081</b>	<b>2,117</b>	<b>12,112</b>	<b>30,650</b>	<b>150,081</b>	<b>101,640</b>	<b>10,289</b>	<b>312,969</b>	<b>32,670</b>	<b>1,040</b>	<b>346,679</b>

## Detailed Events and Attendances Stage 2

Version 1.4 Final 25 January

Detailed OC

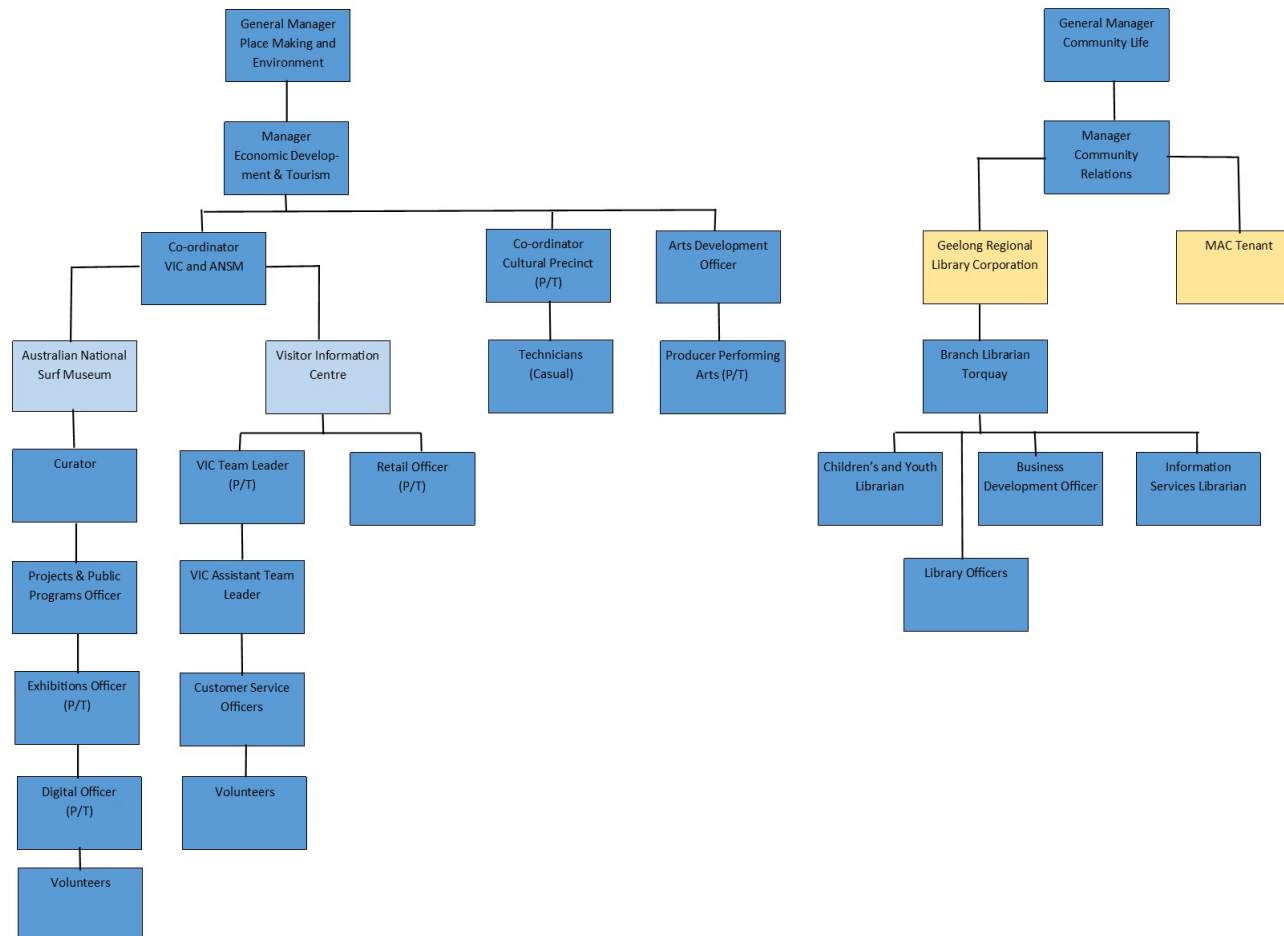
Surf Coast Cultural Centre Business Modelling

	Program ming	Theatre Hire	Room Hire	ANSM	Library	VIC	Sub Total Main Venues	Café	Surfing Victoria	Total
<b>Theatre</b>	48	138		6	6		198			198
<b>Gallery Space &amp; Studio</b>	240	0	453				693			693
<b>ANSM</b>		0	0	383			383			383
<b>Theatrette</b>	15	0	11				26			26
<b>Rehearsal / Function Room</b>	15		171				185			185
<b>Meeting Rooms / Maker Spaces</b>	65	0	425		163		653			653
<b>Library</b>	0	0	0		376		376			376
<b>VIC</b>		0	0			363	363			363
<b>Forecourt</b>	44	21	0		7		72			72
<b>Café</b>							0	363		363
<b>Other Spaces</b>	20	0	0				20		260	280
<b>Total Events</b>	<b>445</b>	<b>159</b>	<b>1,060</b>	<b>389</b>	<b>553</b>	<b>363</b>	<b>2,969</b>	<b>363</b>	<b>260</b>	<b>3,592</b>
<b>Attendances</b>										
<b>Theatre</b>										
Ticketed Attendances	9,518	15,947	0	1,086	1,086		27,638			27,638
Attendances		435					435			435
<b>Gallery Space &amp; Studio</b>										
Attendances	9,474	0	37,036				46,510			46,510
<b>ANSM</b>										
Ticketed Attendances	0	0	0	31,736			31,736			31,736
<b>Theatrette</b>	726	0	956				1,682			1,682
<b>Rehearsal / Function Room</b>	145		4,785				4,930			4,930
<b>Meeting Rooms / Maker Spaces</b>	653	0	3,185		1,225		5,064			5,064
<b>Library</b>	0	0	0		148,420		148,420			148,420
<b>VIC</b>	0	0	0			101,640	101,640			101,640
<b>Forecourt</b>	4,356	2,117	0		436		6,908			6,908
<b>Café</b>							0	39,930		39,930
<b>Other Spaces</b>	200	0	0				200		1,040	1,240
<b>Total Attendances</b>	<b>25,073</b>	<b>18,498</b>	<b>45,962</b>	<b>32,823</b>	<b>151,167</b>	<b>101,640</b>	<b>375,163</b>	<b>39,930</b>	<b>1,040</b>	<b>416,133</b>

## 9.5 Staffing Structure and Employment

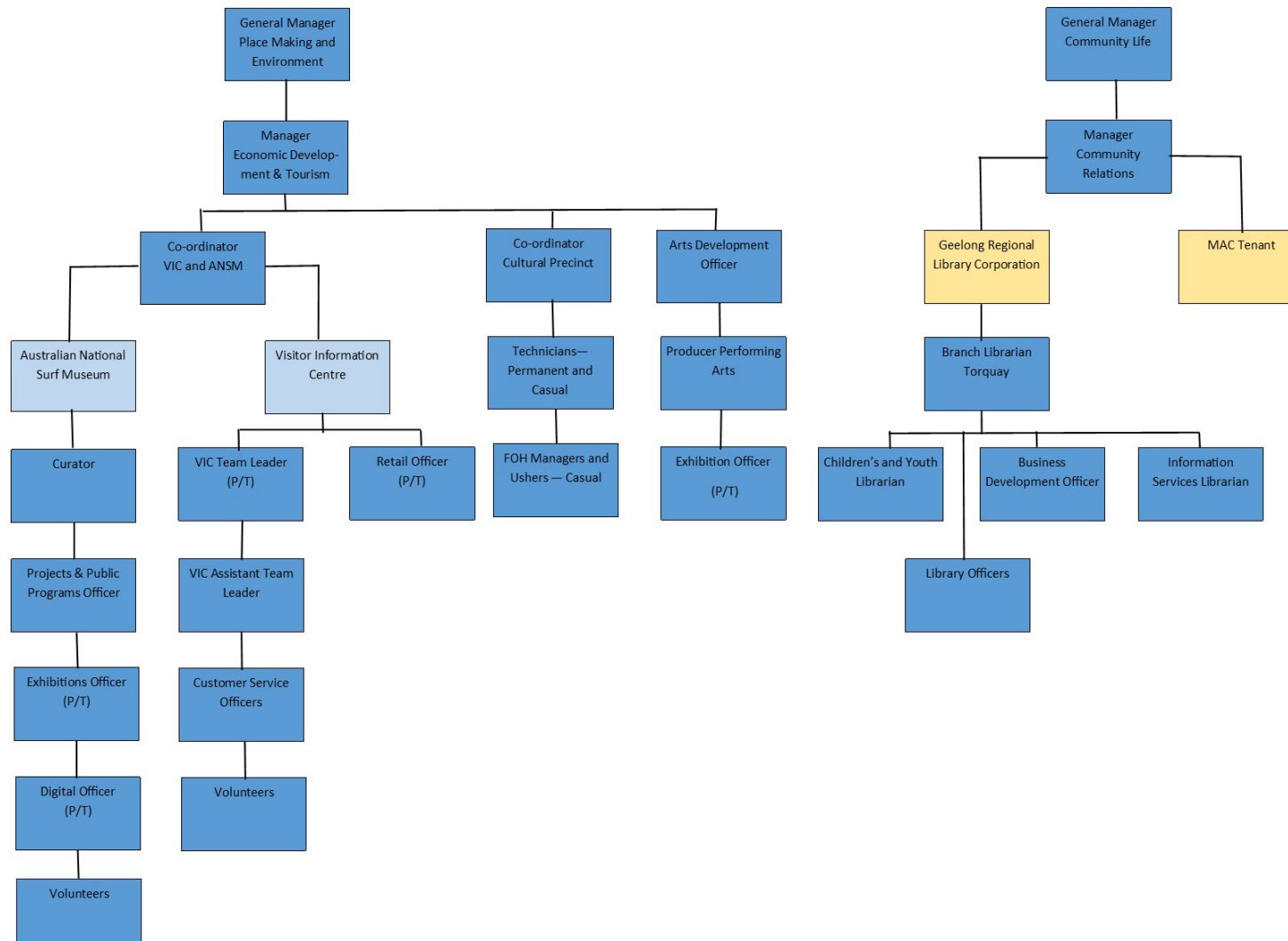
A proposed organisation structure has been developed for Stage One and Stage Two.

