TAB D

TRAFFIC AND PARKING IMPACTS REPORT

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TRAFFIC AND PARKING IMPACTS REPORT FOR A DEVELOPMENT APPLICATION FOR A PROPOSED PERFORMING ARTS CENTRE AT NO. 163 AUBURN STREET, GOULBURN NSW 2580

Property address	163 Auburn Street, Goulburn NSW 2580
Client	Brewster Hjorth Architects
Prepared by	O. Sannikov, MEngSc (Traffic Engineering), MIEAust, PEng, MAITPM
Date	04/11/2016
Job No.	16088
Report No.	16088 01

Item	Report
Site location	• Refer to **Figure 1.**

Existing land use	• Zone B3 – Commercial Core
	• Community centre
	  ◦ Youth services
	  ◦ Seniors activities club

Proposed development	• Original building
	  ◦ Reconfigure to incorporate entrance foyer, box office, cafe and studio/office facilities
	• Performing arts centre
	  ◦ Behind original building
	  ◦ 420 seat capacity
	  ◦ Theatre includes flexible seating modes, raised stage, orchestra pit, fly tower, wing areas, storage and performance changing rooms

Figure 1. Site location.

Item	Report
	Existing traffic and parking situation
Street characteristics	• Refer to **Figure 2.**
	• The main roads around the proposed development are described below.
	◦ Auburn Street
	▪ State Road (MR676)
	▪ Speed limit is 50 km/h
	▪ Two travel lanes and two parking lanes
	• 1P parking restrictions
	▪ Separated by a median strip
	◦ Montague Street
	▪ Local road
	▪ Two travel lanes and two parking lanes
	◦ Verner Street
	▪ Local collector road
	▪ Two travel lanes and two parking lanes
	◦ Other streets in the surrounding area are local/local collector roads. Street conditions are typical for a residential/commercial area, with low to moderate traffic volumes.
	▪ General speed limit is 50 km/h on local streets around the site.
	Public Transport
Train	• Refer to **Figure 3.**
	• The nearest train station is Goulburn Station which is located approximately 400 m from the site location (within the standard catchment area of 800 m radius for train stations).
	◦ Services the Southern Highlands Line
	◦ 4 services throughout the entire day in each direction
	• Due to the lack of train services, NSW Trainlink operates additional buses
	◦ These services include SH100 and 855

