

Sunshine Coast Performance and Community Venues Service Plan

2014-2029



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Acknowledgements

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Foreword

Message from the Mayor and the Community Programs Portfolio Councillor

Performance and community venues are a valuable asset of the Sunshine Coast. They are versatile places which provide vibrant hubs of a diverse range of community, cultural and commercial activities across our region.

Socially and culturally, these venues are places for interaction and participation in community and cultural life. 'Experiencing a show' extends beyond the stage, and communities can become enlivened by vibrant and diverse arts and cultural experiences.

Economically, performance and community venues are often seen as an attractor for surrounding investment, growth and economic development. This is fitting when considering our region's economic development objectives.

The significant role these venues play within the Sunshine Coast means planning for their future is a fundamental move.

In line with council's Corporate Plan 2014-2019, the *Sunshine Coast Performance and Community Venues Service Plan 2014-2029* confirms council's continued commitment to its six key performance and community venues over the next 15 years. The Plan sets a clear vision, which sees council strive to achieve a portfolio of venues that are well

equipped to cater for a diverse range of events, and offer captivating, creative experiences that will engage, excite and challenge our audiences.

The Plan's recommendations guide council's future involvement in performance and community venues, both from a strategic and operational perspective. Overall, the Plan lays the foundation for creating highly utilised venues which effectively service our existing and future communities.

We look forward to working with the community and our key stakeholders to implement this Plan. We are excited to see the Plan's actions enacted in the coming years, and our vision for our performance and community venues come into fruition.



Mayor
Mark Jamieson



Councillor
Jenny McKay

Definitions

'Performance and community venue' is a general term when referring to all six key venues subject to this Plan. These places offer a variety of spaces for performing arts, community, and commercial activities and events. These venues offer:

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

Venue definitions

Performance venue: These venues primarily host the performing arts, functioning as spaces for accomplished performers and touring events which draw significant audiences. These venues are especially equipped to be capable of staging theatrical and concert performances to industry standards. These venues can also accommodate a range of secondary uses, including commercial and community events and activities. Within this Plan, this term applies to The Events Centre Caloundra and Nambour Civic Centre.

Community venue: These venues primarily host a wide range of community-related uses, providing for a range of social, cultural, educational and recreational activities and events. Community venues also accommodate a range of secondary uses, including performing arts activities and events, and commercial events. Within this Plan, this term applies to Lake Kawana Community Centre, Coolum Civic Centre, Kawana Community Hall and Beerwah and District Community Hall.

Hierarchy definitions

Sunshine Coast wide venue: These venues are large scale facilities which service a regional catchment, have a seating capacity of more than 500 people, have staff based on-site and are well equipped to support their primary role and function. Within this Plan, this term applies to The Events Centre Caloundra, Nambour Civic Centre and Lake Kawana Community Centre.

District venue: These venues are moderate scale facilities which service a district level catchment, have a seating capacity of between 250-500 people, have basic infrastructure to support the diverse range of activities and events they accommodate and operate under a self-service model (meaning there no staff are based on-site). Within this Plan, this term applies to Coolum Civic Centre, Kawana Community Hall and Beerwah and District Community Hall.



Executive summary

Performance and community venues provide a valuable community resource for the Sunshine Coast region. They accommodate a diverse range of community, cultural and commercial activities, including theatre, concerts, cinema, major touring productions, cultural initiatives, recreation activities, programs and workshops, school based activities, conferences, expos, meetings, and key community events such as school formals, weddings, graduations, eisteddfods. Council's six key performance and community venues had over 315,000 people walk through their doors during 2013/2014 to participate in the many events and activities they accommodate.

The value of performance and community venues is unprecedented. Opportunities for active participation in community and cultural events has the ability to result in increased connectivity, community engagement, local pride, personal and cultural development, enhanced cultural lifestyle options, while also forming a building block of social inclusion. Research suggests that communities that offer opportunities for personal development, and which have diversified lifestyle and cultural choices, have strong social capital and act as magnets for investment, growth, and economic development^{1,2}.

Venues also provide a platform for nurturing creativity and innovation for the region. When combined with thought-provoking and diverse programming, performance and community venues can provide a platform for cultural expression and experiences, which is imperative to showcasing the region's creative and cultural offerings.

This *Sunshine Coast Performance and Community Venues Service Plan 2014-2029* (the Plan) has been prepared to ensure that the full potential of performance and community venues can be realised throughout the Sunshine Coast region. The purpose of this Plan is to set the direction for the future use, operation and possible development of six of council's key performance and community venues over the next years. The Plan aims to ensure that council's investment is directed in the best way possible in order for maximum benefits to be achieved throughout the region.

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

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

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

¹ Office of Urban Management (2005) *Implementation Guideline No. 5 - Social infrastructure planning*

² Arts Victoria (2008) *The role of arts and culture in liveability and competitiveness*

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

- The Sunshine Coast region is serviced by an efficient network of performance and community venues, which are well located and accessible to the community.
- The usage of Sunshine Coast performance and community venues is maximised.
- Sunshine Coast Council venues are designed and equipped to be resourceful, and to offer a high quality experience for the community.
- Venues which are owned and/or managed by Sunshine Coast Council are operated in a coordinated manner which is financially responsible and efficient.

Sunshine Coast wide venues

The Events Centre Caloundra

Position as council's primary performance venue.

Lake Kawana Community Centre

Position as council's primary community venue.

Nambour Civic Centre

Work with venue owners on the best way forward which will contribute towards the revitalisation of Nambour.

District venues

Coolum Civic Centre

Position as a multi-purpose district community venue.

Kawana Community Hall

Position as a multi-purpose district community venue.

Beerwah and District Community Hall

Position as a multi-purpose district community venue.

The diagram on the left summarises each venue's primary role over the next 15 years, as set out within the Action Plan. These actions are accompanied by a range of additional actions which look to optimise the operations of council's performance and community venues in the future.

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

1 Plan Framework

1.1 Purpose

Performance and community venues form a key component to a healthy and connected community. They provide a central meeting point for the community to interact and participate in community and cultural life. So our region is assured to have the best access to these venues in the future, council has prepared a *Sunshine Coast Performance and Community Venues Service Plan 2014-2029* (the Plan).

