

Victor Harbor Business Case

Further Development – April 2021

The Brief

Goals

- Establish accurate forecasts for user demand in terms of venue utilisation and attendances for the first 5 years of operations for all major spaces.
- Establish a set of core assumptions for the operating model (including rates and charges, staffing, facility costs and cinema operations).
- Develop a detailed financial operating model (Revenues, Expenditures and EBITDA¹) for 2 basic operating options. (Space rentals only/Hall for Hire and Actively Curated)
- Provide a high-level narrative that describes how the VHACC can be managed and operated.
- Ensure that the deliverables align with the needs of:
 - An updated economic impact study² to be commissioned by Council.
 - The likely requirements of potential (Government) investors.

Approach

- Incorporate and where required update/refine findings from previous reports.
- Use RAM's financial operating model template. (This may be used to test further options and sensitivities through an iterative development process.)
- Council management to provide detailed advice (with RAM support) in terms of estimated venue demands from local and regional users e.g. schools, arts/theatre groups, civic needs, broader community needs, local festival and special events.
- Base forecasts to align with ARM's design proposals.

¹ Earnings Before Income Tax and Depreciation Allowance.

² We understand that Council also requires an updated economic impact study to be completed. The original study (2017) was undertaken by Essential Economics and this practice has now been bought by Ethos Urban (<https://ethosurban.com/>) however the original economics consultant involved, Sean Stephens is part of the Ethos Urban leadership team indicated his willingness to complete the updated study. This study will calculate impacts including the Benefit Cost Ratio (BCR) of the project in terms of direct and indirect benefits arising from both construction and operations. RAM's deliverables will help inform the operating estimates. We have assumed Council would directly engage with Ethos Urban and that we would liaise with them as required.

The Case for Investment

As part of process to develop an operating model for this project I think it is useful to consider the proposal in the context of an Investment Logic Map³. What are the key problems/drivers, the benefits being sought, the strategic response and the preferred solutions? This is a common tool used in business case development and this is an indicative draft map based on work to date rather than the result of a specifically facilitated workshop.

Problem (cause and effect)	Benefits Required (measurable)	Strategic Response	Solutions	
			Changes	Assets
A failure to deliver a full range of cultural activities, detracts from VH's liveability and appeal as a destination. (Potential investments and visitors go elsewhere.)	A stronger more diverse economy. - More inbound cultural visitation. - Employment and training opportunities increased.	Improve flexibility and capacity to increase # of live performances, exhibitions and community events in VH.	Demonstrate the market growth opportunities through the implementation of new programming strategies.	
Limited opportunities to experience live performances and exhibitions leads people to spend their money elsewhere. (Locals go elsewhere.)	VH is a more attractive place to live, work and invest. - Increased attendances and direct and indirect revenues. - Increased range of presenter and productions. - Spend leakage reduced	Actively and directly curate and present a broader range of events and activities that stimulate further activations.	Recruit and train staff. Source product and partners.	Design and Construct new facilities.
Ageing and limited arts and cultural infrastructure detracts from the CBD's appeal as a lively precinct.	VH is recognised as national benchmark in terms of cultural precincts. - More civic pride. - Improved access to content and investment opportunities in creation and production.	Improve the visibility and presence of arts and culture in the community. Strategically align VHACC development with other developments in the CBD including evening activation and community safety initiatives.	Seek partnerships to underpin local creativity and employment opportunities.	Refresh and renew where possible exist and address compliance and access issues

³ <http://www.bawiki.com/wiki/Investment-Logic-Mapping.html>

Five-year Operating Model

Key Assumptions

- Base Case - There is no existing comparable business unit in place, so a “base case” has not been developed for this model. With the exception of cinema operations, I have treated this as a new development. I have taken note however of previous experiences in terms of operating the Town Hall in its current state. There are likely to be other components of Council's current operations such as the Gallery that are likely to be incorporated into the new business unit. Existing employment levels will need to be taken into account in terms of overall net economic impacts from additional staff.
- South Coast Regional University Centre Partnership Opportunity – Opportunities that could be pursued in relation to vocational training aligned with the VHACC's vision and purpose have now been identified and are being explored by Council management. In addition to the possibility of establishing a long-term tenancy partner this recent development could also help attract support from State and Federal sources in the form of capital contributions.
- Key Facilities and Spaces – For the purposes of modelling these include:
 - The Proscenium Theatre – Max 340 seated, well equipped and suitable for a wide range of professional and community events, performances, concerts and civic functions and meetings. Overall seating capacity is smaller than the common range in regional and suburban theatres of 400 to 600. This will restrict its appeal for some commercial promoters, but not entirely and its size constraints can at least be partially offset by an engaged, respected and connected management team. Its size will suit the needs of a wide range of professional, funded producers and enable the VHACC to participate in state and national touring circuits. This assumes that VHACC management will be resourced and empowered to actively curate and present performances and not simply operate a “hall for hire”.
 - The new facilities will be of particular benefit to local users of all kinds. They will be several steps ahead of current local and regional facilities and meet most of the service needs of local arts companies, artists, primary and secondary schools, dance and music schools and a broader range of community and civic groups.
 - The Proscenium Theatre, in conjunction with other new VHACC facilities will also enhance Victor Harbor's ability to attract new meetings and events sector business.

- The Flexible Theatre – modelled at an average 160 pax capacity. Flexible enough to host performances, classes, meetings, workshops, seated dinners and relaxed concert settings.
 - The Gallery – A highly capable, secure and climate controlled space with up to 90 running metres of exhibition space. This would be able to present multiple touring exhibition per year (assume 4) from state and national sources and become one of the key regional gallery spaces in SA. Professionally managed with significant local community support. As well as major touring exhibitions we have assumed at least two major local exhibitions per year and perhaps more as well as a range of public programs and events.
 - The Cinemas – This proposal continues to offer four dedicated cinema spaces without any conflict in terms of the other major spaces but can be augmented during peak movie/low live event demand times in January with the Proscenium Theatre. Critically this means that we can forecast a sustainable and substantial operating surplus from cinema activations and maintain and improve this significant community asset.
 - Retail Spaces –
 - Café/bar facilities of 40m² at Cinema Entrance
 - Café/bar facilities at Gallery/Flex Theatre side 33m²
 - Arts Retail 20m²
 - 225 m² Office Space Second Floor not including Bathrooms and Circulation space (assume an annual rental of \$190/m² based on a high level estimate of current commercial rents in VH.)
 - Support spaces including a kitchen/ food prep area that can support a limited functions and event business in all spaces.
-
- Council will operate and administer the facility (other than possibly the retail bar/café). This includes accounts and payroll, governance, maintenance/occupancy costs other than those specified, depreciation and other organisational support and development functions.
 - Estimated operational commencement in 2024 but key staff will need to commence up to 18 months prior to opening to ensure a smooth transition from construction site to fully operational facility from the opening day.

Specific Assumptions

Note	Revenue Assumptions	Comments
1	Sponsorships, Philanthropy	We have set modest targets of \$20k and \$10k respectively PA for these items
2	Theatre Rental/Utilisation	We have assumed a “regular/local” hire rate (not including casual Labour) equivalent to a benchmark of 2.75 per seat (based on 340 seats) or lowest (full) daily rate for locals of \$935 and \$1360/day Standard/Casual/Commercial. According to 2017 PAC Australia benchmarking the average daily community rate for the 15 venues sampled whose Primary space had less than 500 seats was \$1,030 day. For venues with between 500 to 999 seats that average daily community rate was \$1,953 – see Appendix A. There will no doubt multiple options developed by management but for modelling purposes we have kept to a minimum of options. The Flexible Theatre rate for locals is set at \$2.20 per seat (benchmark) or \$380/day. Both theatre rates are very competitive in terms of regional alternatives (refer Appendix A – Benchmarks). Detailed assumptions around each major venues operation are described in the relevant “Assumptions” worksheets in the spreadsheet model along with rates for per head spend at theatre bars/ merchandise and ticketing commissions Venue Utilisation drives much of the business (outside of Cinema Operations) and utilisation forecast are outlined with detailed assumptions in the relevant Worksheet. Forecasts have been estimated based on existing Town Hall records, advice from Council management and feedback obtained during the consultation process. These should be further refined through the community feedback process. In addition to external hires, we have also proposed an active self-presentation program for the VHACC. This comprises up to 55 performances PA in the Proscenium theatre and 18 in the Flexible Theatre. We have assumed that these would be programmed and presented from a variety of local, state and national sources for a broad market cross section. Theatre rental accounts for 12% of total turnover and this aligns with relevant available benchmarks.⁴

⁴ PAC Australia 2019 Economic Activity Report <https://paca.org.au/resources/benchmarking-reports/>