### Staffing Structure after completion of Stage One of the development.





**Staffing Structure after completion of Stage Two of the development.**



## Total Employment Impact Comparison

Summary OC

Version 1.3 as at 22 December

Torquay Cultural Facilities Financial Modelling

	Baseline	Stage One	Stage Two
	EFT	EFT	EFT
<b>Precinct Operation</b>			
Core Permanent Positions	0.00	0.60	1.00
Non Core Positions	0.00	0.29	0.00
<b>Theatre</b>			
Core Permanent Positions	0.00	0.00	2.00
Non Core Positions	0.00	0.00	1.02
<b>Gallery</b>			
Core Permanent Positions	0.00	0.00	0.60
<b>ANSM</b>			
Core Permanent Positions	2.50	3.30	3.50
<b>VIC</b>			
Core Permanent Positions	1.50	3.90	4.90
<b>Torquay Library</b>			
Core Permanent Positions	3.50	10.50	10.50
Total Staff	7.50	18.59	23.52
<b>Contractor Staffing</b>			
<b>Commercial Leases Staffing</b>			
Café	0.00	2.60	3.30
Surfing Victoria Offices	7.90	7.90	7.90
Total Third Party Staffing	7.90	10.50	11.20
Total Employment Impact	15.40	29.09	34.72

Direct EFT employment is projected to grow by a factor of 3 in line with the growth in facilities and activity level. Employment in the Café commercial lease is projected to provide 3.3 EFT positions.

## 9.6 Financial Modelling

The addition of new facilities and upgrading of existing facilities drives a large increase in activity across the Surf Coast Cultural Centre.

	Baseline 21/22 Budget	Total Full Operation Stage One	Total Full Operation Stage Two
<b>REVENUE</b>			
Operating Revenue	\$256,361	\$674,691	\$1,402,786
<b>TOTAL REVENUE</b>	<b>\$256,361</b>	<b>\$674,691</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>			
Total Salaries	\$847,691	\$1,518,791	\$1,876,222
Total Building Utilities and Overheads	\$177,268	\$202,000	\$234,500
Total Operational Overheads	\$58,580	\$71,840	\$77,150
Total Other Business Stream Costs	\$96,485	\$171,442	\$543,464
<b>TOTAL EXPENDITURE</b>	<b>\$1,180,024</b>	<b>\$1,964,073</b>	<b>\$2,731,336</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$923,663</b>	<b>-\$1,289,382</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>			
Asset Renewal Allocation	\$242,236	\$572,599	\$812,500
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$242,236</b>	<b>\$572,599</b>	<b>\$812,500</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$1,165,899</b>	<b>-\$1,861,981</b>	<b>-\$2,141,049</b>

Operating revenue is projected to increase by a factor of 5 times through the addition of the Theatre and Gallery and the growth in visitation to the AMSM. Operating expenditure is projected to increase by a factor of 2.3. The Operating deficit is projected to increase by \$405k which is within the parameters of the modelling in earlier studies.

### 10 Year Summary Operating Budget Total

Summary OC Version 1.4 Final 25 January  
Surf Coast Cultural Centre Business Modelling

	Stage 1 Open			Full Operation				Stage 2 Construct	Stage 2 Open	Full Operation
	Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Year 5 29/30	Year 6 30/31	Year 7 31/32	Year 8 32/33	Year 9 33/34	Year 10 34/35
<b>REVENUE</b>										
Operating Revenue	\$473,754	\$545,633	\$610,162	\$674,691	\$674,691	\$674,691	\$674,691	\$653,291	\$1,220,644	\$1,402,786
<b>TOTAL REVENUE</b>	<b>\$473,754</b>	<b>\$545,633</b>	<b>\$610,162</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$674,691</b>	<b>\$653,291</b>	<b>\$1,220,644</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>										
Total Salaries	\$1,511,990	\$1,514,257	\$1,516,524	\$1,518,791	\$1,518,791	\$1,518,791	\$1,518,791	\$1,518,791	\$1,848,764	\$1,876,222
Total Building Utilities and Overheads	\$158,450	\$176,100	\$189,050	\$202,000	\$202,000	\$202,000	\$202,000	\$192,500	\$210,900	\$234,500
Total Operational Overheads	\$60,405	\$66,870	\$69,355	\$71,840	\$71,840	\$71,840	\$71,840	\$60,550	\$77,150	\$77,150
Total Other Business Stream Costs	\$120,009	\$137,154	\$154,298	\$171,442	\$171,442	\$171,442	\$171,442	\$170,442	\$460,828	\$543,464
<b>TOTAL EXPENDITURE</b>	<b>\$1,850,854</b>	<b>\$1,894,381</b>	<b>\$1,929,227</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,964,073</b>	<b>\$1,942,283</b>	<b>\$2,597,642</b>	<b>\$2,731,336</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$1,377,101</b>	<b>-\$1,348,748</b>	<b>-\$1,319,065</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,289,382</b>	<b>-\$1,288,992</b>	<b>-\$1,376,998</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>										
Asset Renewal Allocation	\$572,599	\$556,441	\$541,233	\$526,631	\$512,603	\$499,120	\$486,155	\$473,682	\$794,177	\$770,723
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$572,599</b>	<b>\$556,441</b>	<b>\$541,233</b>	<b>\$526,631</b>	<b>\$512,603</b>	<b>\$499,120</b>	<b>\$486,155</b>	<b>\$473,682</b>	<b>\$794,177</b>	<b>\$770,723</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$1,949,700</b>	<b>-\$1,905,189</b>	<b>-\$1,860,298</b>	<b>-\$1,816,013</b>	<b>-\$1,801,985</b>	<b>-\$1,788,502</b>	<b>-\$1,775,537</b>	<b>-\$1,762,674</b>	<b>-\$2,171,175</b>	<b>-\$2,099,272</b>

The 10 Year Summary Operating Budget demonstrates the growth in revenue and expenditure from the opening of Stage One and Stage Two. It is assumed that it will require four years for Stage One to reach full operation and two years for Stage Two to reach full operation.

The 10 year Detailed Operating Budget expands the table above to individual account level.



The following tables breakout the Operating Budget by venue.