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

1.2 Need for this Plan

This Plan has emerged from the need to:

- Provide clear direction for the role and function for six of council's key performance and community venues.
- Detail council's approach to providing performance and community venues in the future, including service levels and infrastructure requirements.
- Define council's role in the provision of Sunshine Coast wide and district performance and community venues.
- Inform council's capital works program with the key priorities for council's performance and community venues.
- Deliver on council's goals and initiatives, one being the Corporate Plan goal of a Strong Community.



1.3 Plan scope

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

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

Although focused on the above six venues, the Plan has been developed with acknowledgement to the wider network of performance and community venues located across the Sunshine Coast (which are owned by council and by others), and their contribution to the performing arts and community-related activities and events.

The Plan has also been prepared with consideration of the proposed future development of the Sunshine Coast Entertainment, Convention and Exhibition Centre within the Maroochydore Principal Regional Activity Centre.

Although the scope of the Plan focuses on six performance and community venues, consideration to future levels of provision is provided. In addition, this Plan does not preclude additional future planning to be undertaken for other council venues across the region.

1.4 Interpreting the Plan

To assist with ease of accessing information, this Plan is separated into two parts:

- *Sunshine Coast Performance and Community Venues Service Plan 2014-2029* – This part outlines the vision and actions that relate to council's six performance and community venues, whilst also outlining the Desired Service Levels to help inform decision-making on the future development of council's venues.
- *Sunshine Coast Performance and Community Venues Service Plan: Supporting Resources* – This part outlines the contextual research, consultation and analysis that was undertaken to inform the Plan.

The above two documents should be read in conjunction with each other.

1.5 Plan alignment

A detailed review of council's current strategic documents and policies has been conducted to ensure that this Plan aligns with council's strategic frameworks and priorities. The key strategic links are detailed below.

Sunshine Coast Council Corporate Plan 2014-2019

Performance and community venues contribute to the achievement of council's and the community's cultural, community and economic development goals. *The Sunshine Coast Council Corporate Plan 2014-2019* outlines the actions for council to pursue in order to help achieve council's vision of becoming Australia's most sustainable region – vibrant, green and diverse.

The alignment of this Plan with the Corporate Plan is identified below:

Corporate Plan Goal:

Strong Communities - Supporting an engaged, resilient and inclusive community that embraces diversity

Corporate Plan Outcome:

Resilient and engaged communities

Operational Activity:

Finalise and implement the Sunshine Coast Performance and Community Venues Plan 2014-2029

Sunshine Coast Social Infrastructure Strategy 2011

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

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

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

Cultural Development Policy 2013

Council's *Cultural Development Policy 2013* outlines council's commitment to cultural development throughout the region, recognising its value in celebrating and building the region's creative and cultural communities, social wellbeing, place identity, sector resilience and future prosperity.

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

This Plan directly responds to these focus areas by ensuring council maintains its commitment to providing and/or facilitating access to performance and community venues, so that cultural development initiatives and programs can continue to be supported and provided throughout the region.

1.6 Methodology

This Plan has followed a comprehensive methodology in order to develop a well-informed direction for council, as illustrated in Figure 1.



Figure 1: Plan methodology

2 Why plan for venues – The driving factors

As Queensland Government's *Arts for all Queenslanders strategy 2014-2018* sets out, "regardless of our age, our abilities, our income, where we live and where we come from, everyone has the right to participate in arts and culture as a part of community and cultural life." Rightly so, council's performance and community venues provide a key avenue for helping arts and cultural activities happen on the Sunshine Coast. These venues become even more important when we consider the diverse range of other events held within these spaces such as community and recreation activities.

This Plan has found that council's performance and community venues hold great social, cultural and economic value, being an invaluable community resource. They are important for the individual, but also at the larger regional scale. As the State government's *Implementation Guide No.5: Social infrastructure planning (2005)* highlights, research suggests that communities that offer opportunities for personal development have strong social capital, and act as magnets for investment, growth, and economic development.

The significant role performance and community venues play within the Sunshine Coast, means that planning for their future is essential. Not only does council have the civic responsibility to assure that Sunshine Coast residents continue to have access to these spaces in the future; but council has the opportunity to unlock the greater potential of its performance and community venues, with the anticipation that this will result in great flow-on effects to the Sunshine Coast region.

Setting a plan for how council will operate in this space over the next 15 years is therefore a fundamental move. Council needs to ensure its investment is directed in the best way possible so that optimal benefits can be achieved.

In confirming council's civic responsibilities, this Plan has found that there are a number of key factors council needs to address. Table 1 sets out the key driving factors which have been instrumental in the development of this Plan. These factors are a summary of the key findings of the *Supporting Resources*, but clearly emphasise the inherent need to establish a 15 year plan for council's six key performance and community venues.

Refer to this Plan's Supporting Resources for further detail of the social, cultural and economic value of performance and community venues, and why planning for council's venues is important.

Table 1: Driving Factors

- ▶ Performance and community venues hold great social, cultural and economic value, and this needs to be considered and appreciated when planning for council's venues.
- ▶ Opportunity exists to build upon the unique qualities of each of council's six venues, and provide clarity around each venue's role and function.
- ▶ Council needs to consider the large number of performance and community venues located across the Sunshine Coast region (owned by council and by others) when making decisions.
- ▶ The Sunshine Coast is anticipated to have large population growth in the future, so it is important to ensure that the right type of venue is delivered at the right time in the future.
- ▶ Opportunity exists to improve the usage of council's venues and achieve greater social, cultural and economic return on council's investment.
- ▶ Key factors for council when making decisions on council's venues in the future are the rate of provision, the location, and design/embellishment considerations.
- ▶ Council's venues could be enhanced by implementing a number of operational efficiencies.



3 Action Plan

The driving factors identified within Table 1 show that there are challenges ahead for how council will ensure community demand is being met and that council responsibly manages its asset portfolio.

This Action Plan details how council will fulfil its civic responsibilities within performance and community venues, providing council's direction for the development, operation and management of its six performance and community venues over the next 15 years.

The strategic framework for the Plan is provided in Appendix 1, which illustrates the process which has been undertaken to develop this Action Plan, and the relationship between its elements.

3.1 Vision – What we are aiming for

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

This vision provides council's 15 year goal for its six key performance and community venues. Council will work to achieve this vision by the implementing the actions set out within the following sections.