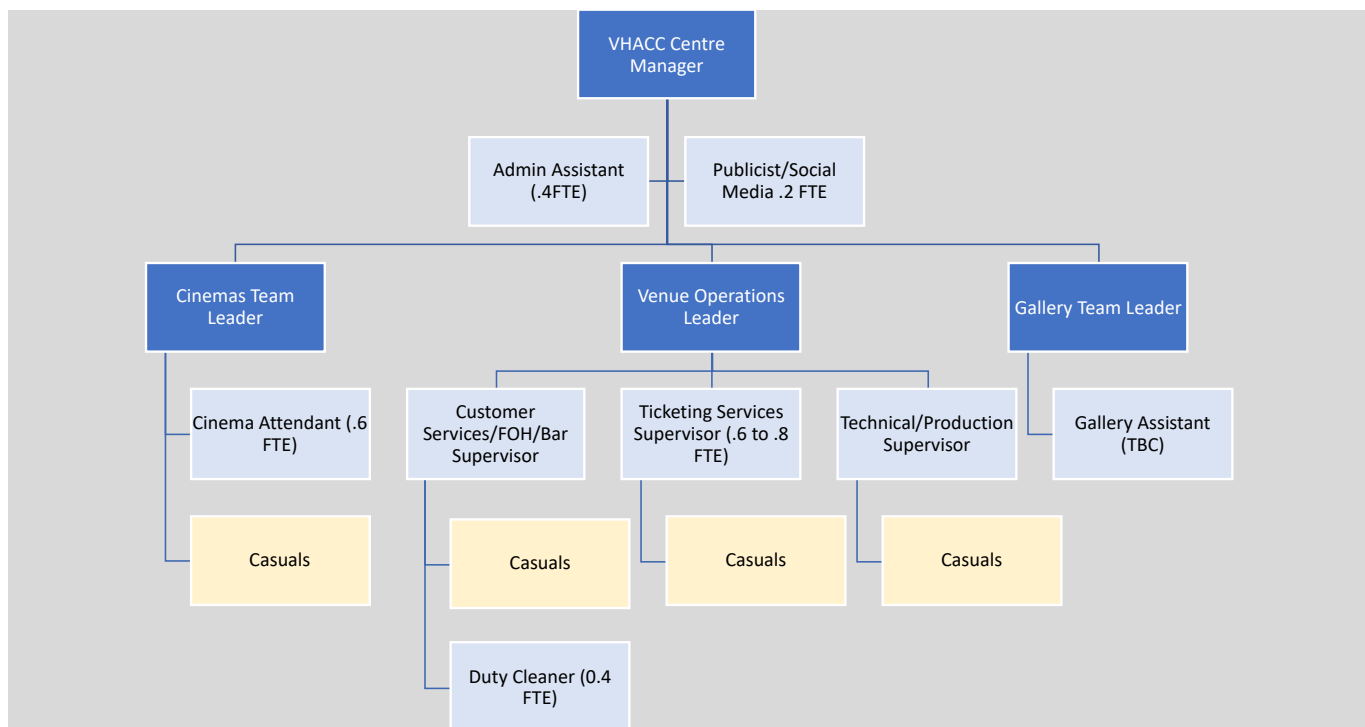
3	Venue Presented Programming	In addition to external hires, we have also proposed an active self-presentation program for the VHACC. This comprises up to 55 performances PA in the Proscenium theatre and 20 in the Flexible Theatre. We have assumed that these would be programmed and presented from a variety of local, state and national sources for a broad market cross section. In terms of Gallery operations, no ticketed/admission revenues are anticipated, and provisions have been made in Expenditure for Exhibition development and presentation. A small target for revenue from commissions on sales has been forecast. Cinema – The design concept has incorporated an enhanced and dedicated suite of cinemas (3) plus provision allowed for use of the Proscenium Theatre in a peak school holiday periods if required. Cinema business of the overall impact of that currently experienced is unusual in typical regional and suburban PAC settings. Other programming – provisions have also been made to support programming that is not specific to a venue or genre. This could include support for festivals, major events, free public programs etc.
4	Labour Recoveries	Casual labour costs are recovered from users including the theatre's own programming. We have assumed a 10% loading on actuals to help defray unrecoverable costs for training and admin purposes. The levels of Back of House (BOH) and Front of House (FOH) labour are estimated in the relevant worksheets in the model. These are notional and can be refined noting that the principle is that casual labour is full recoverable plus 10% loading so changes to net yield have only marginal impact on the bottom line. It is also reasonable to assume in this context that, subject to agreement, specified regular local hirers could be permitted to use volunteer labour. The key condition to enable this would be that such labour undertook regular training in OH and S, emergency procedures and equipment specific training. Theatre management would have to maintain overall supervision of all operations.

5	Other Earned Revenues	Theatre Bars – Net Yield based on 20% profit margin of total sales calculated at an average spend of \$3.50 (rising by 2% PA) per ticketed attendance. Functions and Events – A modest business based on 32 events PA initially and a 15% profit margin. Details per MICE Functions worksheet. Cafes – 2 small café/bars in addition to the foyer bar and cinema candy bar. Assumptions as per FandB_Retail worksheet. Tenants – Assumes 1 x 105m2 lettable space and 1 x 65m2 lettable space on level 2. Assumptions as per FandB_Retail worksheet. Rent calculated using a base \$190/m2 PA rate per current advertised spaces in VH. This should be confirmed by local agents. Merchandise Royalties – 12.5% of gross sales as per Assumptions worksheets.
6	Ticketing	The theatre will run its own ticketing business (essential for market/CRM purposes) and recover costs plus a small surplus. It is essential that all tickets sales are managed by the theatre as it is the theatre that is ultimately (legally) responsible for any refunds arising from cancelled performances and managing customer disputes.
7	Other cost recoveries	Include special equipment hire, consumables and other minor charges. It is assumed that the theatre will be well fitted out to meet a wide range of requirements in terms of lighting, sound, staging and A/V.

Expenditure Assumptions																																									
8	Wages and Salaries	Core (non-recoverable) staffing is estimated at 7.8 FTE. It is assumed that the Centre Manager will combine both CEO and Artistic Director roles within a Council employment setting. Any change management issues have not been calculated but understood to be minimal. <table border="1"> <thead> <tr> <th>Role</th><th>Notional Base Annual Salary FTE (no on costs)</th><th>FTE – Year 5</th></tr> </thead> <tbody> <tr> <td>Centre Manager</td><td>\$110,000</td><td>1.0</td></tr> <tr> <td>Administration Asst.</td><td>\$60,000</td><td>0.6</td></tr> <tr> <td>Venue Ops Leader</td><td>\$90,000</td><td>1.0</td></tr> <tr> <td>Cinemas Leader</td><td>\$85,000</td><td>0.6</td></tr> <tr> <td>Duty Cleaners</td><td>\$45,000</td><td>0.4</td></tr> <tr> <td>Customer Services/FOH/Bar Supervisor</td><td>\$70,000</td><td>1.0</td></tr> <tr> <td>Ticketing Services Supervisor</td><td>\$60,000</td><td>0.8</td></tr> <tr> <td>Gallery Co-ordinator</td><td>\$75,000</td><td>0.6</td></tr> <tr> <td>Gallery Curator</td><td>\$85,000</td><td>0.6</td></tr> <tr> <td>Publicist/Social Media</td><td>\$85,000</td><td>0.2</td></tr> <tr> <td>Technical/Production Supervisor</td><td>\$85,000</td><td>1.0</td></tr> <tr> <td></td><td></td><td>7.8 FTE</td></tr> </tbody> </table> On costs are estimated at 24 % average. Casual salaries are recoverable. See Appendix B for staffing structure and key accountabilities.	Role	Notional Base Annual Salary FTE (no on costs)	FTE – Year 5	Centre Manager	\$110,000	1.0	Administration Asst.	\$60,000	0.6	Venue Ops Leader	\$90,000	1.0	Cinemas Leader	\$85,000	0.6	Duty Cleaners	\$45,000	0.4	Customer Services/FOH/Bar Supervisor	\$70,000	1.0	Ticketing Services Supervisor	\$60,000	0.8	Gallery Co-ordinator	\$75,000	0.6	Gallery Curator	\$85,000	0.6	Publicist/Social Media	\$85,000	0.2	Technical/Production Supervisor	\$85,000	1.0			7.8 FTE
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9	Other Employee Related Costs	As listed in the detailed P and L. Travel, membership fees, recruitment etc. It should be expected that the Director in particular will be expected to undertake regular travel intra and interstate.																																							
10	Repairs and Maintenance	Tools, Annual Contracts and minor maintenance.																																							