### Summary Operating Budget Stage 1 Total

Version 1.4 Final 25 January

Summary OC

Surf Coast Cultural Centre Business Modelling

	Precinct Operation	ANSM	VIC	Torquay Library	MAC	Total
<b>REVENUE</b>						
<i>Operating Revenue</i>	\$168,278	\$290,480	\$141,780	\$52,753	\$21,400	\$674,691
<b>TOTAL REVENUE</b>	<b>\$168,278</b>	<b>\$290,480</b>	<b>\$141,780</b>	<b>\$52,753</b>	<b>\$21,400</b>	<b>\$674,691</b>
<b>EXPENDITURE</b>						
<i>Total Salaries</i>	\$110,031	\$266,305	\$319,480	\$822,975	\$0	\$1,518,791
<i>Total Building Utilities and Overheads</i>	\$128,000	\$22,000	\$0	\$42,500	\$9,500	\$202,000
<i>Total Operational Overheads</i>	\$10,700	\$22,550	\$12,300	\$15,000	\$11,290	\$71,840
<i>Total Other Business Stream Costs</i>	\$60,585	\$36,800	\$73,058	\$0	\$1,000	\$171,442
<b>TOTAL EXPENDITURE</b>	<b>\$309,316</b>	<b>\$347,655</b>	<b>\$404,838</b>	<b>\$880,475</b>	<b>\$21,790</b>	<b>\$1,964,073</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$141,037</b>	<b>-\$57,175</b>	<b>-\$263,058</b>	<b>-\$827,723</b>	<b>-\$390</b>	<b>-\$1,289,382</b>
<b>NON OPERATING EXPENDITURE</b>						
Asset Renewal Allocation	\$572,599					\$572,599
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$572,599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$572,599</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$713,636</b>	<b>-\$57,175</b>	<b>-\$263,058</b>	<b>-\$827,723</b>	<b>-\$390</b>	<b>-\$1,861,981</b>

### Summary Operating Budget Stage 2 Total

Version 1.4 Final 25 January

Summary OC

Surf Coast Cultural Centre Business Modelling

	Precinct Operation	ANSM	VIC	Torquay Library	Theatre	Gallery	Total
<b>REVENUE</b>							
<i>Operating Revenue</i>	\$157,081	\$323,068	\$141,780	\$79,909	\$650,777	\$50,171	\$1,402,786
<b>TOTAL REVENUE</b>	<b>\$157,081</b>	<b>\$323,068</b>	<b>\$141,780</b>	<b>\$79,909</b>	<b>\$650,777</b>	<b>\$50,171</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>							
<i>Total Salaries</i>	\$92,000	\$281,025	\$395,930	\$822,975	\$240,132	\$44,160	\$1,876,222
<i>Total Building Utilities and Overheads</i>	\$108,000	\$22,000	\$0	\$42,500	\$42,000	\$20,000	\$234,500
<i>Total Operational Overheads</i>	\$9,000	\$22,550	\$12,300	\$15,000	\$12,700	\$5,600	\$77,150
<i>Total Other Business Stream Costs</i>	\$5,450	\$64,733	\$73,058	\$27,933	\$341,254	\$31,037	\$543,464
<b>TOTAL EXPENDITURE</b>	<b>\$214,450</b>	<b>\$390,308</b>	<b>\$481,288</b>	<b>\$908,408</b>	<b>\$636,085</b>	<b>\$100,797</b>	<b>\$2,731,336</b>
<b>SURPLUS (DEFICIT)</b>	<b>-\$57,370</b>	<b>-\$67,240</b>	<b>-\$339,508</b>	<b>-\$828,498</b>	<b>\$14,691</b>	<b>-\$50,626</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>							
Asset Renewal Allocation	\$812,500						\$812,500
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$812,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$812,500</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$869,870</b>	<b>-\$67,240</b>	<b>-\$339,508</b>	<b>-\$828,498</b>	<b>\$14,691</b>	<b>-\$50,626</b>	<b>-\$2,141,049</b>

The following tables breakout the Operating Budget by venue to individual account level.

## Detailed Operating Budget Baseline 20/21 by Unit

Version 1.4 Final 25 January

Detailed OC

Surf Coast Cultural Centre Business Modelling

	Precinct Operation	ANSM	VIC	Torquay Library	Total
<b>REVENUE</b>					
Venue Rental		\$2,000		\$9,000	\$11,000
Labour Recoveries Technical					\$0
Labour Recoveries FOH					\$0
Admission		\$94,561			\$94,561
Box Office Net of Ticketing Fees & Labour Recoveries					\$0
Box Office Ticketing Fees Revenue					\$0
Equipment Hire					\$0
Marketing Services					\$0
Retail Sales Merchandise			\$139,500		\$139,500
Theatre Bar Revenue Commission					\$0
Commercial Leases					\$0
Photocopying Revenue				\$1,300	\$1,300
Fines and Costs				\$10,000	\$10,000
					\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$96,561</b>	<b>\$139,500</b>	<b>\$20,300</b>	<b>\$256,361</b>
<b>EXPENDITURE</b>					
<i>Salaries</i>					
Core Salaries		\$156,806	\$317,967	\$335,100	\$809,873
Non-Core Salaries		\$4,000	\$33,818		\$37,818
<i>Total Salaries</i>	<i>\$0</i>	<i>\$160,806</i>	<i>\$351,785</i>	<i>\$335,100</i>	<i>\$847,691</i>
<i>Building Utilities and Overheads Stage One</i>					
Utility Costs	\$21,156			\$5,119	\$26,275
Maintenance Trades	\$10,870	\$3,200	\$1,200	\$24,935	\$40,205
Equipment	\$4,042	\$4,000		\$608	\$8,650
Fire Services	\$10,152			\$76	\$10,228
AirConditioning Maintenance	\$1,994			\$7,475	\$9,469
Security System	\$11,405			\$695	\$12,100
Pest Control	\$900			\$500	\$1,400
Cleaning	\$46,469	\$15,000		\$6,972	\$68,441
Lift Maintenance					\$0
External and Landscaping Maintenance	\$500				\$500
<i>Total Building Utilities and Overheads</i>	<i>\$107,488</i>	<i>\$22,200</i>	<i>\$1,200</i>	<i>\$46,380</i>	<i>\$177,268</i>
<i>Operational Overheads Stage One</i>					
Staff Amenities & Training		\$1,390	\$3,400		\$4,790
Protective Clothing & Uniforms		\$250	\$2,000		\$2,250
Telephone & Communications		\$600	\$3,285	\$18,900	\$22,785
Materials		\$0	\$1,530		\$1,530
Publications / Memberships / Subscriptions		\$500	\$610		\$1,110
Stationery & Office Consumables		\$500	\$500		\$1,000
Travel and Accommodation		\$800	\$0		\$800
Photocopier / Printer Costs				\$1,495	\$1,495
Computer Support				\$3,700	\$3,700
Website					\$0
Publishing and Printing					\$0
Advertising - Venue					\$0
Marketing In House Programming		\$17,620	\$1,500		\$19,120
<i>Total Operational Overheads</i>	<i>\$0</i>	<i>\$21,660</i>	<i>\$12,825</i>	<i>\$24,095</i>	<i>\$58,580</i>
<i>Other Business Stream Costs</i>					
Cleaning - Event					\$0
Events Expenses					\$0
Ticketing Fees and Costs					\$0
Performance Fees					\$0
Exhibition Costs		\$24,860			\$24,860
Royalties					\$0
Event Marketing Costs					\$0
Retail Merchandise Stock			\$71,625		\$71,625
<i>Total Other Costs</i>	<i>\$0</i>	<i>\$24,860</i>	<i>\$71,625</i>	<i>\$0</i>	<i>\$96,485</i>
<b>TOTAL EXPENDITURE</b>	<b>\$107,488</b>	<b>\$229,526</b>	<b>\$437,435</b>	<b>\$405,575</b>	<b>\$1,180,024</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$107,488</b>	<b>-\$132,965</b>	<b>-\$297,935</b>	<b>-\$385,275</b>	<b>-\$923,663</b>