3.2 Desired outcomes - What is guiding our vision

Desired outcomes have been developed to guide how council will achieve the vision of this Plan. These desired outcomes articulate more specifically what council will strive to achieve across its network over the next 15 years.

Desired outcomes

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

The usage of Sunshine Coast performance and community venues is maximised.

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

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

These desired outcomes provide council staff with a series of aspirations to aim for on an ongoing basis.

3.3 Actions

The following section sets the foundation for the future of Sunshine Coast performance and community venues over the next 15 years. The actions will direct the future use, operation, management and development of council's six key performance and community venues, and inform council's capital works program where required.

Interpretation of the actions is guided by the following:

Action type

The actions set out within the following have been divided into two parts:

- 1 **Venue wpecific actions** – These actions relate specifically to each of the six key performance and community venues.
- 2 **Region wide actions** – These actions relate to the network of performance and community venues as a whole.

Timing

The timeframes associated with the actions are as follows:

- Ongoing - As part of daily operations
- Immediate - Upon council approval of this Plan
- Short term - Within next 4 years
- Medium - Within the next 5 - 9 years
- Long term - Within the next 10 - 15 years

Facility Development and Maintenance Plans

The majority of the venue specific actions require the preparation of a facility development and maintenance plan. The purpose of a facility development and maintenance plan is to clearly identify how each performance and community venue will be enhanced over the next 15 years to improve their overall functionality and viability.

It is expected that these facility development and maintenance plans will identify the requirements for refurbishment, maintenance and redevelopment upgrades to reach industry standards. These plans will need to consider a number of important aspects, including (but not limited to):

- The role and function of council's other performance and community venues, as well as venues owned and operated by other providers.
- The desired service levels as identified within this Plan.
- Strategic policy objectives, including co-location and shared services, precinct planning and place making opportunities.

Note: CF&P Branch – Refers to the Community Facilities & Planning Branch



3.3. Venue Specific Actions – Sunshine Coast Wide venues

The Events Centre Caloundra

Primary function: Performance venue

Venue overview:

The Events Centre Caloundra is the largest venue within council's portfolio, located centrally within Caloundra. Owned by council and established in 1980, this performance venue features one large theatre with a capacity of 1,200 people theatre style, a smaller playhouse theatre with a seating capacity of 320 people, and a number of meeting rooms and breakout spaces with varying capacities.

The centre is one of the largest local government-owned theatre and function centres in Queensland, operating primarily as a venue for cultural, civic and catered events. The Events Centre also has the capacity to stage corporate and business events, including conferences, seminars, product launches and banquets with a dining capacity of 1,000 patrons.

Action Considerations:

The Events Centre is strategically located within the Caloundra CBD, neighbouring the council administration building and within close proximity to the Caloundra Library and Caloundra Art Gallery. Opportunity exists to improve the linkages between these facilities in the future, contributing to the creation of a vibrant cultural hub within Caloundra.

The Events Centre is the oldest of council's Sunshine Coast wide venues. The venue has seen a number of capital improvements over its lifespan, and will continue to need ongoing investment in order to meet present day demands.

The Events Centre is located within proximity to other major venues, including the Lake Kawana Community Centre, licensed venues such as the Caloundra RSL, and other local meeting spaces. Competition and sharing of the market has been found to affect overall levels of usage in the past.

Future population growth in Caloundra South identifies additional venues to be developed in this structure plan area. Collaboration between these new venues, The Events Centre Caloundra and the Lake Kawana Community Centre will need to be further considered moving forward to ensure a duplication of service and programming is avoided where possible.

Action	Timeframe	Responsibility	Cost
Position The Events Centre Caloundra as council's primary performance venue on the Sunshine Coast.	Ongoing	CF&P Branch and The Events Centre	Core business
Prepare a Facility Development and Maintenance Plan for The Events Centre Caloundra to identify the strategic investment necessary to enable this venue to adequately respond to community demand over the life of this Plan. Consideration will need to be given to the future roles of the Sunshine Coast Entertainment, Convention and Exhibition Centre in Maroochydore, and any new venue development.	Short term	CF&P Branch in collaboration with The Events Centre	\$35,000 (Capital)
Finalise and implement a Statement of Intent and management and funding agreement documents between council and The Events Centre Caloundra to improve the collaboration between these entities.	Immediate	CF&P Branch and The Events Centre	Core business

Specific planning considerations:

- Cross departmental precinct planning (Caloundra 4551 project) as identified in council's *Social Infrastructure Strategy* and the *Sunshine Coast Council Corporate Plan 2014-2019*
- Caloundra Central Business District Economic Revitalisation Research Papers
- *Sunshine Coast Libraries Plan 2014 - 2024*

Nambour Civic Centre

Primary function: Performance venue

Venue overview:

Nambour Civic Centre is a large performance venue located within the heart of Nambour. The venue is leased from a private owner, and features a multi-purpose hall with tiered seating with a seating capacity of 775 people (up to 810 people in certain modes), a smaller theatre/art-house cinema with a seating capacity of 275 people, a flexible foyer space and hireable kitchen facilities.

Nambour Civic Centre was established in 1990, with the current primary function of this performance venue is to promote live theatre and cinema, as well as act as a live music venue. The dedicated art-house cinema within the venue is also reported as the only art-house cinema north of Brisbane.

Action Considerations:

Council currently leases Nambour Civic Centre from a private owner, with the current lease due to expire in 2018. Leasing this facility means that depreciation and asset costs for council are limited.

The venue's major activities are cinema screenings which are held within the smaller theatre. The main hall is used for live performances; however this is not to the same level as the smaller theatre. Nambour Civic Centre has relatively few recurring meetings or classes compared with the other Sunshine Coast wide venues, primarily because of the few spaces available for hire. Nambour Civic Centre is the second oldest in council's portfolio of Sunshine Coast wide venues. Consultation findings found that the venue is viewed as 'tired' by the community. Street presence and accessibility to free parking are recurring shortfalls of the venue. Being in proximity to the bus and rail interchange, the venue does however have excellent accessibility to public transport.

Nambour Civic Centre is located within the heart of Nambour, centrally located between the two shopping nodes of Nambour Plaza and the Coles mill site. The Nambour town centre has struggled with its activation in the past. Revamping of the Nambour Civic Centre and the Centenary Square precinct could potentially create a cultural anchor for Nambour and assist in driving the revitalisation of the town centre.