11	Marketing and Publicity	This budget allocation is applicable to the VHACC's general operations and assumed the individual projects/seasons would have their own budget requirements reflected in project budgets.
12	Ticketing Costs	Associated with software and consumables.
13	Other General Admin and Maintenance costs	Per P and L.
14	Professional Fees	These are not specifically allocated but could be applied to audit fees for example.
15	Programming Expenditures	Allocations are made for the costs of regular theatre programming (offset by ticket sales in Income), net exhibition costs, cinema business costs based on current experience, opening year events and the net costs of public programs.
16	Food and Beverage Costs	We have only assumed a net 20% return on sales rather than a more detailed breakdown. Theatre bars are averaged at a \$3.50 per head spend per patron. The two cafes are assumed to be leased with VHACC receiving a profit share as per the FandB_Retail worksheet

Staffing structure and key accountabilities



Key Accountabilities

Role	Key Accountabilities
Centre Manager	Accountable to the Director of XXXX for: - Leading the VHACC Business Unit Team and ensuring compliance with all relevant Council Organisational Development, OH and S and Compliance policies. - Supervision of 3 Team Leader direct reports - Developing, implementing and reporting annual programming, operating and financial plans as well as regular engagement in overall strategic development of the business unit. - Establishing and implementing overall artistic direction, market development and visitor engagement strategies and plans for the centre. - Identifying and developing commercial and business opportunities. - Negotiation with key programming and commercial partners including major hirers. - Maintenance of positive and productive communications with key internal and external stakeholders including representing VHACC and Council at relevant public and industry events. - Develop and maintain productive state and national networks required to support program development, delivery and funding support from non COVH sources. - Contribute to Councils broader senior management team in relation Council-wide strategies.
Cinemas Team Leader	Accountable to the Centre Manager for: - Overall Cinema Operations. - Specific programming and marketing of cinema seasons and events. - Lead the Cinema staff team in partnership with the Venue Operations Team Leader in terms of food and beverage/candy bar services, ticketing services, customer services, maintenance and safety and security. - Meeting agreed annual business plans and targets.
Cinema Attendant /Casuals	(This may be better placed under Customer Services – TBC.)
Venue Operations Team Leader	Accountable to the Centre Manager for:

	• The safe and secure and operations of all VHACC facilities and ensure compliance with all applicable policies and procedures in this regard. • Managing and developing venue utilisation and hirer relations including responding to request for use, developing cost estimates, drafting venue hire agreements, overall supervision of event production and presentation. • Lead and develop the Customer Services/Front of House/Bar Operations and Technical Production Supervisors. • Liaise with and ensure productive working partnership with the other Team Leaders and associated Council staff. • Liaise with external service providers e.g. catering to ensure the needs of the functions and events business is met. • Develop plans and reports as required for the Venue Operations functional area.
Customer Services/FOH/Bar Supervisor	Accountable to the Venue Ops Team Leader for: • The operations and staffing of all FOH and VHACC employed customer service staff. • Successful operation of the cinema and theatre bars. • Training, rostering and development of casual FOH staff. • Ensuring information required by Payroll for casual staff is accurate and timely. • Ensure that all public areas of VHACC are presentable and to the agreed standards.
Ticketing Services Supervisor	Accountable to the Venue Ops Team Leader for: • The operations and staffing of all casual Ticketing Services staff. • Successful operation of all the Centre's ticketing operations, including cinemas. • Ensure that customer databases are accurate and comply with Privacy laws. • Develop market analysis reports as required from the customer database. • On a day to day basis provide face to face, telephone and electronic communications with customers wishing to purchase tickets. • Training, rostering and development of casual ticketing staff. • Ensuring information required by Payroll for casual staff is accurate and timely.
Technical/Production Supervisor	Accountable to the Venue Ops Team Leader for: • The operations and staffing of all FOH and VHACC employed technical and event production staff. • Successful and safe operation of the live performance and events spaces. • Training, rostering and development of casual BOH staff. • Ensuring information required by Payroll for casual staff is accurate and timely. • Ensure that all BOH areas of VHACC are safe, presentable and to the agreed standards. • Develop and maintain excellent relations with hirers and their relevant staff. • Assist the Venue Operations Team Leader to develop cost estimate and operational proposals for clients.
Duty Cleaner	Reporting to the Customer Services/FOH/Bar Supervisor provide day to day cleaning services for utilisation such as the cinemas that cannot be recovered from hirers. This is in addition to those recoverable services and may be provided by a contractor.
Gallery Team Leader	Accountable to the Centre Manager: • In association with the Centre Manager develop, market and implement an annual exhibition and events program for the Gallery. • Establish and maintain strong creative relationships with local artists and other SA Galleries. • Supervise exhibition set up and hanging and carry out as required. • Develop productive relationships with the base Volunteers and supporters. • Oversee the security and maintenance of collections and recommend conservation as required. • Supervise the Gallery Assistant.
Gallery Assistant	Reporting to the Gallery Team Leader: • Develop and work with the Gallery volunteer and supporter base to provide agreed services that are co-ordinated, of a high standard and help develop the Gallery's brand positioning. • Co-ordinate sales of works and gallery merchandise. • Provide general administrative assistance to the Gallery Team Leader.

Summary - Net Results

Operating P&L	Summary		VHACC		
	Full Ops	Full Ops	Full Ops	Full Ops	Full Ops
Revenues	Year 1	Year 2	Year 3	Year 4	Year 5
Grants and Contributed Revenues	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Venue Rentals	\$ 157,038	\$ 187,656	\$ 207,428	\$ 228,574	\$ 245,513
Presentations - Box Office	\$ 854,314	\$ 914,027	\$ 972,610	\$ 1,037,829	\$ 1,117,219
Labour Recoveries	\$ 121,877	\$ 137,952	\$ 177,847	\$ 182,566	\$ 227,951
Earned Revenues e.g. F and B, Tenants	\$ 149,339	\$ 162,225	\$ 180,200	\$ 198,876	\$ 207,573
Ticketing Business	\$ 83,526	\$ 96,093	\$ 108,173	\$ 122,400	\$ 135,005
Other Cost Recoveries/Misc Revenues					
TOTAL INCOME	\$ 1,644,782	\$ 1,776,940	\$ 1,925,551	\$ 2,049,850	\$ 2,213,185
Expenditure					
Salaries & Wages	\$ 1,010,785	\$ 1,086,406	\$ 1,135,006	\$ 1,140,754	\$ 1,212,443
Total Employee Related Costs	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000
Total R and M	\$ 24,500	\$ 40,000	\$ 40,800	\$ 41,392	\$ 41,995
Total Marketing & Publicity	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500
Ticketing Expenses	\$ 20,881	\$ 24,023	\$ 27,043	\$ 30,600	\$ 33,751
Total Administration	\$ 193,850	\$ 196,530	\$ 200,461	\$ 203,882	\$ 208,034
Professional Fees/Comsultancies	\$ -	\$ -	\$ -	\$ -	\$ -
Total Net Programming	\$ 866,500	\$ 816,250	\$ 858,760	\$ 899,715	\$ 955,370
Total Food and Beverage (F and B) Costs*					
TOTAL EXPENDITURE	\$ 2,168,016	\$ 2,214,709	\$ 2,313,570	\$ 2,367,842	\$ 2,503,094
EBITDA**	(\$523,234)	(\$437,769)	(\$388,018)	(\$317,992)	(\$289,909)

*F and B reported as net profit only in forecasting based on 20% net from Bars and 15% net from Functions and Events.