Detailed Operating Budget by Unit Stage One

Version 1.4 Final 25 January

Detailed OC

Surf Coast Cultural Centre Business Modelling

	Precinct Operation	ANSM	VIC	Torquay Library	MAC	Total
<b>REVENUE</b>						
Venue Rental	\$94,133	\$500		\$27,753	\$8,900	\$131,286
Labour Recoveries Technical	\$8,653					\$8,653
Labour Recoveries FOH	\$18,073					\$18,073
Admission		\$287,980				\$287,980
Box Office Net of Ticketing Fees & Labour Recoveries	\$21,676	\$2,000				\$23,676
Box Office Ticketing Fees Revenue						\$0
Equipment Hire	\$4,233					\$4,233
Marketing Services						\$0
Retail Sales Merchandise / Commission			\$141,780		\$8,100	\$149,880
Theatre Bar Revenue Commission	\$290					\$290
Commercial Leases	\$21,220					\$21,220
Photocopying Revenue				\$10,000		\$10,000
Fines and Costs				\$15,000		\$15,000
Other Income					\$4,400	\$4,400
<b>TOTAL REVENUE</b>	<b>\$168,278</b>	<b>\$290,480</b>	<b>\$141,780</b>	<b>\$52,753</b>	<b>\$21,400</b>	<b>\$674,691</b>
<b>EXPENDITURE</b>						
<i>Salaries</i>						
Core Salaries	\$73,600	\$231,700	\$278,200	\$721,500		\$1,305,000
Non-Core Salaries	\$22,671					\$22,671
<b>Subtotal Salaries</b>	<b>\$96,271</b>	<b>\$231,700</b>	<b>\$278,200</b>	<b>\$721,500</b>	<b>\$0</b>	<b>\$1,327,671</b>
Salary Overheads	\$13,760	\$34,605	\$41,280	\$101,475		\$191,120
<b>Total Salaries</b>	<b>\$110,031</b>	<b>\$266,305</b>	<b>\$319,480</b>	<b>\$822,975</b>	<b>\$0</b>	<b>\$1,518,791</b>
<i>Building Utilities and Overheads Stage One</i>						
Utility Costs	\$20,000			\$10,000	\$9,000	\$39,000
Maintenance Trades	\$15,000	\$5,000		\$3,000	\$500	\$23,500
Equipment	\$5,000	\$2,000		\$2,000		\$9,000
Fire Services	\$12,000			\$2,000		\$14,000
AirConditioning Maintenance	\$3,000			\$2,000		\$5,000
Security System	\$12,000			\$1,000		\$13,000
Pest Control	\$1,000			\$500		\$1,500
Cleaning	\$35,000	\$15,000		\$12,000		\$62,000
Lift Maintenance	\$20,000			\$10,000		\$30,000
External and Landscaping Maintenance	\$5,000					\$5,000
<b>Total Building Utilities and Overheads</b>	<b>\$128,000</b>	<b>\$22,000</b>	<b>\$0</b>	<b>\$42,500</b>	<b>\$9,500</b>	<b>\$202,000</b>
<i>Operational Overheads Stage One</i>						
Staff Amenities & Training	\$3,200	\$1,250	\$3,400		\$1,640	\$9,490
Protective Clothing & Uniforms		\$1,000	\$1,500			\$2,500
Telephone & Communications	\$1,000	\$600	\$3,300	\$8,000		\$12,900
Materials	\$2,000		\$1,500			\$3,500
Publications / Memberships / Subscriptions	\$700	\$500	\$600			\$1,800
Stationery & Office Consumables	\$800	\$500	\$500			\$1,800
Travel and Accommodation		\$500				\$500
Photocopier / Printer Costs				\$2,000		\$2,000
Computer Support				\$5,000		\$5,000
Website	\$1,000	\$1,000				\$2,000
Publishing and Printing	\$1,000	\$2,200				\$3,200
Advertising - Venue	\$1,000	\$5,000			\$4,550	\$10,550
Marketing In House Programming		\$10,000	\$1,500			\$11,500
MAC Administration					\$5,100	\$5,100
<b>Total Operational Overheads</b>	<b>\$10,700</b>	<b>\$22,550</b>	<b>\$12,300</b>	<b>\$15,000</b>	<b>\$11,290</b>	<b>\$71,840</b>
<i>Other Business Stream Costs</i>						
Cleaning - Event	\$7,580					\$7,580
Events Expenses	\$6,338	\$1,800				\$8,138
Ticketing Fees and Costs	\$3,155					\$3,155
Performance Fees	\$30,225					\$30,225
Exhibition Costs		\$35,000			\$1,000	\$36,000
Royalties						\$0
Event Marketing Costs	\$13,287					\$13,287
Retail Merchandise Stock			\$73,058			\$73,058
<b>Total Other Costs</b>	<b>\$60,585</b>	<b>\$36,800</b>	<b>\$73,058</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$171,442</b>
<b>TOTAL EXPENDITURE</b>	<b>\$309,316</b>	<b>\$347,655</b>	<b>\$404,838</b>	<b>\$880,475</b>	<b>\$21,790</b>	<b>\$1,964,073</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$141,037</b>	<b>-\$57,175</b>	<b>-\$263,058</b>	<b>-\$827,723</b>	<b>-\$390</b>	<b>-\$1,289,382</b>
<b>NON OPERATING EXPENDITURE</b>						
Asset Renewal Allocation	\$572,599					\$572,599
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$572,599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$572,599</b>
<b>TOTAL OPERATING SURPLUS (DEFICIT)</b>	<b>-\$713,636</b>	<b>-\$57,175</b>	<b>-\$263,058</b>	<b>-\$827,723</b>	<b>-\$390</b>	<b>-\$1,861,981</b>

Detailed Operating Budget by Unit Stage Two

Version 1.4 Final 25 January

Detailed OC

Surf Coast Cultural Centre Business Modelling

	Precinct Operation	ANSM	VIC	Torquay Library	Theatre	Gallery	Total
<b>REVENUE</b>							
Venue Rental	\$96,533	\$500		\$27,753	\$80,419	\$30,418	\$235,623
Labour Recoveries Technical	\$8,653				\$125,605		\$134,258
Labour Recoveries FOH	\$18,073				\$57,320		\$75,393
Admission		\$287,980					\$287,980
Box Office Net of Ticketing Fees & Labour Recoveries		\$34,588		\$27,157	\$272,433	\$3,659	\$337,838
Box Office Ticketing Fees Revenue					\$88,582		\$88,582
Equipment Hire					\$7,764		\$7,764
Marketing Services					\$18,654		\$18,654
Retail Sales Merchandise / Commission			\$141,780			\$16,094	\$157,874
Theatre Bar Revenue Commission	\$12,602						\$12,602
Commercial Leases	\$21,220						\$21,220
Photocopying Revenue				\$10,000			\$10,000
Fines and Costs				\$15,000			\$15,000
<b>TOTAL REVENUE</b>	<b>\$157,081</b>	<b>\$323,068</b>	<b>\$141,780</b>	<b>\$79,909</b>	<b>\$650,777</b>	<b>\$50,171</b>	<b>\$1,402,786</b>
<b>EXPENDITURE</b>							
<i>Salaries</i>							
Core Salaries	\$80,000	\$244,500	\$345,200	\$721,500	\$133,000	\$38,400	\$1,562,600
Non-Core Salaries					\$78,510		\$78,510
<i>Subtotal Salaries</i>	<i>\$80,000</i>	<i>\$244,500</i>	<i>\$345,200</i>	<i>\$721,500</i>	<i>\$211,510</i>	<i>\$38,400</i>	<i>\$1,641,110</i>
Salary Overheads	\$12,000	\$36,525	\$50,730	\$101,475	\$28,621	\$5,760	\$235,111
<i>Total Salaries</i>	<i>\$92,000</i>	<i>\$281,025</i>	<i>\$395,930</i>	<i>\$822,975</i>	<i>\$240,132</i>	<i>\$44,160</i>	<i>\$1,876,222</i>
<i>Building Utilities and Overheads Stage One</i>							
Utility Costs	\$15,000			\$10,000	\$20,000	\$10,000	\$55,000
Maintenance Trades	\$5,000	\$5,000		\$3,000	\$5,000	\$2,000	\$20,000
Equipment	\$5,000	\$2,000		\$2,000	\$5,000	\$2,000	\$16,000
Fire Services	\$12,000			\$2,000			\$14,000
AirConditioning Maintenance	\$3,000			\$2,000	\$2,000	\$1,000	\$8,000
Security System	\$12,000			\$1,000			\$13,000
Pest Control	\$1,000			\$500			\$1,500
Cleaning	\$30,000	\$15,000		\$12,000	\$10,000	\$5,000	\$72,000
Lift Maintenance	\$20,000			\$10,000			\$30,000
External and Landscaping Maintenance	\$5,000						\$5,000
<i>Total Building Utilities and Overheads</i>	<i>\$108,000</i>	<i>\$22,000</i>	<i>\$0</i>	<i>\$42,500</i>	<i>\$42,000</i>	<i>\$20,000</i>	<i>\$234,500</i>
<i>Operational Overheads Stage One</i>							
Staff Amenities & Training	\$1,000	\$1,250	\$3,400		\$2,000	\$500	\$8,150
Protective Clothing & Uniforms	\$500	\$1,000	\$1,500		\$1,000		\$4,000
Telephone & Communications	\$1,000	\$600	\$3,300	\$8,000	\$1,000	\$500	\$14,400
Materials			\$1,500		\$200	\$200	\$1,900
Publications / Memberships / Subscriptions	\$200	\$500	\$600		\$1,000	\$500	\$2,800
Stationery & Office Consumables	\$800	\$500	\$500		\$500	\$200	\$2,500
Travel and Accommodation	\$1,000	\$500			\$1,000	\$500	\$3,000
Photocopier / Printer Costs	\$500			\$2,000	\$500	\$200	\$3,200
Computer Support	\$1,000			\$5,000	\$1,000	\$500	\$7,500
Website	\$1,000	\$1,000			\$1,000		\$3,000
Publishing and Printing	\$1,000	\$2,200			\$500	\$500	\$4,200
Advertising - Venue	\$1,000	\$5,000					\$6,000
Marketing In House Programming		\$10,000	\$1,500		\$3,000	\$2,000	\$16,500
<i>Total Operational Overheads</i>	<i>\$9,000</i>	<i>\$22,550</i>	<i>\$12,300</i>	<i>\$15,000</i>	<i>\$12,700</i>	<i>\$5,600</i>	<i>\$77,150</i>
<i>Other Business Stream Costs</i>							
Cleaning - Event	\$5,450				\$13,744		\$19,195
Events Expenses		\$1,800			\$24,776		\$26,576
Ticketing Fees and Costs					\$20,134		\$20,134
Performance Fees		\$27,933		\$27,933	\$181,321		\$237,187
Exhibition Costs		\$35,000				\$27,225	\$62,225
Royalties					\$16,609		\$16,609
Event Marketing Costs					\$84,670	\$3,812	\$88,482
Retail Merchandise Stock			\$73,058				\$73,058
<i>Total Other Costs</i>	<i>\$5,450</i>	<i>\$64,733</i>	<i>\$73,058</i>	<i>\$27,933</i>	<i>\$341,254</i>	<i>\$31,037</i>	<i>\$543,464</i>
<b>TOTAL EXPENDITURE</b>	<b>\$214,450</b>	<b>\$390,308</b>	<b>\$481,288</b>	<b>\$908,408</b>	<b>\$636,085</b>	<b>\$100,797</b>	<b>\$2,731,336</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>-\$57,370</b>	<b>-\$67,240</b>	<b>-\$339,508</b>	<b>-\$828,498</b>	<b>\$14,691</b>	<b>-\$50,626</b>	<b>-\$1,328,549</b>
<b>NON OPERATING EXPENDITURE</b>							
Asset Renewal Allocation	\$812,500						\$812,500
<b>TOTAL NON OPERATING EXPENDITURE</b>	<b>\$812,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$812,500</b>
<b>TOTAL OPERATING SURPLUS (DEFICIT)</b>	<b>-\$869,870</b>	<b>-\$67,240</b>	<b>-\$339,508</b>	<b>-\$828,498</b>	<b>\$14,691</b>	<b>-\$50,626</b>	<b>-\$2,141,049</b>