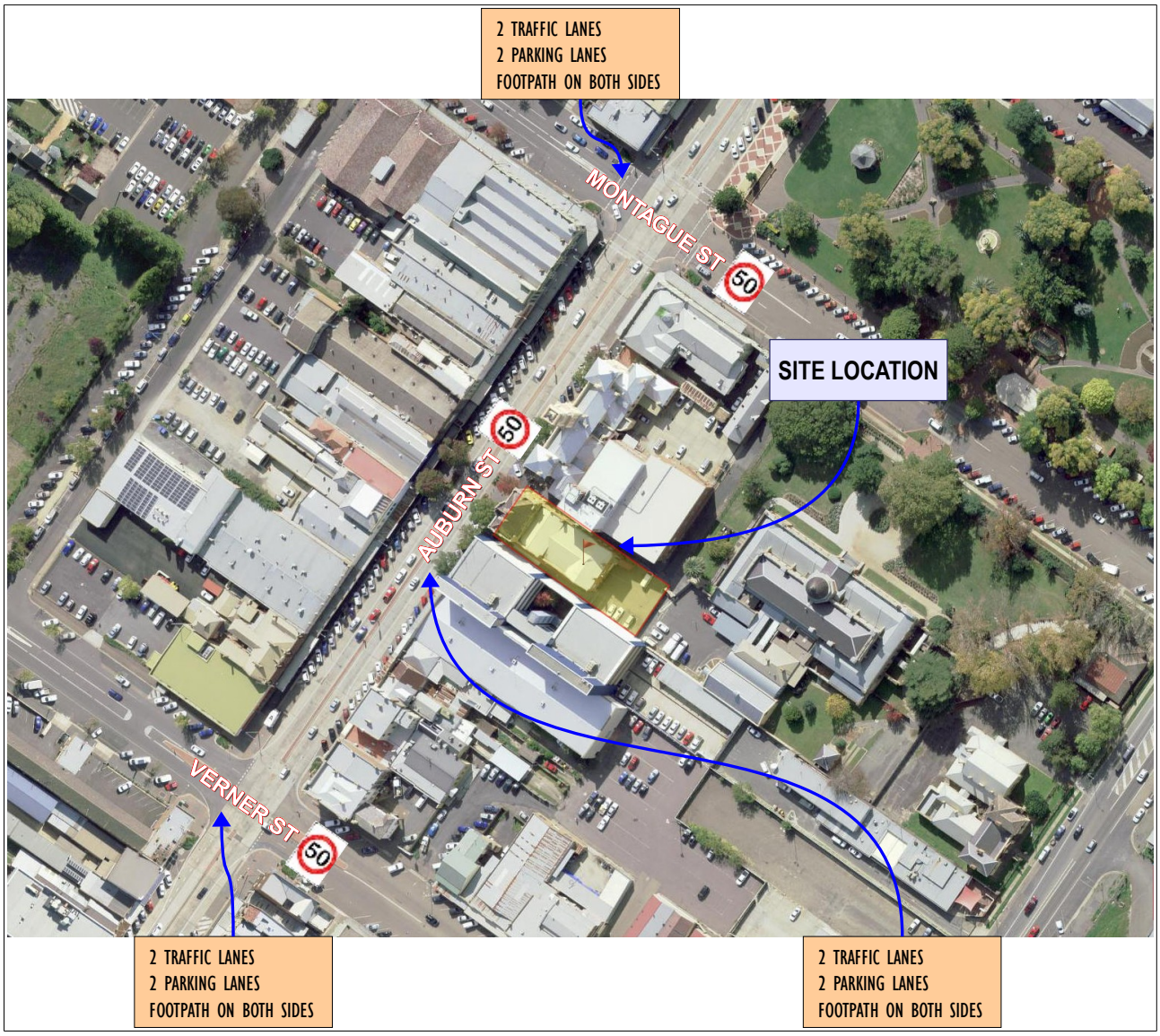


Figure 2. Street characteristics.