**Earnings Before Income Tax and Depreciation Allowance

Attendances	Year 1 Full Ops	Year 2 Full Ops	Year 3 Full Ops	Year 4 Full Ops	Year 5 Full Ops
Venue					
Prosc - Ticketed	18,360	21,080	23,990	26,982	29,835
Flex - Ticketed	11,155	12,145	12,550	13,488	13,811
Gallery - average 40 per day @303 days	12,120	12,362	12,610	12,862	13,119
Cinemas (Based on 2019 actuals, further development recommended.)	70,000	72,000	76,000	77,000	78,000
Total	111,635	117,587	125,150	130,332	134,765

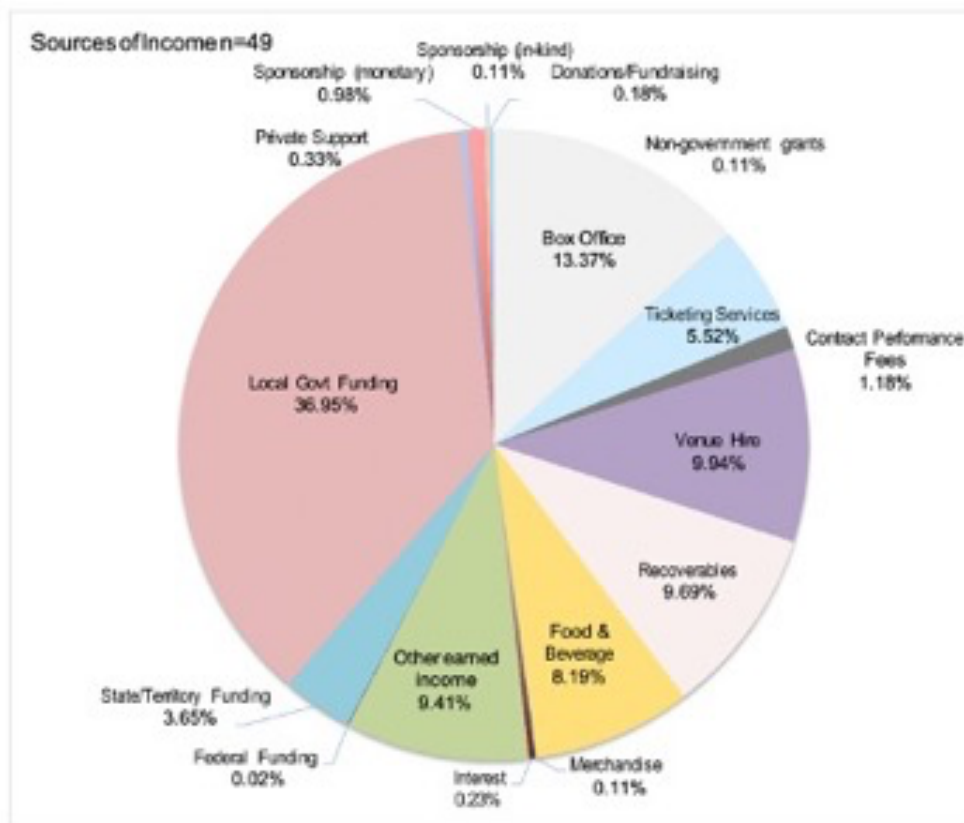
Operating Subsidy

By Year 5 of full operations the VHACC is projected to have reached a mature stage of operations with an ongoing operating deficit of \$289,909 for the items listed in the P and L. Clearly there is discretion to adjust that to some extent depending on Council's priorities and prevailing market demand and capacity.

This is a comparatively modest operating subsidy for a multi-venue, multi-purpose and actively programmed and curated Centre. In other, comparable settings based on our experience and benchmarking we would expect this to be more in the range of \$600-\$900k PA. The reason for the result is the existence of a significant and we have assumed, a sustainable cinema business.

With rare exception Local Governments in Australia and NZ do not publish specific annual profit and loss accounts for their theatres and art galleries. The indicative annual subsidy figures quoted above are based on experience, both direct and via consultancy projects. As a comparison the 499 seat Wagga Wagga Civic Theatre, with no secondary spaces, no gallery operations and no cinema operations had an annual operating subsidy of \$647k in F2019. Note, that this venue was in a large regional city of 80,000 and its larger capacity assisted it to attract higher levels of commercial type hires thus helping to reduce the overall subsidy requirement.

What the 2019 PAC Australia Economic Activity does report is the % of Local Government subsidy to income.



In this survey of 49 Australian regional and suburban performing arts centres the average level of support from Councils was 37% of income. The equivalent figure for our model is 14%. If we add the net \$271k contribution from the Cinema business this takes the total operating subsidy to just under 30%.

Note that we have not accounted for any transfer of existing staff and/or resources into the model that may help offset the operating deficit.

Detailed 5 Year Profit and Loss

VHACC							
INDICATIVE Multi-Year OPERATING BUDGET							
Key Indicators	Construction	Construction	Year 1 Full Ops	Year 2 Full Ops	Year 3 Full Ops	Year 4 Full Ops	Year 5 Full Ops
Detailed Operating Budget							
	\$0	\$0	Full Ops	Full Ops	Full Ops	Full Ops	Full Ops
INCOME & EXPENDITURE \$							
INCOME							
Operating Subsidies - Actual F2019							
Grants (Not VH Council)			\$0	\$0	\$0	\$0	\$0
Partnerships		\$0	\$0	\$0	\$0	\$0	\$0
Sponsorship - Towards Operating, not Capital	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Philanthropy - Towards Operating not Capital	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Misc Rev		\$0	\$0	\$0	\$0	\$0	\$0
Grants and Contributed Revenues	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Venue Rentals (Excluding Internal Hire Charges if applicable)							
<i>Prosc Theatre</i>	\$0	\$0	\$98,940	\$114,444	\$130,882	\$147,932	\$162,024
<i>Flex Theatre</i>	\$0	\$0	\$58,098	\$73,212	\$76,545	\$80,642	\$83,489
Venue Rentals	\$0	\$0	\$157,038	\$187,656	\$207,428	\$228,574	\$245,513
Season Programming Gross Box Office			\$214,974	\$243,220	\$268,563	\$298,885	\$341,640
Gallery Exhibitions - Commissions on Sales			\$10,000	\$10,000	\$10,200	\$10,404	\$10,612
Cinema Business - Based on F22 Budget per Council Advice - EXCLUDES Ocean St Shops as they are claculated in new Retail/Office revenue line							
Ticket Sales		\$500,000	\$510,000	\$535,500	\$562,275	\$590,389	\$619,908
Merch		\$2,000	\$2,040	\$2,142	\$2,249	\$2,362	\$2,480
Candy bar		\$100,000	\$102,000	\$107,100	\$112,455	\$118,078	\$123,982
Advertising Sales		\$15,000	\$15,300	\$16,065	\$16,868	\$17,712	\$18,597
Provision for Other Non Season Programming (Refer Expenditure)							
Presentations - Box Office	\$0	\$617,000	\$854,314	\$914,027	\$972,610	\$1,037,829	\$1,117,219
Wage Recoveries							
BOH and FOH Casual Staffing - Cost plus 10% margin	\$0		\$121,877	\$137,952	\$177,847	\$182,566	\$227,951
Labour Recoveries	\$0	\$0	\$121,877	\$137,952	\$177,847	\$182,566	\$227,951
Earned Revenues e.g. F and B,Tenants							
Estimated net Revenues from Theatre Bars	\$0	\$0	\$18,825	\$21,572	\$24,115	\$27,199	\$29,841
Estimated Net Revenues from Functions and Events			\$16,995	\$23,715	\$35,727	\$47,708	\$51,098
Estimated Rental Revenues from Restaurant/Cafes	\$0	\$0	\$60,000	\$61,200	\$62,424	\$63,672	\$64,946
Estimated Net Revenues from Retail Tenant/s			\$45,850	\$46,767	\$47,702	\$48,656	\$49,630
Merchandise Royalties	\$0	\$0	\$7,670	\$8,971	\$10,231	\$11,639	\$12,058
Earned Revenues e.g. F and B,Tenants	\$0	\$0	\$149,339	\$162,225	\$180,200	\$198,876	\$207,573
Ticketing Business							
Ticketing Fees - projected		\$0	\$83,526	\$96,093	\$108,173	\$122,400	\$135,005
Ticketing Business	\$0	\$0	\$83,526	\$96,093	\$108,173	\$122,400	\$135,005
Equipment Hire			\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
Membership Fees - Gallery			\$3,500	\$3,570	\$3,641	\$3,714	\$3,789
Publicity Fees/Cost Recoveries			\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
Other Cost Recoveries			\$3,500	\$3,570	\$3,641	\$3,714	\$3,789
OFFSETS from Existing Budgets as advised by Counc No escalations calculated at this ppoint							
Cinema Budget		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Town Hall Venue Hire Officer		\$6,732	\$6,732	\$6,732	\$6,732	\$6,732	\$6,732
Arts and Cultural Officer		\$26,956	\$26,956	\$26,956	\$26,956	\$26,956	\$26,956
Other Cost Recoveries/Misc Revenues	\$0	\$233,688	\$248,688	\$248,988	\$249,294	\$249,606	\$249,924
TOTAL INCOME	\$0	\$850,688	\$1,644,782	\$1,776,940	\$1,925,551	\$2,049,850	\$2,213,185

EXPENDITURE \$
Salaries & Wages

Permanents (from Employment Worksheet)	\$55,000	\$476,340	\$638,520	\$680,340	\$680,340	\$680,340	\$692,580
Casuals		\$110,797	\$110,797	\$125,411	\$161,679	\$165,969	\$207,228
Provision for Change Management Costs		\$0	\$0	\$0	\$0	\$0	\$0
Provision for extra non-recoverable staff		\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
On Costs on Perms and Casuals @ 24 % - est current	\$18,700	\$199,627	\$256,468	\$275,655	\$287,987	\$289,445	\$307,635