Proposed hiring rates and charges have been developed as part of the modelling. Separate hiring rates have been established for commercial hirers and community hirers with substantial discounts for community users typically of 50%.

## Rates and Charges

Version 1.4 Final 25 January

Data

Surf Coast Cultural Centre Business Modelling

Variable

Details	Commercial	Community Groups	Notes
<b>Theatre (Stage Two)</b>			
Proportion of Commercial Rate		50%	
Theatre Rental			
Venue Rental Per Week (Season)		\$2,500	Community only
Venue Rental Per Day (8 hours)	\$1,000	\$500	
Venue Rental Per Hour (Bump in and Rehearsal)	\$130	\$65	
<b>Forecourt (Stage One)</b>			
Venue Rental Per Day (8 hours)	\$560	\$200	Lower Community Rate
Venue Rental Per Hour	\$70	\$25	
Ticketing Booking Fees			
Proportion of Commercial Rate			
Commission Inside Charge	\$3.00	\$2.50	
Commission Processing Fee	1.60%	1.60%	
Booking Fees Complimentaries	\$1.00	\$1.00	
<b>Staffing Costs Recovery</b>			
Proportion of Commercial Rate		90%	
Duty Supervising Technician	\$56	\$50	
Technician	\$50	\$45	
Duty FOH Manager	\$56	\$50	
Usher / Box Office	\$50	\$45	
<b>Room Hire</b>			
Proportion of Commercial Rate		50%	
<b>Theatrette</b>			
Venue Rental Per Day (8 hours)	\$400	\$200	
Venue Rental Per Hour	\$50	\$25	
<b>Rehearsal Room (arts usage)</b>			
Venue Rental Per Day (8 hours)	\$200	\$60	Lower community rate
Venue Rental Per Hour	\$25	\$9	
<b>Rehearsal Room (event usage)</b>			
Venue Rental Per Day (8 hours)	\$400	\$200	
Venue Rental Per Hour	\$50	\$25	
<b>Meeting Rooms &amp; Maker Spaces</b>			
			Library rates confirmed by Board annually.
Venue Rental Per Day (8 hours)	\$330	\$150	Lower community rate
Venue Rental Per Hour	\$55	\$25	
<b>Gallery (Stage Two)</b>			
Proportion of Commercial Rate		25%	
<b>Gallery Space</b>			
Venue Rental Week (Season)		\$375	
Venue Rental Per Day (8 hours)	\$300	\$75	
Venue Rental Per Hour	\$50	\$13	
Commission on Sales	10%	10%	
<b>Gallery Studio</b>			
Venue Rental Per Day (8 hours)	\$240	\$60	
Venue Rental Per Hour	\$30	\$8	

As part of the modelling process, the number of events in each venue have been projected for Stage One and Stage Two.

### Occupancy per Venue per Event Type StageOne

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#### Variables

Surf Coast Cultural Centre Business Modelling

No of Usable Days 363 Exclude Christmas Day, Good Friday

Surf Coast Cultural Centre Business Modelling

	Commercial	Community	Internal Programming	VIC	ANSM	Library	MAC	Total Events
<b>Theatrette</b>								
Room Hire	3	8						11
Self Programmed			15					15
Functions / events	2	5						7
ANSM					363			363
Library						4		4
<b>Total Theatrette</b>	<b>5</b>	<b>13</b>	<b>15</b>		<b>363</b>	<b>4</b>		<b>399</b>
<b>Forecourt</b>								
Room Hire		15						15
Self Programmed			44					44
Functions / events	3	4	0					7
Library						7		7
<b>Total Forecourt</b>	<b>3</b>	<b>19</b>	<b>44</b>		<b>0</b>	<b>7</b>		<b>73</b>
<b>Rehearsal &amp; Function Space</b>								
Room Hire	12	51						62
Self Programmed			15					15
Functions / events	7	7						15
Rehearsal / Studio		54						54
<b>Total Rehearsal &amp; Function Space</b>	<b>19</b>	<b>112</b>	<b>15</b>		<b>0</b>	<b>0</b>		<b>145</b>
<b>Meeting Rooms &amp; Maker Spaces</b>								
Room Hire	64	361						425
Self Programmed			65					65
Library						163		163
<b>Total MR &amp; MS</b>	<b>64</b>	<b>361</b>	<b>65</b>		<b>0</b>	<b>163</b>		<b>653</b>
<b>ANSM</b>								
Room Hire					10			10
Days of Operation					363			363
Functions / events					10			10
<b>Total ANSM</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>383</b>	<b>0</b>		<b>383</b>
<b>VIC</b>								
Days of Operation				363				363
<b>Total VIC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>363</b>	<b>0</b>	<b>0</b>		<b>363</b>
<b>Torquay Library</b>								
Open Days				327				327
Events	5	20						25
<b>Total Torquay Library</b>	<b>5</b>	<b>20</b>	<b>0</b>	<b>327</b>	<b>0</b>			<b>352</b>
<b>Workshops &amp; Classes</b>								
Various Spaces			20					20
<b>Leased spaces</b>								
<b>Café</b>								
Days of Operation	363							363
<b>Total Cafe</b>	<b>363</b>	<b>0</b>	<b>0</b>		<b>0</b>			<b>363</b>
<b>MAC</b>								
Theatre TTT							84	84
Theatre Hire							168	168
Gallery SCAS							92	92
<b>Total MAC</b>							<b>344</b>	<b>344</b>
<b>Total Events</b>	<b>395</b>	<b>163</b>	<b>93</b>	<b>690</b>	<b>746</b>	<b>11</b>	<b>344</b>	<b>2,442</b>