As an alternative to the Nambour Civic Centre, there are a number of smaller venues within the Nambour area which can be used as community venues. The Flinders Performance Centre located in Buderim also provides a high standard, modern performance venue. The Big Pineapple is also in proximity, which operates within a similar market for meetings, conferences and events.

Action	Timeframe	Responsibility	Cost
<p>Work collaboratively with the owners of the Nambour Civic Centre on the future role and function of this performance venue, and its contribution towards the revitalisation of the Nambour town centre. Considerations include:</p> <ul style="list-style-type: none"> Council's level of involvement within the Nambour Civic Centre post 2018; and The role of other performance and community venues within the network. <p>Based on the outcomes of this collaboration, present to council a preferred model for the Nambour Civic Centre which recommends council's role within this venue post 2018.</p>	Short term	CF&P Branch	Core business
<p>Pending the outcome of the collaborations for this venue (refer above), prepare a Facility Development and Maintenance Plan for Nambour Civic Centre.</p>	Medium term	CF&P Branch	\$35,000 (Capital)

Specific planning considerations:

- Cross departmental precinct planning as identified in council's *Social Infrastructure Strategy*

Lake Kawana Community Centre

Primary function: Community venue

Venue overview:

Lake Kawana Community Centre is a three storey, multi-functional community venue which is well-located on the banks of Lake Kawana. This venue was established in 2005 and is owned by council. The venue comprises 15 spaces to hire which provide for varying seating capacities. The largest capacity is 750 people theatre style, and 1300 people standing.

This venue primarily functions as a venue for community use, as well as a venue for live music, functions and traditional hall-type activities such as dance or martial arts classes. Some theatre programming has also been held at this venue, however the venue is not as well-equipped for this role compared to the Events Centre Caloundra or the Nambour Civic Centre.

Action Considerations:

Lake Kawana Community Centre is the most highly used of council's Sunshine Coast wide venues*, with consultation results highlighting that the Lake Kawana Community Centre is a highly valued space by hirers and users.

The venue was established as part of the Kawana Waters Community Development Strategy. The Kawana Waters Community Development Strategy proposes a number of new venues in proximity to the Lake Kawana Community Centre, which may affect levels of usage in the future. In addition, The Events Centre Caloundra, Sunshine Coast Stadium as well as licenced clubs such as the Caloundra RSL, are located within proximity to the Lake Kawana Community Centre, and also operate within a similar market. Other local venues within proximity to this venue also provide alternative meeting spaces to this venue.

The multi-purpose nature of this venue does present a number of challenges. The facility is staffed at all times when the venue is being used. There is potential to investigate alternative access arrangements for regular users while maintaining the service levels required for corporate and one-off bookings.

Action	Timeframe	Responsibility	Cost
Focus Lake Kawana Community Centre as council's primary Sunshine Coast wide community venue, which is able to accommodate a diverse range of activities, meetings and events. Continue to collaborate with The Events Centre Caloundra to avoid duplication of services.	Ongoing	CF&P Branch	Core business
Prepare a Facility Development and Maintenance Plan for Lake Kawana Community Centre to identify the strategic investment necessary to enable this venue to adequately respond to community demand over the life of this Plan.	Short term	CF&P Branch	\$35,000 (Capital)
Consideration will need to be given to the future roles of the Sunshine Coast Entertainment, Convention and Exhibition Centre in Maroochydore, the role of The Events Centre Caloundra, and any new performance and community venue development.			

Specific planning considerations:

- *Kawana Waters Development Agreement*
- *Kawana Waters Community Development Strategy*
- *Sunshine Coast Libraries Plan 2014 - 2024*

* Refer to Section 5 of the *Supporting Resources* for further detail on usage levels.

Coolum Civic Centre

Primary function: Community venue

Venue overview:

The Coolum Civic Centre is a large multi-purpose community venue located within Jack Morgan Park, Coolum. The Coolum Civic Centre is owned by council and was established in 1982, which makes it the oldest of council's district venues. The venue consists of a hall with a maximum capacity of 350 people, and a small meeting space which can be divided from the hall foyer.

Action Considerations:

Coolum Civic Centre currently functions as an active community hub, with diverse range of users including a child health clinic, classes and children's activities. The main hall is used for an average of 27.5 hours per week, while the meeting room is used on average for 16 hours per week. The hall operates under a self-service management model, meaning that no staff are located on-site at this venue. One key user groups of the venue is the Coolum Theatre Players, who have a high degree of ownership of the hall and have acquired some equipment for the venue over time.

Like council's other district venues, the Coolum Civic Centre does operate under a self-service model. However as a legacy of the former Maroochy Shire Council, this venue has a caretaker to help assist with its maintenance and operational matters.

Being located within Jack Morgan Park, the Coolum Civic Centre is located alongside a number of other community facilities including the Coolum Library and Coolum Community Centre. Precinct planning is anticipated for this area in the future. Through this process, opportunity exists to improve the relationship between these facilities.

The venue does show signs of its age, with disability compliance being the key area which needs to be addressed. Work will also be required in the future in relation to the venue's steel girders. In the past, council has received requests to upgrade the infrastructure and equipment within the Coolum Civic Centre, to more align with that contained within a Sunshine Coast wide venue. The proximity of this venue to purpose built performance venues (The Nambour Civic Centre being a 15 minute away, and The J in Noosa being a 20 minute drive away) would not appear to justify such a movement.

Action	Timeframe	Responsibility	Cost
Position the Coolum Civic Centre as a multi-purpose district community venue, and recognise its value in providing an important community resource.	Ongoing	CF&P Branch	Core business
Prepare a Facility Development and Maintenance Plan for Coolum Civic Centre.	Short term	CF&P Branch	\$20,000 (Capital)

Specific planning considerations:

- Cross departmental precinct planning as identified in council's *Social Infrastructure Strategy and Open Space Strategy*
- *Jack Morgan Park Landscape Master Plan*
- *Sunshine Coast Libraries Plan 2014 - 2024*

Kawana Community Hall

Primary function: Community venue

Venue overview:

The Kawana Community Hall is a multi-functional community venue centrally located in Buddina. The venue is owned by council and was built in 1989. The venue consists of a main hall which seats up to 320 people theatre style, and an upstairs meeting room which seats approximately 30 people. The hall contains a large performance stage with supporting sound and lighting equipment, as well as a fully appointed commercial kitchen.