Salaries & Wages	\$73,700	\$786,764	\$1,010,785	\$1,086,406	\$1,135,006	\$1,140,754	\$1,212,443
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Other Employee Related Costs

Membership Fees		\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Seminars/Conference Fees		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Staff Training			\$0	\$0	\$0	\$0	\$0
Staff Recruitment Costs	\$25,000	\$15,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Medical Costs			\$0	\$0	\$0	\$0	\$0
Uniforms		\$7,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
OH & S Costs		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Travel Fares			\$0	\$0	\$0	\$0	\$0
Travel Accomodation			\$0	\$0	\$0	\$0	\$0
Travel TA/Meals			\$0	\$0	\$0	\$0	\$0
Travel Other		\$7,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Travel Taxi Costs			\$0	\$0	\$0	\$0	\$0
MV Lease Expenses							
Vehicle Fuel			\$0	\$0	\$0	\$0	\$0
MV Interest Expense			\$0	\$0	\$0	\$0	\$0
Other Vehicle Expenses			\$0	\$0	\$0	\$0	\$0
Total Employee Related Costs	\$25,000	\$39,000	\$19,000	\$19,000	\$19,000	\$19,000	\$19,000

Repairs and Maintenance

Theatre Tools & Equipment		\$27,500	\$5,000	\$5,000	\$5,100	\$5,100	\$5,100
			\$0	\$0	\$0	\$0	\$0
R&M Build Annual Contracts			\$12,500	\$25,000	\$25,500	\$26,010	\$26,530
FFE/Tagging			\$1,000	\$4,000	\$4,080	\$4,162	\$4,245
R&M office and Piano		\$3,000	\$3,000	\$3,000	\$3,060	\$3,060	\$3,060
R & M Other - eg seats		\$3,000	\$3,000	\$3,000	\$3,060	\$3,060	\$3,060
Total R and M	\$0	\$33,500	\$24,500	\$40,000	\$40,800	\$41,392	\$41,995

Marketing & Publicity (Institutional - not show related)

Publicity/Marketing/PR							
Publicity Advertising		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Publicity Printing		\$20,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Publicity Research			\$0	\$0	\$0	\$0	\$0
Publicity Distribution			\$0	\$0	\$0	\$0	\$0
Publicity Publications/Design		\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Digital Marketing							
General Marketing/Admin			\$0				
Total Marketing & Publicity	\$0	\$45,000	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500

Ticketing Costs

Future Costs at 25% of Fees			\$20,881	\$24,023	\$27,043	\$30,600	\$33,751
Ticketing Expenses	\$0	\$0	\$20,881	\$24,023	\$27,043	\$30,600	\$33,751

Administration

Cleaning			\$2,000	\$2,000	\$2,040	\$2,081	\$2,122
Stationary Costs	\$2,500		\$2,500	\$2,500	\$2,550	\$2,550	\$2,550
Security Building			\$3,000	\$3,000	\$3,060	\$3,121	\$3,184
Security Cash Handling				\$0	\$0		
Licence Fees				\$0	\$0		
Taxes FBT Non Salary				\$0	\$0		
Taxes Rates				\$0	\$0		
Phone/IT	\$4,250		\$4,250	\$4,250	\$4,335	\$4,250	\$4,251
Website Costs				\$0	\$0		
IT Consumables				\$0	\$0		
Theatre Technical Purchases	\$3,000		\$3,000	\$3,000	\$3,060	\$3,060	\$3,060
Equipment Hire				\$0	\$0		
Access Services				\$0	\$0		
LPA Fees				\$0	\$0		
Hospitality Non FBT				\$0	\$0		
Hospitality FBT				\$0	\$0		
Internal Charges catering and other expnses				\$0	\$0		
Printing			\$1,000	\$1,000	\$1,020	\$1,040	\$1,061
Postage			\$1,500	\$1,500	\$1,530	\$1,561	\$1,592
Freight	\$1,200		\$1,200	\$1,200	\$1,224	\$1,224	\$1,224
Sponsor Costs				\$0	\$0		
Bank Charges				\$0	\$0		
Books/Journals/Subscriptions				\$0	\$0		
General Admin Contingency	\$25,000	\$2,500	\$10,000	\$10,000	\$10,200	\$10,200	\$10,200
Incidentals/Consumables			\$2,000	\$2,000	\$2,040	\$2,081	\$2,122
Photocopier Charges			\$1,000	\$1,000	\$1,020	\$1,040	\$1,061
IT Service Fee				\$0	\$0		
Energy Electricity			\$7,500	\$7,500	\$7,650	\$7,803	\$7,959
Energy Gas				\$0	\$0		
Water & Sewerage			\$2,200	\$2,200	\$2,244	\$2,289	\$2,335
Waste Removal							
Insurance			\$15,000	\$15,000	\$15,300	\$15,606	\$15,918
Miscellaneous Expenses	\$1,200		\$1,200	\$1,200	\$1,224	\$1,224	\$1,224
Licences	\$2,500		\$2,500	\$2,500	\$2,550	\$2,550	\$3,125

Council Other - Corporate Overhead/FCA AS ADVISED

			\$134,000	\$136,680	\$139,414	\$142,202	\$145,046
Total Administration	\$25,000	\$17,150	\$193,850	\$196,530	\$200,461	\$203,882	\$208,034

Professional Fees

Consultant/Contractor Fees

Other

Professional Fees/Consultancies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Programming Expenditures

Major Theatre Season			\$279,000	\$305,000	\$331,000	\$362,000	\$407,500
Provision for Other Programming							
Provision for Exhibition related expenses	\$25,000		\$75,000	\$35,000	\$35,700	\$36,414	\$37,142

Cinema Business

Management Fees (In Employment)

Cinema Labour Hire Provision (EXCLUDES 1.6 FTE now in Employment)			\$50,000	\$51,000	\$52,020	\$53,060	\$54,122
Film Booking Fees			\$225,000	\$229,500	\$240,975	\$245,795	\$250,710
Bar Stock			\$40,000	\$40,800	\$41,616	\$42,448	\$43,297
Marketing - Cinema			\$15,000	\$15,300	\$15,606	\$15,918	\$16,236
Utilities/Insurance			\$50,000	\$51,000	\$52,020	\$53,060	\$54,122
Security/Cleaning - see above and Employment			\$17,500	\$17,850	\$18,207	\$18,571	\$18,943
Maintenance			\$20,000	\$20,400	\$20,808	\$21,224	\$21,649
Cinema Other			\$20,000	\$20,400	\$20,808	\$21,224	\$21,649

NET Subsidy for Opening Year and other Special

Events/Commissions and allowance for underwriting new public programs	\$50,000		\$75,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Net Programming	\$0	\$75,000	\$866,500	\$816,250	\$858,760	\$899,715	\$955,370

F and B Costs for other than Cinema

Net Profit in Forecasts - see Assumptions

Total Food and Beverage Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURE	\$123,700	\$996,414	\$2,168,016	\$2,214,709	\$2,313,570	\$2,367,842	\$2,503,094

Operating SURPLUS/(DEFICIT) -	(\$123,700)	(\$145,726)	(\$523,234)	(\$437,769)	(\$388,018)	(\$317,992)	(\$289,909)
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Note: Cinema Sales increase by 2% in Year 1 and then 5% PA thereafter - costs have also been adjusted on the same basis for direct spends e.g. Film Hire and Bar Stock.