**Occupancy per Venue per Event Type Stage Two**

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**Variables**

Surf Coast Cultural Centre Business Modelling

No of Usable Days

363 Exclude Christmas Day, Good Friday

Surf Coast Cultural Centre Business Modelling

	Commercial	Community	Internal Programming	VIC	ANSM	Library	Total Events
<b>Theatre</b>							
Room Hire	30	86					116
Self Programmed			48				48
Rehearsal		31					31
ANSM					6		6
Library						6	6
<b>Total Theatre</b>	<b>30</b>	<b>117</b>	<b>48</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>207</b>
<b>Theatrette</b>							
Room Hire	3	8					11
Self Programmed			15				15
Functions / events	2	5					7
ANSM					363		363
Library						4	4
<b>Total Theatrette</b>	<b>5</b>	<b>13</b>	<b>15</b>		<b>363</b>	<b>4</b>	<b>399</b>
<b>Forecourt</b>							
Room Hire		15					15
Self Programmed			44				44
Functions / events	3	4	0				7
Library						7	7
<b>Total Forecourt</b>	<b>3</b>	<b>19</b>	<b>44</b>		<b>0</b>	<b>7</b>	<b>73</b>
<b>Rehearsal &amp; Function Space</b>							
Room Hire	12	51					62
Self Programmed			15				15
Functions / events	7	7					15
Rehearsal / Studio		94					94
<b>Total Rehearsal &amp; Function Space</b>	<b>19</b>	<b>152</b>	<b>15</b>		<b>0</b>	<b>0</b>	<b>185</b>
<b>Meeting Rooms &amp; Maker Spaces</b>							
Room Hire	64	361					425
Self Programmed			65				65
Library						163	163
<b>Total MR &amp; MS</b>	<b>64</b>	<b>361</b>	<b>65</b>		<b>0</b>	<b>163</b>	<b>653</b>
<b>Gallery Space</b>							
Room Hire	5	104					109
Self Programmed			109				109
<b>Total MR &amp; MS</b>		<b>104</b>	<b>109</b>				<b>218</b>
<b>Gallery Studio</b>							
Room Hire		87					87
Self Programmed			131				131
<b>Total Gallery Studio</b>	<b>0</b>	<b>87</b>	<b>131</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>218</b>
<b>ANSM</b>							
Room Hire					10		10
Days of Operation					363		363
Functions / events					10		10
<b>Total ANSM</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>383</b>	<b>0</b>	<b>383</b>
<b>VIC</b>							
Days of Operation				363			363
<b>Total VIC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>363</b>	<b>0</b>	<b>0</b>	<b>363</b>
<b>Torquay Library</b>							
Open Days				327			327
Events	5	20					25
<b>Total Torquay Library</b>	<b>5</b>	<b>20</b>	<b>0</b>	<b>327</b>	<b>0</b>		<b>352</b>
<b>Workshops &amp; Classes</b>							
Various Spaces			20				20
<b>Leased spaces</b>							
<b>Café</b>							
Days of Operation	363						363
<b>Total Cafe</b>	<b>363</b>	<b>0</b>	<b>0</b>		<b>0</b>		<b>363</b>
<b>Total Events</b>	<b>425</b>	<b>407</b>	<b>271</b>	<b>690</b>	<b>752</b>	<b>17</b>	<b>2,563</b>

Staffing costs have been identified for Stage One and Two. Salary costs are based on rates for existing staff with comparable rates established for new positions. The table incorporates both permanent full time and part time staff and an allocation of hours for casual staff including Technicians and FOH Managers.

**Staff Costs Stage One**

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Variables  
Surf Coast Cultural Centre Business Modelling

	Permanent	Casual
Salary overheads		
Superannuation	10.0%	10.0%
Workcover	2.0%	2.0%
Annual Leave	1.0%	0.0%
Long Service Leave	2.0%	0.0%
Training Allowance	0.0%	0.0%
Total Salary Overheads	15.0%	12.0%

																	Updated from R & E Worksheets			
Position	Band	Annual Salary	Salary Overheads	Annual Salary + Overheads	Weekly Salary + Overheads	Hourly Salary	Casual Hourly Salary (+25% loading)	Salary Overheads	Casual Salary + Overheads	Hourly Salary + Overheads	Casual Salary + Overheads	Core Permanent Positions	Salary Costs	Salary overheads	Annual Cost	Non - Core Positions Hours	Salary Costs	Salary overheads	Annual Cost	
<b>Precinct Operation</b>																				
Co-ordinator Cultural Precinct	5D	\$80,000.00	\$12,000.00	\$92,000.00	\$1,769.23	\$43.96		\$6.07		\$46.56		0.6	\$48,000	\$7,200	\$55,200					
Technician	2C	\$58,000.00	\$8,700.00	\$66,700.00	\$1,282.69	\$31.87	\$39.84	\$4.40	\$4.78	\$36.65	\$44.62	0.0	\$0	\$0	\$0	451	\$17,966	\$2,156	\$20,122	
FOH Manager	2C	\$58,000.00	\$8,700.00	\$66,700.00	\$1,282.69	\$31.87	\$39.84	\$4.40	\$4.78	\$36.65	\$44.62	0.0	\$0	\$0	\$0	62	\$2,458	\$295	\$2,753	
Usher	1A	\$53,000.00	\$7,950.00	\$60,950.00	\$1,172.12	\$29.12	\$36.40	\$4.02	\$4.37	\$33.49	\$40.77	0.0	\$0	\$0	\$0	62	\$2,246	\$270	\$2,516	
Producer Performing Arts	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16	\$43.96	\$4.86	\$5.27	\$37.25	\$49.23	0.4	\$25,600	\$3,840	\$29,440					
Subtotal Precinct Operation												1.0	\$73,600	\$11,040	\$84,640					
<b>ANSM</b>																				
Co-ordinator ANSM & VIC	7A	\$93,000.00	\$13,950.00	\$106,950.00	\$2,056.73	\$51.10		\$7.66		\$54.12		0.5	\$46,500	\$6,975	\$53,475					
Curator	4D	\$69,000.00	\$10,350.00	\$79,350.00	\$1,525.96	\$37.91		\$5.69		\$40.16		1.0	\$69,000	\$10,350	\$79,350					
Projects and Public Programs Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$37.25		1.0	\$64,000	\$9,600	\$73,600					
Exhibitions Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$37.25		0.6	\$38,400	\$5,760	\$44,160					
Digital Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$37.25		0.2	\$12,800	\$1,920	\$14,720					
Overtime															\$1,000					
Subtotal ANSM												3.3	\$230,700	\$34,605	\$266,305					
<b>VIC</b>																				
Co-ordinator ANSM & VIC	7A	\$93,000.00	\$13,950.00	\$106,950.00	\$2,056.73	\$47.06	\$58.83	\$7.06	\$7.06	\$54.12	\$65.89	0.5	\$46,500	\$6,975	\$53,475					
Team Leader VIC	5D	\$80,000.00	\$12,000.00	\$92,000.00	\$1,769.23	\$40.49	\$50.61	\$6.07	\$6.07	\$46.56	\$56.68	0.5	\$40,000	\$6,000	\$46,000					
Assistant Team Leader	4C	\$67,000.00	\$10,050.00	\$77,050.00	\$1,481.73	\$33.91	\$42.38	\$5.09	\$5.09	\$38.99	\$47.47	1.0	\$67,000	\$10,050	\$77,050					
Retail Officer	4D	\$68,000.00	\$10,200.00	\$78,200.00	\$1,503.85	\$34.41	\$43.02	\$5.16	\$5.16	\$39.57	\$48.18	0.4	\$27,200	\$4,080	\$31,280					
Customer Service Officers	3D	\$63,000.00	\$9,450.00	\$72,450.00	\$1,393.27	\$31.88	\$39.85	\$4.78	\$4.78	\$36.66	\$44.64	1.5	\$94,500	\$14,175	\$108,675					
Overtime															\$3,000					
Subtotal VIC												3.9	\$275,200	\$41,280	\$319,480					
<b>Torquay Library</b>																				
Branch Librarian Torquay	6A	\$84,000.00	\$12,600.00	\$96,600.00	\$1,857.69	\$42.51	\$53.14	\$6.38	\$6.38	\$48.89	\$59.51	1.0	\$84,000	\$12,600	\$96,600					
Children's and Youth Librarian	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$43.07	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Business Development Officer	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$43.07	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Information Services Librarian	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$43.07	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Library Officers	2C	\$57,000.00	\$8,550.00	\$65,550.00	\$1,260.58	\$28.85	\$36.06	\$4.33	\$4.33	\$33.17	\$40.38	6.5	\$370,500	\$55,575	\$426,075					
Overtime															\$45,000					
Subtotal Torquay Library												10.5	\$676,500	\$101,475	\$822,975					
Overtime														\$0	\$0.00					
Penalty Rates														\$0	\$0.00					
<b>Total Precinct Salaries</b>												18.7	\$2,512,000	\$376,800	\$2,988,800	574.4	\$22,671	\$2,720	\$25,391	
<b>Total Precinct Core &amp; Non Core</b>												19.0	\$2,534,671	\$379,520	\$3,012,191	0.29				