Action Considerations:

Kawana Community Hall accommodates a range of uses, including community groups, concerts, dance classes, trade displays, meetings, weddings and parties. The venue is by far the most highly used district venue, used for an average of 53 hours per week. The hall operates under a self-service management model, meaning that no staff are located on-site at this venue.

The venue is well-located, neighbouring the Kawana Library, Kevin Asmus Park and Kawana Shopping World. Being a well-located venue however, the Kawana Community Hall lacks street presence as it is concealed by the Kawana Library. This makes the venue difficult to find for non-regular users.

Despite the venue being highly successful, there are a number of opportunities that can be progressed. Opportunity exists to improve the use of the upstairs meeting room, as well as to strengthen the relationship with the adjoining library. Many other venues, both council owned and owned by others, are located within proximity to the Kawana Community Hall. New venues are also forecasted within the nearby land subject to the Kawana Waters Development Agreement. The relationship between the current Kawana Community Hall and future facilities in the wider Kawana area, including proposed meeting spaces and a library (which could see the relocation of the Kawana library to Birtinya), will need to be further considered moving forward.

Action	Timeframe	Responsibility	Cost
Position the Kawana Community Hall as a multi-purpose district community venue, and recognise its value in providing an important community resource.	Ongoing	CF&P Branch	Core business
Prepare a Facility Development and Maintenance Plan for Kawana Community Hall.	Short term	CF&P Branch	\$20,000 (Capital)

Specific planning considerations:

- *Kawana Waters Development Agreement*
- *Kawana Waters Community Development Strategy*
- *Sunshine Coast Libraries Plan 2014 - 2024*

Beerwah and District Community Hall

Primary function: Community venue

Venue overview:

The Beerwah and District Community Hall is a large scale multipurpose community venue located within the Beerwah town centre. The venue is owned by council and was built in 2002. The venue comprises of a 400 seat hall with stage and backstage areas, a fully appointed commercial kitchen and separate bar area offering both indoor and outdoor serving.

Action Considerations:

Beerwah and District Community Hall is used for regular meetings and activities, as well as for significant district events. The Glasshouse Country Senior Citizens and Beerwah Indoor Bowls have been regular hirers of the venue for over ten years.

The hall operates under a self-service management model, meaning that no staff are located on-site at this venue. In 2013/14, the level of weekly usage of the Beerwah and District Community Hall was relatively low, being used on average of 20 hours per week. This is expected given the more rural population base which surrounds this venue.

The Beerwah and District Community Hall is co-located with the Beerwah Library. As well as sharing a large carparking area, these two facilities share a verandah area and overlook a lagoon and Turner Park. Opportunity exists to enhance the operational relationship between the hall and the library. There may also be potential to market the use of the commercial kitchen for small or social enterprises in the catering/cooking field.

There are some other venue opportunities within the Beerwah locality and surrounding localities, which also provide alternative venue opportunities for the community. These need to be considered in any future planning.

Action	Timeframe	Responsibility	Cost
Position the Beerwah and District Community Hall as a multi-purpose district community venue, and recognise its value in providing an important community resource.	Ongoing	CF&P Branch	Core business
Prepare a Facility Development and Maintenance Plan for Beerwah and District Community Hall.	Short term	CF&P Branch	\$20,000 (Capital)

Specific planning considerations:

- *PLACE+ Beerwah Public Domain Master Plan 2014*
- *Turner Park Master Plan*
- *Sunshine Coast Libraries Plan 2014 - 2024*

3.3.3 Region-wide actions

Action	Timeframe	Responsibility	Cost	
Strengthening council's network of performance and community venues				
1	In day to day operations and in future planning, continue to recognise and complement the role of other performance and community venues operating on the Sunshine Coast and beyond.	Ongoing	Council-wide	Core business
2	Continue to improve synergies of each venue with surrounding land uses. In particular: <ul style="list-style-type: none"> • The Events Centre – Caloundra Library, Caloundra Art Gallery, Caloundra Administration Building • Nambour Civic Centre – Nambour Library, Nambour Administration Building • Lake Kawana Community Centre – Sunshine Coast Stadium and the Kawana Sports Precinct, neighbouring Community Solutions building, future Kawana Town Centre • Coolum Civic Centre – All facilities located within Jack Morgan Park • Kawana Community Hall – Kawana Library • Beerwah and District Community Hall – Beerwah Library 	Ongoing	Council-wide and The Events Centre	Core business
3	Continue to plan for the development of a centrally located entertainment, convention and exhibition centre in Maroochydore to service the whole of the Sunshine Coast. This facility would address the existing market gap of a large capacity venue, and allow the existing performance venues (The Events Centre Caloundra and Nambour Civic Centre) to complementarily service the medium scale performing arts market. This would also allow the new venue to supply a broader range of entertainment options for the region, as well as service the larger scale convention and exhibition market.	Ongoing	Council-wide	Core business
4	Prepare a strategic plan for council's local community venues.	Short term	CF&P Branch	\$50,000 <i>(Subject to annual budget submissions)</i>
Responding to need				
5	Apply the decision making framework as provided within this Plan for all decisions regarding the development/embellishment of performance and community venues, to ensure that decisions are based on demonstrated need, and that the duplication of infrastructure is avoided.	Ongoing	Community Services Department and Regional Strategy and Planning Department	Core business
6	Ensure the region has opportunities for the development of performance and community venues in the future, by capturing land for district performance and community venues within Palmview/Sippy Downs and Caloundra South.	Ongoing	Regional Strategy and Planning Department	Core business