Venue Utilisation

Prosc Theatre		Construction	Construction/Opening	Full Ops	Full Ops	Full Ops	Full Ops	Full Ops
		Construction	Construction	Year 1	Year 2	Year 3	Year 4	Year 5
Programming Streams	Comments							
Commercial Presenter/Performance	Limited			6	8	10	12	12
Venue Presented				36	40	44	48	55
Local Presenter – Performance (musicals, plays and concerts incl dance schools and Perfs)				30	30	32	34	36
Local Presenter – Other e.g. Speech Night/Presentation				12	15	18	20	22
Event/Conference/Seminars/Meetings				6	7	8	8	8
Other				6	7	8	10	10
Exhibitions/Expos	Assumes 20-30 days PA(Jan) for cinema - no rent - in Cinema Business.			2	3	3	4	4
Cinema					20	20	24	30
Maintenance				20	20	20	20	20
Total Projected Events PA		0	0	118	150	163	180	197
Days	assume average of 1.1 days utilisation per event	0	0	130	165	179	198	217
By Venue Hire Rates		Comments						
Standard Hire - Regular		0	0	6	8	10	12	12
Private/MICE/Non-ticketed		0	0	84	92	102	112	123
		0	0	8	10	11	12	12
		0	0	98	110	123	136	147
By Tech Scale		Comments						
Large	Large local productions and events are main source - estimaet 10% of events	0	0	12	15	16	18	20
Standard - usually opens same day	Most touring works will also be same day but some may take 2 - estimaet 70 % of events - Less Maintenance days	0	0	63	85	94	106	118
Simple - Low tech needs	Opens Day 1 - estimaet 20% of events	0	0	24	30	33	36	39
		0	0	98	130	143	160	177

Flex Theatre		Construction	Construction	Full Ops	Full Ops	Full Ops	Full Ops	Full Ops
		Construction	Construction	Year 1	Year 2	Year 3	Year 4	Year 5
Programming Streams	Comments							
Commercial Presenter/Performance	Unlikley to attract commercial interest due to capacity							
Venue Presented				18	18	18	20	20
Local Presenter – Performance (musicals, plays and concerts incl dance schools and Perfs)				40	40	40	40	40
Local Presenter – Other e.g. Speech Night/Presentation				20	20	20	20	20
Event/Conference/Seminars/Meetings				15	15	15	15	15
Other - Broader Community/Civic				30	30	30	30	30
Exhibitions/Expos				4	10	12	15	18
Rehearsals/Workshop Only 1/2 day				20	24	28	30	36
Maintenance	NO Rent			5	10	10	15	20
Total Projected Performances PA		0	0	152	167	173	185	199
Days			0	167	184	190	204	219

Assumptions – Proscenium Theatre

Proscenium Theatre									
	340	Seats							
CPI growth per annum - unless otherwise indicated			1.02						
			0.000% Construction	0.000% Construction	Full Ops Year 1	Full Ops Year 2	Full Ops Year 3	Full Ops Year 4	Full Ops Year 5
Venue Rental Rates - Assume 1 show per day									
Extra perf on same day plus 50% of daily rate	Benchmark Seat Rate								
Standard Casual Hire - see Note 1	\$ 4.00		0	0	1,360	1,387	1,415	1,443	1,472
Local/Regular- see Note 2	\$ 2.75				935	954	973	992	1012
Private/MICE/Non-ticketed - See Note 3	\$ 4.50				1,530	1,561	1,592	1,624	1,656
Venue Utilisation									
Standard Casual Hire - see Note 1			0	0	6	8	10	12	12
Local/Regular- see Note 2			0	0	84	92	102	112	123
Private/MICE/Non-ticketed - See Note 3			0	0	8	10	11	12	12
Total	172		0	0	98	110	123	136	147
Average - Occupancy per venue (attendances)									
% of House Filled					60%	62%	63%	64%	65%
Pax per perf Main Auditorium (avge)	340		0	0	204	211	214	218	221
Attendances									
Attendances Main Auditorium Perfss			0	0	18,360	21,080	23,990	26,982	29,835
Attendances - non performance			0	0	1,632	2,108	2,356	2,611	2,652
Attendances	0		0	0	19,992	23,188	26,347	29,594	32,487
Theatre Bars									
Gross Income per pax	No indentified as [art of overall c	\$ 2.50	\$ 2.50	\$ 3.00	\$ 3.06	\$ 3.12	\$ 3.18	\$ 3.25	
Annual Revenue	Performances only	\$0	\$0	\$55,080	\$64,505	\$74,879	\$85,902	\$96,883	
Net to Theatre	20% of gross Net to The	\$ -	\$ -	\$ 11,016	\$ 12,901	\$ 14,976	\$ 17,180	\$ 19,377	
Ticketing Charges									
Performances only									
Average Ticketing Charges per attendance - NET (10% non-ticketed)	\$ 3.00	\$ 2.65	\$ 2.65	\$ 3.00	\$ 3.06	\$ 3.12	\$ 3.18	\$ 3.25	
Revenue		\$ -	\$ -	\$ 55,080	\$ 64,505	\$ 74,879	\$ 85,902	\$ 96,883	
Merchandise Revenues									
Merchandise/Program Royalty (Avge)		12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	
Merchandise Spend (Avge) -		\$ 2.50	\$ 2.50	\$ 2.50	\$ 2.55	\$ 2.60	\$ 2.65	\$ 2.50	
Revenues		\$ -	\$ -	\$ 6,248	\$ 7,391	\$ 8,566	\$ 9,814	\$ 10,152	

Note 2 - Reduced rate offered for volume based and Local user discounts

Note 3 - Higher flate rate reflect no ability to earn from box office sales, no yield from Ticket Commissions possibly no F&B yield - Rent could be waived or reduced in favour of F and B revenues.

Note 4 - Weekly Rate - The flat weekly rate would probably be based on 5 times the daily rate - industry practice.

Assumptions – Flex Theatre

Flex Theatre								
166 Capacity								
CPI growth per annum - unless otherwise indicated		1.02						
		0.000% Construction	0.000% Construction	Full Ops Year 1	Full Ops Year 2	Full Ops Year 3	Full Ops Year 4	Full Ops Year 5
Venue Rental Rates - Net per day		Benchmark Per Cap Rate						
Standard Casual Hire - see Note 1		\$ 3.00		\$ 518	\$ 528	\$ 539	\$ 550	\$ 561
Local/Regular Performance- see Note 2		\$ 2.20		\$ 380	\$ 388	\$ 395	\$ 403	\$ 411
1/2 day Hire		\$ 1.50		\$ 259	\$ 264	\$ 270	\$ 275	\$ 280
Non-local/Private/MICE/Non-ticketed - See Note 3		\$ 4.00		\$ 691	\$ 705	\$ 719	\$ 733	\$ 748
Venue Utilisation								
Standard Hire - Performances			0	0	0	0	0	0
Local/Regular Performance- see Note 2			0	0	112	118	120	125
1/2 day Hire - Rehearsals			0	0	20	24	28	30
Private/MICE/Non-ticketed			0	0	15	30	30	30
Total			0	0	147	172	178	185
Average - Occupancy per venue (attendances) PERFORMANCES ONLY - NOT INCLUDING rehearsals								
% of House Filled				60%	62%	63%	65%	65%
Pax per perf Main Auditorium (avge)			166	100	103	105	108	108
Attendances PERFORMANCES ONLY - NOT INCLUDING rehearsals								
Attendances			0	0	11,155	12,145	12,550	13,488
Attendances - functions. Meetings and events			0	0	3,486	5,558	6,066	6,474
Attendances			0	14,641	17,702	18,615	19,962	20,285
Theatre Bars Gross Income per pax								
			\$ 3.50	\$ 3.57	\$ 3.64	\$ 3.71	\$ 3.79	
Annual Revenue				\$39,043	\$43,356	\$45,698	\$50,096	\$52,324
Net to Theatre			20% of gross	\$ 7,809	\$ 8,671	\$ 9,140	\$ 10,019	\$ 10,465
Ticketing Charges PERFORMANCES ONLY - NOT INCLUDING rehearsals								
Average Ticketing Charges per attendance - NET (10% non-ticketed)			\$ 2.50	\$ 2.55	\$ 2.60	\$ 2.65	\$ 2.71	\$ 2.76
Revenue			\$ -	\$ 28,446	\$ 31,588	\$ 33,294	\$ 36,498	\$ 38,122
Merchandise Revenues PERFORMANCES ONLY - NOT INCLUDING rehearsals								
Merchandise/Program Royalty (Avge)			12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
Merchandise Spend (Avge) -			\$ 1.00	\$ 1.02	\$ 1.04	\$ 1.06	\$ 1.08	\$ 1.10
Revenues			\$ -	\$ 1,422	\$ 1,579	\$ 1,665	\$ 1,825	\$ 1,906

Note 2 - Reduced rate offered for volume based

RCM full day rate applicable for performances

Note 3 - Higher flat rate reflect no ability to earn from box office sales, no yield from Ticket Commissions possibly no F&B yield - Rent could be waived or reduced in favour of F and B revenues.

Note 4 - Weekly Rate - The flat weekly rate would probably be based on 5 times the daily rate - industry practice.