Staff Costs Stage Two

Version 1.4 Final 25 January

Variables  
Surf Coast Cultural Centre Business Modelling

	Permanent	Casual
Salary overheads		
Superannuation	10.0%	10.0%
Workcover	2.0%	2.0%
Annual Leave including 17.5% Loading	1.0%	0.0%
Long Service Leave	2.0%	0.0%
Training Allowance	0.0%	0.0%
<b>Total Salary Overheads</b>	<b>15.0%</b>	<b>12.0%</b>

																	Updated from R & E Worksheets			
Position	Band	Annual Salary	Salary Overheads	Annual Salary + Overheads	Weekly Salary + Overheads	Hourly Salary	Casual Hourly Salary (+25% loading)	Salary Overheads	Casual Salary + Overheads	Hourly Salary + Overheads	Casual Salary + Overheads	Core Permanent Positions	Salary Costs	Salary overheads	Annual Cost	Non - Core Positions Hours	Salary Costs	Salary overheads	Annual Cost	
<b>Precinct Operation</b>																				
Co-ordinator Cultural Precinct	5D	\$80,000.00	\$12,000.00	\$92,000.00	\$1,769.23	\$43.96		\$6.07		\$50.55		1.0	\$80,000	\$12,000	\$92,000					
Subtotal Precinct Operation												1.0	\$80,000	\$12,000	\$92,000	\$0	\$0	\$0	\$0	
<b>Theatre</b>																				
Producer Performing Arts	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16	\$43.96	\$4.86	\$5.27	\$40.44	\$49.23	1.0	\$64,000	\$9,600	\$73,600					
Head Technician	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16	\$43.96	\$4.86	\$5.27	\$40.44	\$49.23	1.0	\$64,000	\$9,600	\$73,600					
Technician	2C	\$58,000.00	\$8,700.00	\$66,700.00	\$1,282.69	\$31.87	\$39.84	\$4.40	\$4.78	\$36.65	\$44.62	0.0	\$0	\$0	\$0	433	\$17,261	\$2,071	\$19,332	
FOH Manager	2C	\$58,000.00	\$8,700.00	\$66,700.00	\$1,282.69	\$31.87	\$39.84	\$4.40	\$4.78	\$36.65	\$44.62	0.0	\$0	\$0	\$0	1,092	\$43,492	\$5,219	\$48,711	
Usher	1A	\$53,000.00	\$7,950.00	\$60,950.00	\$1,172.12	\$29.12	\$36.40	\$4.02	\$4.37	\$33.49	\$40.77	0.0	\$0	\$0	\$0	488	\$17,757	\$2,131	\$19,888	
Overtime															\$5,000					
Subtotal Theatre												2.0	\$128,000	\$19,200	\$152,200	2012.94	\$78,510	\$9,421	\$87,932	
<b>Gallery</b>																				
Exhibitions Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16	\$43.96	\$4.86	\$5.27	\$37.25	\$49.23	0.6	\$38,400	\$5,760	\$44,160					
Subtotal Gallery												0.6	\$38,400	\$5,760	\$44,160	0.00	\$0	\$0	\$0	
<b>ANSM</b>																				
Co-ordinator ANSM	7A	\$93,000.00	\$13,950.00	\$106,950.00	\$2,056.73	\$51.10		\$7.66		\$58.76		0.5	\$46,500	\$6,975	\$53,475					
Curator	4D	\$69,000.00	\$10,350.00	\$79,350.00	\$1,525.96	\$37.91		\$5.69		\$43.60		1.0	\$69,000	\$10,350	\$79,350					
Projects and Public Programs Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$40.44		1.0	\$64,000	\$9,600	\$73,600					
Exhibitions Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$40.44		0.6	\$38,400	\$5,760	\$44,160					
Digital Officer	3D	\$64,000.00	\$9,600.00	\$73,600.00	\$1,415.38	\$35.16		\$5.27		\$40.44		0.4	\$25,600	\$3,840	\$29,440					
Overtime															\$1,000					
Subtotal ANSM												3.5	\$243,500	\$36,525	\$281,025	0.00	\$0	\$0	\$0	
<b>VIC</b>																				
Co-ordinator VIC	7A	\$93,000.00	\$13,950.00	\$106,950.00	\$2,056.73	\$47.06	\$58.83	\$7.06	\$7.06	\$58.76	\$65.89	0.5	\$46,500	\$6,975	\$53,475					
Team Leader VIC	5D	\$80,000.00	\$12,000.00	\$92,000.00	\$1,769.23	\$40.49	\$50.61	\$6.07	\$6.07	\$50.55	\$56.68	0.5	\$40,000	\$6,000	\$46,000					
Assistant Team Leader	4C	\$67,000.00	\$10,050.00	\$77,050.00	\$1,481.73	\$33.91	\$42.38	\$5.09	\$5.09	\$42.34	\$47.47	1.0	\$67,000	\$10,050	\$77,050					
Retail Officer	4D	\$68,000.00	\$10,200.00	\$78,200.00	\$1,503.85	\$34.41	\$43.02	\$5.16	\$5.16	\$42.97	\$48.18	0.4	\$27,200	\$4,080	\$31,280					
Customer Service Officers	3D	\$63,000.00	\$9,450.00	\$72,450.00	\$1,393.27	\$31.88	\$39.85	\$4.78	\$4.78	\$39.81	\$44.64	2.5	\$157,500	\$23,625	\$181,125					
Overtime															\$7,000					
Subtotal VIC												4.9	\$338,200	\$50,730	\$395,930	0.00	\$0	\$0	\$0	
<b>Torquay Library</b>																				
Branch Librarian Torquay	6A	\$84,000.00	\$12,600.00	\$96,600.00	\$1,857.69	\$42.51	\$53.14	\$6.38	\$6.38	\$53.08	\$59.51	1.0	\$84,000	\$12,600	\$96,600					
Children's and Youth Librarian	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$46.76	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Business Development Officer	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$43.07	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Information Services Librarian	5B	\$74,000.00	\$11,100.00	\$85,100.00	\$1,636.54	\$37.45	\$46.81	\$5.62	\$5.62	\$43.07	\$52.43	1.0	\$74,000	\$11,100	\$85,100					
Library Officers	2C	\$57,000.00	\$8,550.00	\$65,550.00	\$1,260.58	\$28.85	\$36.06	\$4.33	\$4.33	\$36.02	\$40.38	6.5	\$370,500	\$55,575	\$426,075					
Overtime															\$45,000					
Subtotal Torquay Library												10.5	\$676,500	\$101,475	\$822,975					
Overtime															\$0					
Penalty Rates															\$0.00					
<b>Total Precinct Salaries</b>												19.9	\$1,504,600	\$225,690	\$1,788,290	2,012.9	78,510.4	9,421.2	87,931.7	
<b>Total Precinct Core &amp; Non Core</b>												20.9	\$1,583,110	\$235,111	\$1,876,222	1.02				

## 10. Economic Impact Assessment and Cost Benefit Analysis Report

Economic Impact provided as a separate document – ‘Economic Impact Assessment and Cost Benefit Analysis – REPLAN’

## 11. Project Risk Management Plan

A Project Delivery Framework (Framework) has been developed by Surf Coast Shire Council to standardise and build Council’s project management capability and methods.

Council’s Project Delivery Process describes Project Management as the planning, delegating, monitoring and control of all aspects of the project and the motivation of those involved, to achieve the project objectives within the expected performance targets. A key element of project management is a focus on Risk. The project must manage risk to be within acceptable levels.

Risk is defined in the international risk standard (ISO 31000) as the “effect of uncertainty on objectives” and should be considered as anything which may happen that could delay or stop the project from meeting its objectives.

A project risk register is developed and maintained throughout the life of the project.

The Project Management Office (PMO) will ensure that the project risk matrix is compatible with the corporate risk matrix in terms of likelihood and consequence of project risk for time, cost and scope. The PMO will provide regular Program Status Reports to Council’s Audit and Risk Committee.

Key risks for success of the investment in the project include:

- Challenges with the size, location and characteristics of the proposed site.
- Requirement for appointment of high quality experienced consultants and contractors to undertake the project.
- Achieving proposed outcomes within financial parameters.
- Maintaining support for the project from stakeholders and the community.
- Disruption for existing Surf City facilities and users during construction.
- Potential for delays in construction and commissioning of the new facilities.

These risks are addressed through risk response measures to moderate the risk described in the risk register.

The current project risk register considers risks through the design, procurement and construction phases of the Surf Coast Cultural Centre project.