Action	Timeframe	Responsibility	Cost
7 Review the Social Infrastructure Strategy to reflect the findings and outcomes of this Plan.	Short term	Regional Strategy and Planning Branch with the Community Services Branch	Core business
Opportunities to participate in and experience performing arts and community activities			
8 Continue to develop programming of diverse live performances across the region's venues, to build audiences for council's live performance programs and community events.	Ongoing	CF&P Branch	Core business
9 Following a decision regarding the lease of Nambour Civic Centre, prepare a Performance Programming Policy for council's venues to provide clarity around the types of events to be hosted in each venue.	Medium term	CF&P Branch	Core business
10 Following a decision regarding the lease of Nambour Civic Centre, prepare a Strategic Audience Development Plan aimed at growing audiences and increasing overall utilisation of council's venues.	Medium term	CF&P Branch	Core business
11 Continue to undertake market research to understand and support local preferences and aspirations for cultural activity.	Ongoing	CF&P Branch and The Events Centre	Core business
12 Advocate through peak bodies for changes in the regional touring program, in order to improve the affordability, diversity and quality of touring performance options.	Ongoing	CF&P Branch and The Events Centre	Core business
13 Explore the opportunity to establish a grant program to assist in subsidising the hire of council's venues for community organisations, to encourage greater use of council venues for community events.	Short term	CF&P Branch	Core business
14 Foster and support creative and cultural development initiatives and programs occurring within council's venues.	Ongoing	CF&P Branch	Core business
Marketing and promotion of council's venues			
15 Continue to undertake intensive marketing focused on increasing the utilisation of council's venues; increasing the promotion of venue hire opportunities, as well as programming.	Ongoing	CF&P Branch	Core business
16 Develop a marketing strategy which will aim to increase brand recognition and utilisation across councils venues.	Short term	CF&P Branch	Core business
17 Investigate adapting council's guidelines for marketing, media and social media to create guidelines that are more appropriate for Sunshine Coast wide venues.	Ongoing	CF&P Branch	Core business
18 Review the name of each council's venues to ensure they appropriately align with their role and function, and are complementary with the community they are located within.	Short term	CF&P Branch	Core business

Action	Timeframe	Responsibility	Cost
19 Improve signage at council's venues to increase their visibility and profile.	Short term	CF&P Branch	\$50,000 (Capital)
20 Continue to develop shared planning and promotion with all performance and community venues on the Sunshine Coast, to reduce the likelihood of competing events and splitting audiences.	Ongoing	CF&P Branch and The Events Centre	Core business
Design considerations			
21 Adopt the "Desired Service Levels" section of this Plan as council's approach to servicing the Sunshine Coast region with performance and community venues. The "Desired Service Levels" section establishes council's approach to: <ul style="list-style-type: none"> • Desired provision standards • Securing land • Timing for embellishment • Desired site and design criteria • Desired standards of embellishment 	Immediate	Council-wide	Core business
22 Inform annual capital works programs using venue audit findings contained within this Plan, future building condition audits, and facility development and maintenance plans (to be developed).	Ongoing	CF&P Branch	Core business
Integration across council's venues			
23 Investigate processes for collaborative planning, programming, marketing, systems development and sharing of resources across all council owned and/or operated venues.	Ongoing	CF&P Branch and The Events Centre	Core business
24 Continue to cross-refer between council's performance and community venues, to ensure users and activities are accommodated within council's venues.	Ongoing	CF&P Branch and The Events Centre	Core business
Increase efficiencies			
25 Investigate self-service models for regular users of council owned and/or managed venues, to reduce the requirement for on-site staffing.	Short term	CF&P Branch	Core business
26 Investigate the feasibility and scope of establishing a central unit, which should include investigation into roles, functions and management models. This unit could be outsourced, and could oversee all of council major venues, including Sunshine Coast Stadium and surrounding Kawana Sports Precinct, showgrounds, multi-purpose sporting venues and key performance and community venues.	Medium term	CF&P Branch	\$30,000 (Subject to annual budget submissions)
27 Investigate the feasibility of fully centralising marketing, programming, bookings, ticketing, and sales across all Council owned and/or managed venues.	Short term	CF&P Branch	\$30,000 (Subject to annual budget submissions)
28 Investigate the opportunity for council's libraries to manage council's district level venues in order to improve the overall synergies between these facilities.	Short term	CF&P Branch and Community Relations Branch	Core business

Action	Timeframe	Responsibility	Cost
29 Realign current staffing structures to include a business development position and a marketing/social media position, to proactively position and market council's venues, and to explore new opportunities.	Short term	CF&P Branch	Core business
30 Investigate opportunities to introduce a venue-specific local area work agreement to reduce staffing costs and better reflect industry standards.	Ongoing	CF&P Branch	Core business
31 Continue to annually monitor the success of each of council's performance and community venues in order to track the progress of this Plan and ensure ongoing improvement. Key performance indicators include: <ul style="list-style-type: none"> • Level of usage (hours per week, and 'dark days' per year) • Number of events held • Type of events held • Cost recovery • User satisfaction (including hirers and audiences) • Achieve budget targets Results from this process should link with APACA standard benchmarking criteria.	Ongoing	CF&P Branch and The Events Centre	Core business
32 Undertake a review of this Plan every three years to review strategic actions and tasks.	Medium term	CF&P Branch	Core business
Support for economic development outcomes through the network			
33 Continue to develop relationships with festival and event organisers, businesses, as well as tourism bodies (such as Sunshine Coast Destinations), with the aim to foster programming on the Sunshine Coast which attracts visitors to the region, and which improves the synergies of the venues with surrounding facilities and experiences.	Ongoing	CF&P Branch and The Events Centre	Core business
34 Continue to offer ticketing and support services for external event organisers to ensure sustainability of these attractors.	Ongoing	CF&P Branch	Core business
35 Investigate partnership opportunities with industry-related training and education providers to use venue facilities for classes and training activities (for example, courses relating to hospitality, stage production, audio-visual technics).	Ongoing	CF&P Branch	Core business
36 Continue to promote Sunshine Coast wide venues to corporate audiences for business events and expos.	Ongoing	CF&P Branch	Core business
37 Increase marketing to local business and government markets to increase commercial use of spaces.	Ongoing	CF&P Branch	Core business
38 Explore sponsorship opportunities for council's performance and community venues in order to support other businesses within the region, while also looking to generate alternate revenue streams.	Ongoing	CF&P Branch	Core business

4. Desired service levels

This Plan has identified that the Sunshine Coast region appears to be well serviced by council's six performance and community venues, and there is opportunity to improve the way council delivers this service in the future (refer to Supporting Resources). With limited budgets and funding sources, it is imperative that council uses the key findings of this Plan to ensure optimal delivery of performance and community venues in the future.

4.1 Desired provision standards

Ensuring the Sunshine Coast region has adequate access to performance and community venues is a key priority of this Plan, particularly so the region can continually benefit from the social, cultural and economic value of these facilities.

Table 2 sets out the current and desired service levels for council's performance and community venues over the next 15 years. These service levels are guided by the principle that no resident of a defined Urban Area is more than 20 kilometres from a performance and community venue.