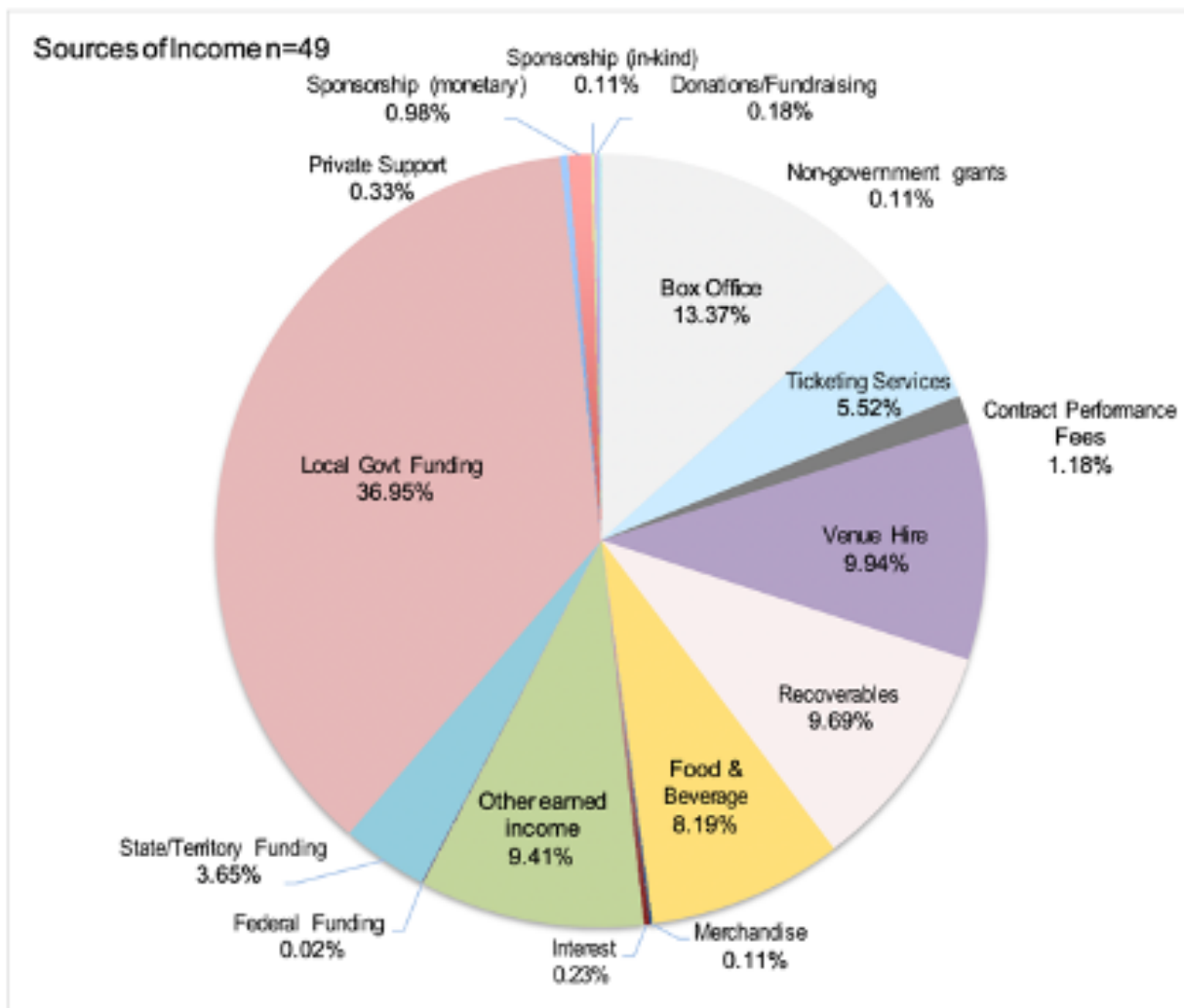
Appendix A

Some Performing Arts Centre Benchmarks (PAC Australia 2019)

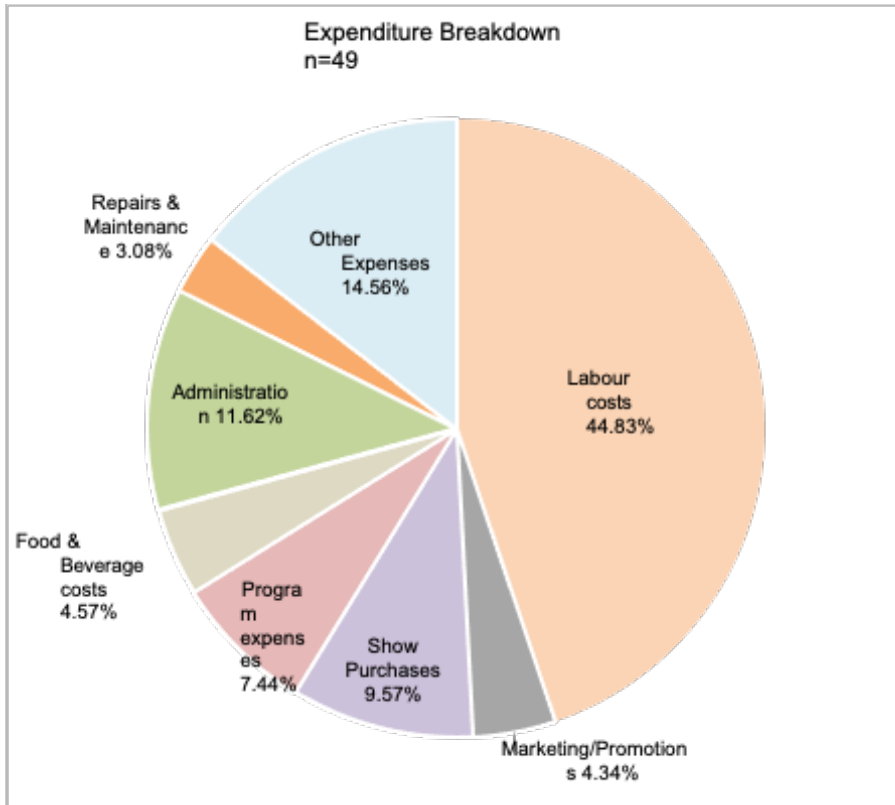
It's useful to have as a reference some key data around how similar regional type performing arts centres operate and are programmed. This data comes from Performing Arts Connections Australia (PAC Australia) who have around 150 members – most of whom are owned and operated by Local Government.

Not Cinema businesses are not separately identified – they are small in number in the context of typical PAC's.