<b>RISK REGISTER</b> (25/1/22 excerpt from master register)					<b>Purpose</b>
<b>Surf Coast Cultural Centre</b>			<b>Likelihood (L):</b> R - Rare, U - Unlikely, P - Possible, L - Likely, A - Almost Certain	<b>Very High</b>	To record risks, allocate risk to Risk Owners and monitor completion of risk responses to eliminate or reduce risk.
			<b>Consequence (C):</b> Ins- Insignificant, Min- Minor, Maj - Major, Crit - Critical, Ext - Extreme	<b>High</b>	
				<b>Medium</b>	<b>Instructions</b>
				<b>Low</b>	Add and review risks at any time however particularly prior to progress through a Phase
<b>Risk Number</b>	<b>Status</b>	<b>Description of Risk</b>	<b>Current Rating</b>	<b>Risk response</b>	<b>Target Rating</b>
		<b>DESIGN</b>			
R - 01	Open	Non acceptance of project from business owners in Surf City precinct	Medium	Good early engagement, comms plan to be strong on this risk	Low

R - 02	Open	Non acceptance from current facility users (ANSM, VIC, Library)	Medium	Good early engagement, comms plan to be strong on this risk	Low
R - 03	Open	Concept capital costs too high	Medium	Procure strong, experienced consultant exercising control and strong brief, project plan to be strong on phases, and strong exercise of phase management	Low
R - 04	Open	Site not big enough	Medium	Prioritise flexibility of use of space. Strong consultant required to manage scope, scale, costs . Identify Plan B if this risk is realised	Low
R - 05	Open	Not enough parking on site	High	Parking analysis, look at offset opportunities	Medium
R - 06	Open	Significant increase in operational costs	High	Need to perform adequate operational modelling, strong consultant appointed to manage	Medium
Risk Number	Status	Description of Risk	Current Rating	Risk response	Target Rating
R - 07	Open	Impacts of Covid-19 on engagement, ability to meet face-to-face, quality of processes	Medium	Utilise full functionality of virtual meeting platforms, seeking assistance from subject matter experts in Community Relations and Information Technology where required.	Low
R - 08	Open	Input from key arts stakeholders inadequate	Medium	Confirm stakeholder engagement with arts sector, comms plan	Low
R - 09	Open	Layout / spaces don't meet need of services	Medium	Engagement with all of the service owners, good brief.	Low
R - 10	Open	Community expectation can be raised and not realised (funding)	High	Good comms regarding what the purpose is, what the project is not. Also, strong contact early with funding bodies, manage scope	Medium
R - 11	Open	Complexity of communication with stakeholders - timing and terms of reference of comms with each stakeholder	Medium	Strong comms plan from the beginning, and execute and manage comms plan over life of project, resource adequately	Low
R - 12	Open	Change of Council	Medium	Sponsor to sell this to Council and keep it in their attention	Low
R - 13	Closed	Slow Governance, decision making	Medium	Seek advice from PMO manager about best set up balance of control vs speed, best model, manage to milestones and change if required	Low
R - 14	Open	Timeframe pressures influencing shape of project, curb the ambition of the project	High	Charter integrity flows through to stakeholders brief. Strong feedback from experts if this risk is being realised	Medium
R - 15	Open	Slow delivery of project misses key funding opportunities	High	Project planning and project management, awareness of competing opportunities	Medium
R - 16	Open	Competing priorities of Council	Medium	Sponsor to sell this to Council and keep it in their attention	Low
R - 17	Open	Resourcing issues	Medium	Project group to review project plan once developed. each team member to plan according to likely high load phases for this project.	Low
R - 18	Open	Over engagement of Community	Medium	Recognition of previous engagement, feeding other engagement through our plan, good planning with comms lead	Low
R - 19	Open	Engagement in a Covid environment	High	Engagement planning lead needs to be skilled in this environment. To form part of procurement analysis.	Medium m
R - 20	Open	Comparative conversation regarding capital works including aquatic centre	Medium	Feedback through sponsor opportunity to have this feature in community vision and council plan project	low
R - 21	Open	Perceived or real conflict with climate emergency position	Medium	Energy efficiency, opportunity for home for environment groups, learning in that space - built design phase of works to highlight and manage this priority	Low
R - 22	Open	Rate capping	Medium	Awareness, being present in discussion and attention on this issue.	Low
R - 23	Open	Outcomes of distinctive landscapes study, population driver may not be so high	Medium	Possible shifting of narrative away from just population driven, elevate message that there is a regional participation driver and visitation	Low



R - 24	Closed	Sourcing of suitable and highly reputable consultant, availability .	Medium	Research around existing projects, speaking to them soon around availability and interest. Understanding that budget is adequate. Good brief is essential	Low
R - 25	Open	Surfing Victoria lease	Medium	Engagement early, show that we appreciate their entitlements / seek advice around "perpetuity clause"	Low
R - 26	Open	Planning fatigue from local businesses	Medium	Recognition of past engagement to be incorporated in comms plan, right people having the conversation, make and show progress, feed back quickly.	Low
R - 27	Open	Community sees this as a poor use of money given hardship environment	Medium	Need to be able to sell the economics of this project as a stimulation, construction, arts sector, creative industries, tourism. Comms plan and execution	Low
Risk Number	Status	Description of Risk	Current Rating	Risk response	Target Rating
R - 28	Open	Timing of federal election	Medium	Maintain awareness of likely timing and potential impact on funding opportunities.	Low
R - 29	Open	Possible confusion around future home for MAC, they are now resident plus extensive consultation with them as a possible user, plus focus of Council on them as a user group.	High	Regular consultation with MAC group, liaison between MAC and Council on potential facility enhancements.	Low
R - 30	Open	Timelines for proceeding through next stage given extent of scope work to be done.	High	Project plan to be reviewed with Council briefings accounted for so that Councillors are aware of PCG decisions regarding scope prior to users	Low
R - 31	Open	Possible need for skate park and land to rear of skate park to offset parking and for build environment, resultant risk to scope of project and acceptability of project to community / skate park users	High	Identified that skate park site will not be considered as an option for incorporation in the project.	Low
R - 32	Open	Existing utilities services infrastructure inadequate	Medium	Review utilities services infrastructure during schematic design.	Low
R - 33	Open	Unforeseen planning constraints.	Medium	Allow sufficient initial budget to cater for planning concerns.	Low
<b>PROCUREMENT</b>					
R - 34	Open	Current rapid cost escalations in the construction industry	High	Regular updates of cost plan. Appropriate contractual arrangements to minimise risk of cost escalation.	Low
R - 35	Open	Secure appropriate contractors for construction of specialist facilities.	Medium	Prioritise contractors with experience in construction of similar specialist facilities. Require specialist consultants for form part of contractor team (e.g. theatre technical designers, exhibition designers)	Low
<b>CONSTRUCTION</b>					
R - 36	Open	Impacts from construction works on existing facilities and users	High	Identify options for temporary relocation of ANSM and VIC during Stage 1 Construction. Develop measures to minimise disruption to remaining users including Library, Surfing Victoria and MAC. Communication with Surf City businesses, specific user groups, political representatives and broader community to manage expectations.	Low
R - 37	Open	Impacts on traffic and parking during construction	Medium	Develop traffic and parking plans. Communicate with Surf City businesses, users and community.	Low
R - 38	Open	Demolition for reconstruction - damage to adjacent facilities	Low	Monitor demolition processes. Address risk issues. Contract management for 'make good'.	Low
R - 39	Open	Capacity to deliver budgeted and planned product and meet stakeholder expectations	High	Have functional brief signed off by Council, appoint quality advisors, set up strong governance processes.	Low

R - 40	Open	Construction schedule runs over.	High	Include appropriate time contingencies in construction schedule. Utilise critical path analysis to ensure efficient construction.	Low
R - 41	Open	Inadequate commissioning period	High	Ensure adequate commissioning period including commissioning of building systems, deployment of technical equipment, training of staff and undertaking test events/ soft opening.	Low
R - 42	Open	Geotechnical and soil contamination reports to be completed in Schematic Design. Medium risk of unfavourable conditions.	Medium	Undertake comprehensive investigation and report to be undertaken during Schematic Design.	Low
R - 43	Open	Power upgrade required.	Low	Identified as low risk of time and cost implications through applications and negotiations with the Power authority.	Low
<b>Risk Number</b>	<b>Status</b>	<b>Description of Risk</b>	<b>Current Rating</b>	<b>Risk response</b>	<b>Target Rating</b>
R - 44	Open	Fire services upgrade required.	Low	Council is currently undertaking work to improve the fire service supply. This is to be tested once complete to ensure it meets requirements for the new facility.	Low
<b>OPERATIONALISING</b>					
R - 45	Open	Inadequate planning and preparedness for the commencement of operations.	High	Ensure operational model, and associated systems, procedures, staff and governance arrangements finalised and implemented for commencement of operations.	Low