Table 1: Desired provision standards for performance and community venues

Level of Hierarchy	Function	Provision rate
Sunshine Coast wide	These venues are large scale facilities which service a regional catchment. These venues have a seating capacity of more than 500 people, and are well equipped to support their primary role and function.	<p>Current provision: The Sunshine Coast is serviced by three Sunshine Coast wide venues, comprised of:</p> <ul style="list-style-type: none"> • Two performance venues (The Events Centre and Nambour Civic Centre), and • One community venue (Lake Kawana Community Centre). <p>Desired provision: To be assessed independently based on the potential for new facility development at Maroochydore, combined with the expiration of the lease of Nambour Civic Centre.</p>
District	These venues are moderate scale facilities which service a district level catchment. These venues have a seating capacity of between 250-500 people, and have basic infrastructure to support the diverse range of activities and events they accommodate.	<p>Current provision: The Sunshine Coast is serviced by three district venues.</p> <p>Desired provision: The Sunshine Coast is serviced by three district venues.</p> <p>There is potential for additional district venues to be developed within Palmview/Sippy Downs and Caloundra South. The development/embellishment of these venues will be subject to a needs assessment to ensure they are viable, and respond to community needs.</p>

Note: An entertainment, convention and exhibition centre does not form part of the above hierarchy.

While implementing these service levels, circumstances within the region may change which could require additional provision of venue. Should a need become apparent, council will need to apply the decision making framework as set out within Figure 2.

4.2 Securing land

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

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

This Plan supports the acquisition of land for community purposes to ensure the Sunshine Coast region is able to be well serviced in the long term beyond the life of this Plan.

4.3 Timing for embellishment

Table 2 defines council's provision of performance and community venues for the region over the life of this Plan. There may however be instances where council will need to make a decision regarding existing or new venues which is beyond this rate of provision.

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

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

The decision making framework still supports the capture of land through council's priority infrastructure plans and infrastructure contribution process. However by considering a number of important factors, the framework ensures that the delivery of the venue is entered into the capital works program at the right time. The framework to be implemented is detailed in Figure 2.

It is imperative that only once a feasibility study confirms development of a new venue, that the delivery of the facility be promoted within the community. This is so community expectations can be managed in the best way possible.



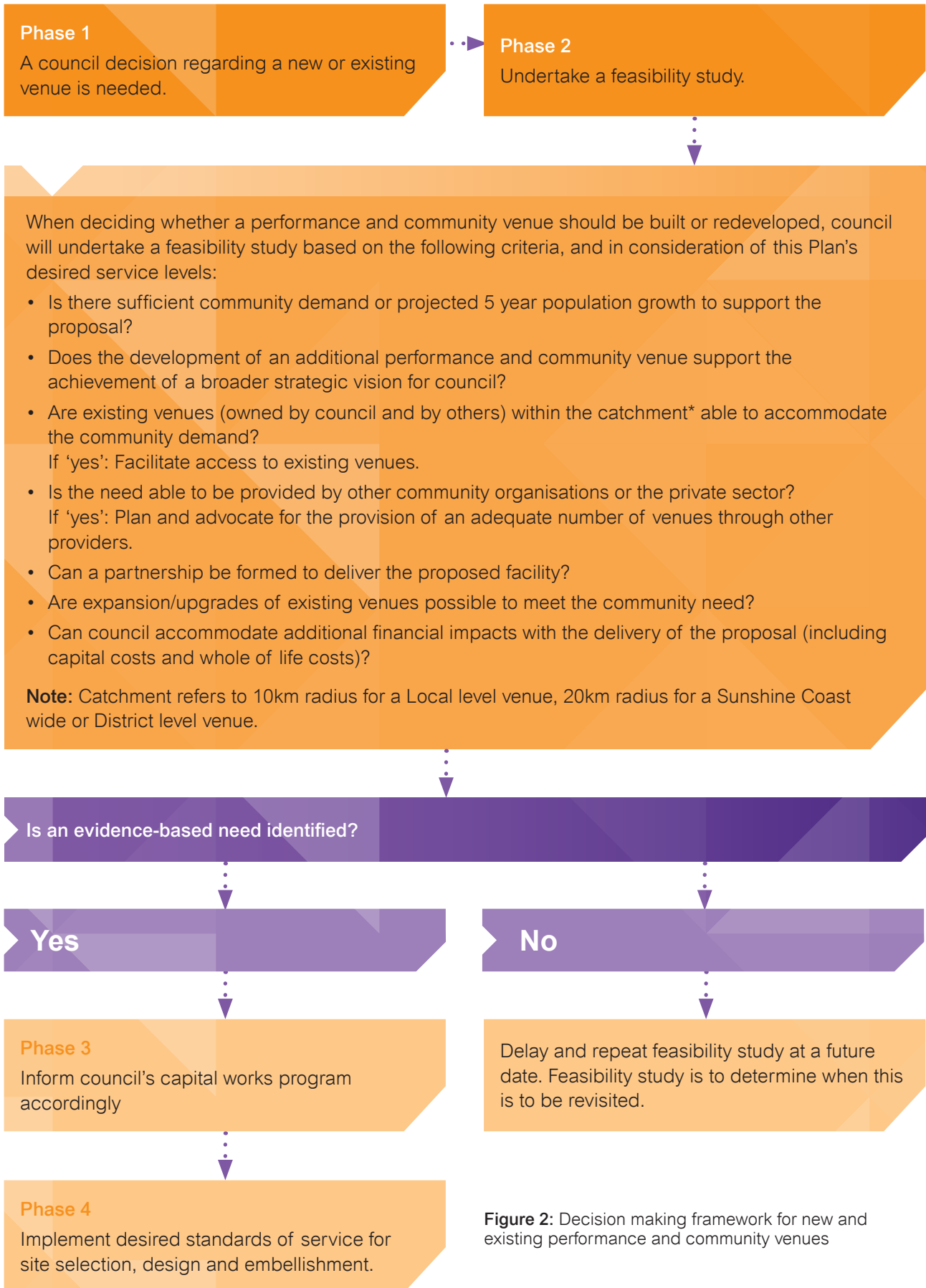


Figure 2: Decision making framework for new and existing performance and community venues

4.4 Desired site and design standards

This Plan provides site and design considerations to encourage well-placed and well-designed performance and community venues in the future. The criteria set out in Table 3 provide a guide for site development and facility design, which should be considered in conjunction with the strategic directions of council's Social Infrastructure Strategy 2011. These criteria are to be used once a need for a new or upgraded performance and community venue has been determined (based on the decision-making framework set out in Figure 2).