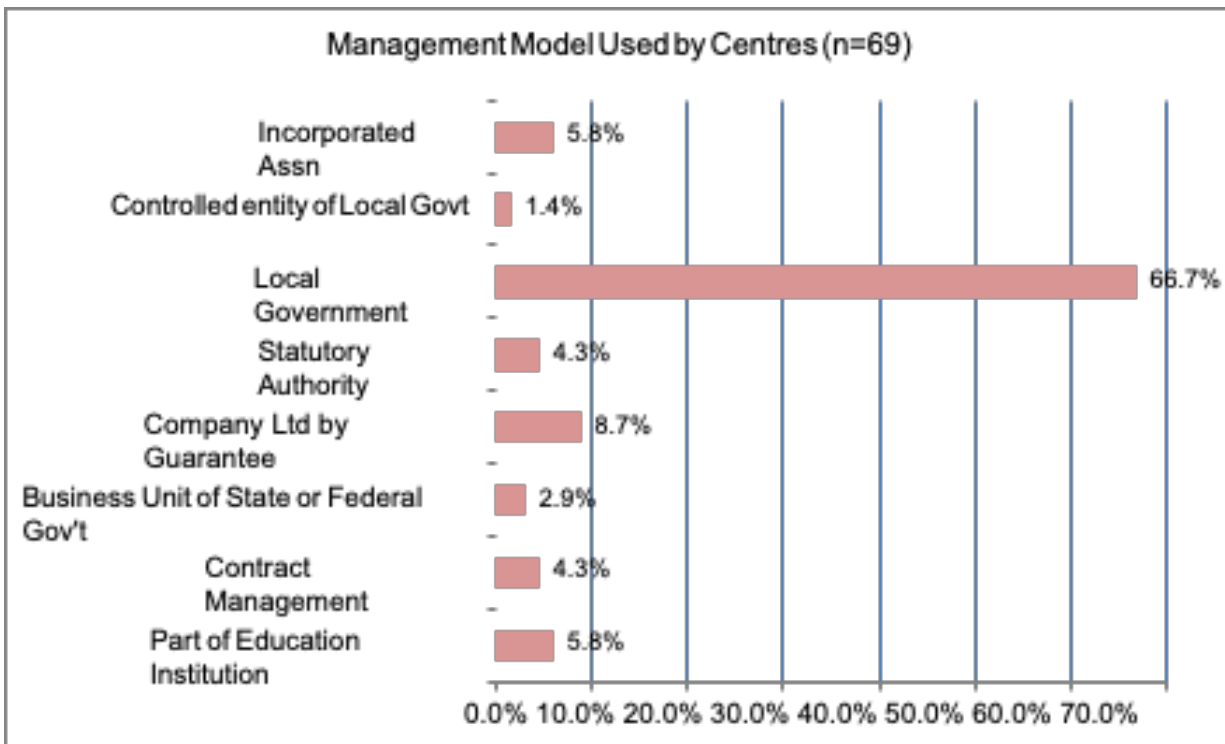
1.a Sources of Income – PACs



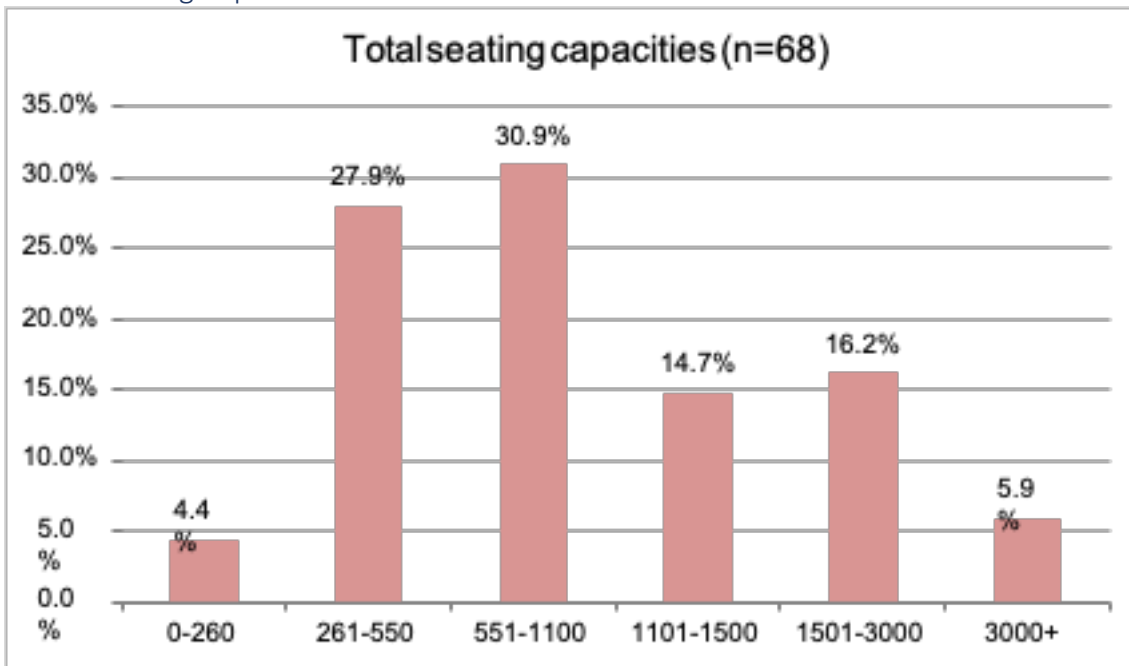
1.b Expenditure



2 Management Models Used by Centres



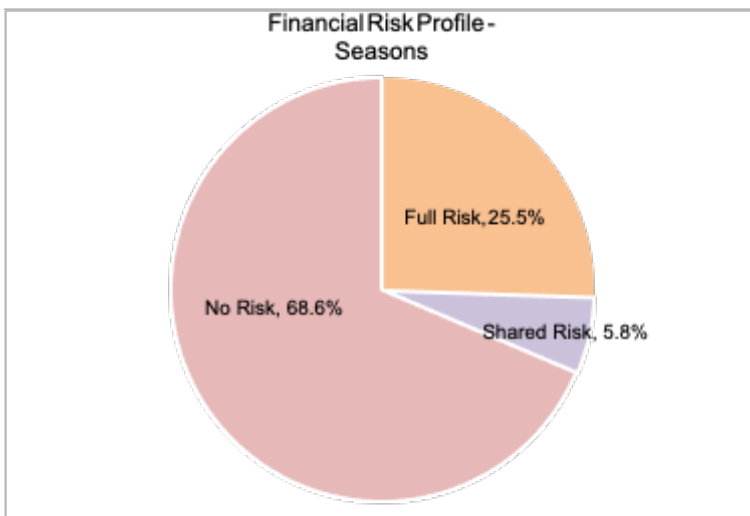
3 Total Seating Capacities



4 Venue Utilisation by Performance Spaces

	Perf Space 1	Perf Space 2	Perf Space 3	Perf Space 4	Perf Space 5	All Spaces
Utilisation	81%	62%	76%	35%	35%	65%
Avg # Seats	622	323	521	337	183	397
Avg # Days Available	307	319	290	282	343	308
Average # Days Used	248	197	219	208	121	199
Number Sampled (n=)	61	37	20	9*	3*	

5 External Hires versus Programming that the Theatre takes all or some risk on.



6 Community Venue Rental Rate Survey – From PAC Australia 2017 Venues and Salaries Survey

Capacity	Venue - Primary Performance Space	State	Community Hire (package Rate)					Community Hire (rehearsal rate)	
			per week	per day	per session	hrs per session	vs % of Net Box Office	per hour	per day
Under 500	Araluen Arts Centre	NT							
	Arts Margaret River Margaret River Cultural Centre	WA		300	30	1			
	Broome Civic Centre	WA	1,650	550	400	8			400
	Darebin Arts and Entertainment Centre	VIC			168	1		168	
Under 500 (cont'd)	Devonport Entertainment and Convention Centre	TAS						80	160
	Don Russell Performing Arts Centre	WA							515
	Dubbo Regional Theatre and Convention Centre	NSW		1,312				70	
	Entertainment Venues (Tamworth)	NSW							540
	Horsham Town Hall	VIC		735		92		61	490
	Karralyka Centre	VIC	12,656	1,808	904	4		202	1,616
	Matt Dann Theatre & Cinema	WA		107	107	8		8	68
	Mildura Arts Centre	VIC		535				87	
	Monkey Baa Theatre Company	NSW	10,250	2,700	1,750	5		176	
	Queanbeyan Performing Arts Centre	NSW		700					350
	QUT Gardens Theatre	QLD	13,840	2,600					
	The Cube Wodonga	VIC	3,495	699	393	4		107	699
	The Hopgood Theatre	SA		980		6			730
	University of Southern Queensland	QLD	3,200	720	480	5	10	80	480
	Wagga Wagga Civic Theatre	NSW		850				63	
	West Gippsland Arts Centre	VIC		860		10		55	
	Whitehorse Performing Arts Centre	VIC			1,235	5		156	

Capacity	Venue - Primary Performance Space	State	Community Hire (package Rate)					Community Hire (rehearsal rate)	
			per week	per day	per session	hrs per session	vs % of Net Box Office	per hour	per day
500 to 999	Albury Entertainment Centre	NSW		1,465	1,245			98	
	Barossa Arts & Convention Centre	SA		1,400					500
	Bathurst Memorial Entertainment Centre	NSW		1,190	596	4	10	116	596
	Brisbane Powerhouse	QLD	10,327	2,295	2,295	12		274	2,295
	Bunbury Regional Entertainment Centre	WA		2,367			11	71	355
	Capital Venues and Events	VIC			1,727	5		124	
	Clocktower Centre	VIC			525	1		205	
	Drum Theatre	VIC			778	5		160	
	Esperance Civic Centre	WA		1,360				124	
	Frankston Arts Centre	VIC			1,845	5		230	1,380
	Geelong Performing Arts Centre	VIC		3,005					1,530
	Gladstone Entertainment Convention Centre	QLD			520		10	60	
	Griffith Regional Theatre	NSW			500		10		
	Illawarra Performing Arts Centre	NSW			1,020	5	10	135	
	Ipswich Civic Centre	QLD	7,000	1,000	525	3	10	90	810
	Joan Sutherland Performing Arts Centre	NSW			100	1		100	
	Mandurah Performing Arts Centre	WA		2,200				150	1,200
500 to 999 (cont'd)	Manning Entertainment Centre	NSW	3,800	500	500	12	10	105	840
	Moncrieff Entertainment Centre	QLD		1,275		8	10	170	1,020
	National Theatre	VIC	13,500	3,200	3,200	14			1,500
	NIDA Parade Theatres	NSW	16,500	3,700				1,750	
	Orange Civic Theatre	NSW							
	Pilbeam Theatre	QLD			645	5	10	65	
	Princess Theatre	TAS		575			5		263
	Eastbank Centre - Riverlinks Venues	VIC		1,490					410
	Seymour Centre	NSW	34,000	6,000				35	300
	Shoalhaven Entertainment Centre	NSW		935					470
	Sutherland Entertainment Centre	NSW		2,280	1,720	4			2,280
	Swan Hill Town Hall Performing Arts & Conv. Centre	VIC		960					
	The Art House Wyong	NSW			1,174	5		114	
	The Events Centre	QLD		2,880					2,880
	The Glasshouse Port Macquarie	NSW			912	4	10	180	
	Theatre Royal	TAS			1,000	24	12		440
	University Theatres - University of WA	WA	2,250	450					225