4.5 Desired standards of embellishment

This Plan has addressed both Sunshine Coast wide and district venues which have the ability to provide a performance function and a community function. Table 4 provides a guide for the differing degrees of embellishment for council's venues. Dependant on various factors such as primary function, age, size and usage, embellishment requirements will be prioritised differently. Changing community need will also guide the prioritisation of future works.

The embellishment considerations contained within Table 4 form the first considerations for the development of a Facility Development and Maintenance Plan. As part of the process of preparing a Facility Development and Maintenance Plan, these embellishment considerations will be expanded upon as required.

4.6 Role of council

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

To ensure that the long term needs of the region are not compromised, this Plan triggers the ongoing securing of land for performance and community venues using the Social Infrastructure Strategy 2011 (refer to section 4.2).

Following this process, the decision making framework set out within Figure 2 confirms council's ongoing role as a provider of performance and community venues. The Plan ensures council provides these facilities based on the outcomes of a feasibility study, which gives consideration to important aspects such as the capacity of existing venues, venues provided by other operators, as well as opportunities to establish partnership arrangements.

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



Table 3: Site and design considerations

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

Table 4: Embellishment considerations

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

Note: Table 4 provides the initial considerations for the preparation of a Facility Development and Maintenance Plan. The Facility Development and Maintenance Plan will expand further on the above elements, and will consider the role of the venue as either a performance venue or a community venue.

5 Conclusion

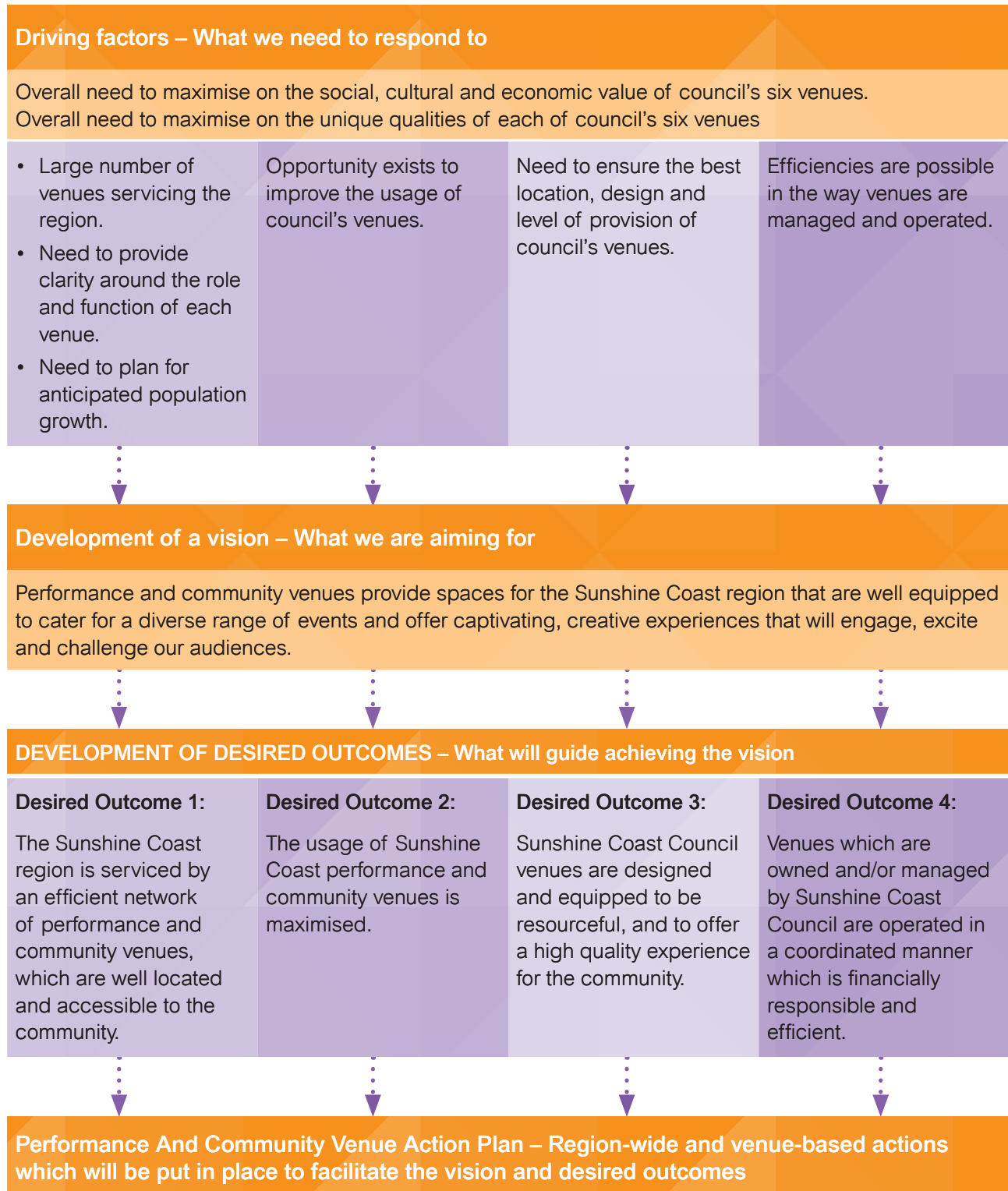
Performance and community venues provide a way to enhance the lives of Sunshine Coast community and visitors. They provide an important avenue for the community to come together and experience cultural, community and creative initiatives, building upon and enhancing the social capital and vibrancy of the Sunshine Coast.

The need to prepare this Plan has presented council with the opportunity to action the betterment of its six key performance and community venues over the next years. The actions of this Plan confirm council's civic

responsibilities to facilitate access to performance and community venues, channelling its investment towards creating an invaluable and vibrant network of performance and community venues. This Plan puts the wheels in motion to achieve greater social, cultural and economic return on council's investment in the future, while contributing towards council's overarching vision of being 'vibrant, green and diverse'



Appendix 1: Strategic Framework





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