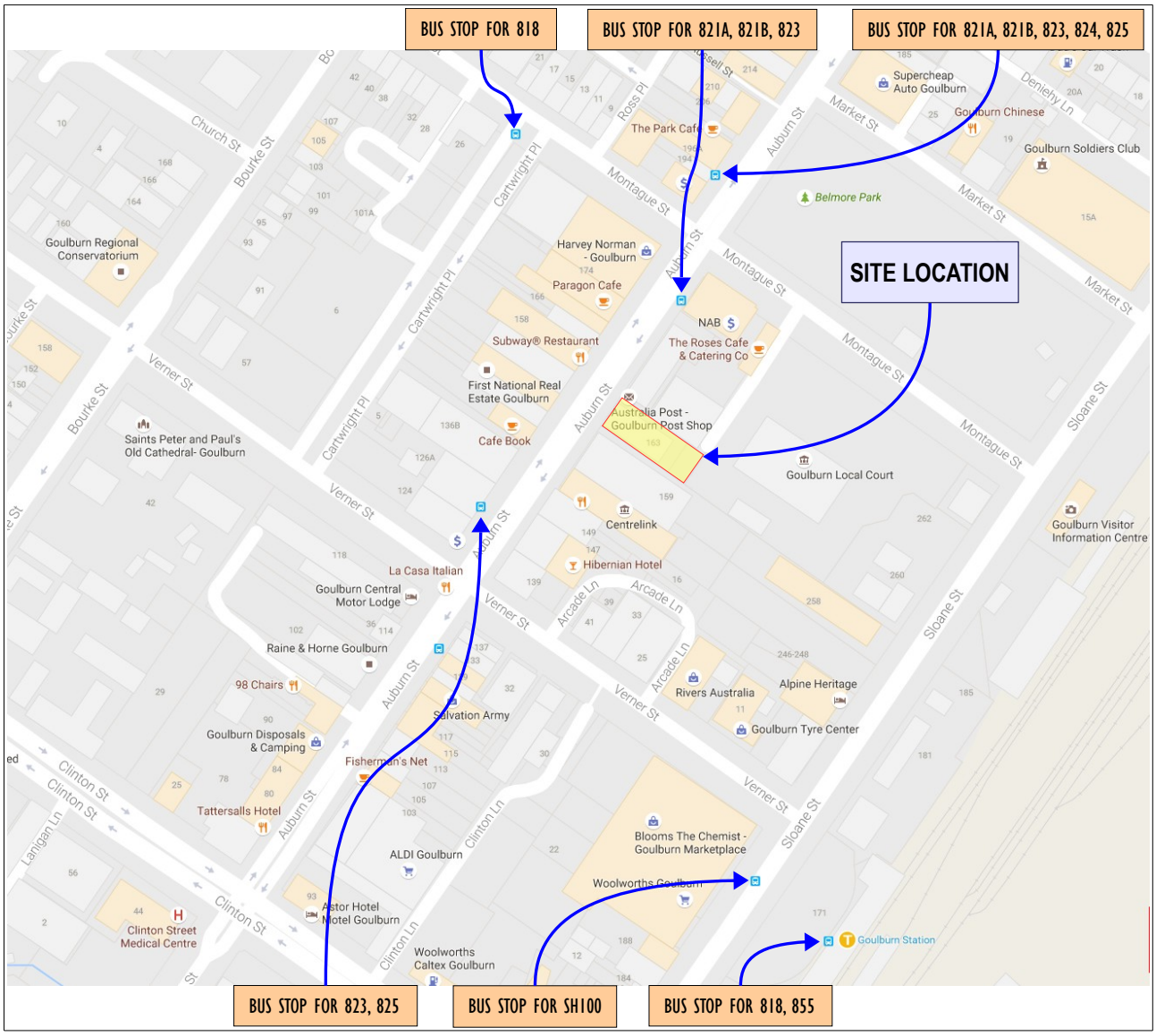


Figure 3. Public transport.

Item	Report
Bus	• There are bus stops within walking distance, approximately 100 m from the site location along Auburn Street. ◦ Bus Route SH100 (train service replacement) ▪ Goulburn to Moss Vale • There is 1 service throughout the day ▪ Moss Vale to Goulburn • There is 1 service throughout the day ◦ Bus Route 855 (train service replacement) ▪ Goulburn to Wollongong • There is 1 service throughout the day ▪ Wollongong to Goulburn • There is 1 service throughout the day ◦ Bus Route 818 ▪ Goulburn to Crookwell • There are 2 services throughout the day ▪ Crookwell to Goulburn • There are 2 services throughout the day ◦ Bus Route 821A (loop service) ▪ Goulburn to Kenmore Morning Loop • There are two services during the AM peak • Does not operate in the PM peak ◦ Bus Route 821B (loop service) ▪ Goulburn to Kenmore Afternoon Loop • Does not operate in the AM peak • There are two services during the PM peak ◦ Bus Route 823 (loop service) ▪ Goulburn to West Goulburn Loop • There are two services during the AM peak • There are two services during the PM peak ◦ Bus Route 825 ▪ Goulburn to Eastgrove Loop • There are 3 services throughout the day ◦ Bus Route 855 (train service replacement) ▪ Chatswood to City – King Street Wharf via Longueville • Services operate every 20-30 minutes during the AM peak • Services operate every 30 minutes during the PM peak ▪ City – King Street Wharf to Chatswood via Longueville • There are four services during the AM peak • Services operate every 20-30 minutes during the PM peak

Item	Report
Planning control document	• Goulburn Mulwaree Council ◦ Goulburn Mulwaree Development Control Plan (DCP) 2009

Requirement	Compliance
Section 3.4 – Vehicle Access and Parking	
3.4.2 Specific land use requirements	
Off-street parking shall be calculated in accordance with Table 3-2 or you may take the option of undertaking a traffic impact and parking study.	Sufficiently complies.

Places of assembly	
Halls, meeting places, churches, convention centres, cinemas, community facilities	1 space per 10 seats; or 1 space per 10m^2 of space used by the public, whichever is the greater (Note: Total parking provision may be reduced where it can be demonstrated that the time of peak demand for parking associated with locality does not coincide). Cinema complex may require a parking study.

Car parking required:	**Car parking provided:**
420 (seats) / 10 = 42 car spaces OR 1 x 560/10 (m^2) = **56 car spaces**	No car parking provided

However it is noted that the peak period of the performing arts centre will occur outside business and retail hours. Commercial developments account for approximately 90% of the surrounding area.

Surrounding areas such as Montague Street, Verner Street and Huntly Arcade rear car park will also have low parking occupancy.

There are more than 600 public car parking spaces within walking distance from the site, which is considered to be within a 2 block radius (up to 400 metres walking distance). Refer to **Figure 4.**

It is expected that the many off-street car parking spaces dedicated to local shops will have low parking occupancy outside normal business/retail peak hours.

The majority of the shops in the area close after 5:30 p.m.

Time restrictions for on street parking also end after 6:00 p.m. which is consistent with low parking demand for retail and commercial after these times and hence no need to manage parking turnover.

A limited video survey showed 25% to 50% parking vacancy rates on the surrounding streets. The survey was conducted between 3:00 p.m. and 4:00 p.m. on Friday 10th of November 2016.

The large amount of existing on street public car parking will easily accommodate the needs of the proposed arts centre without undue impacts on the public amenity.

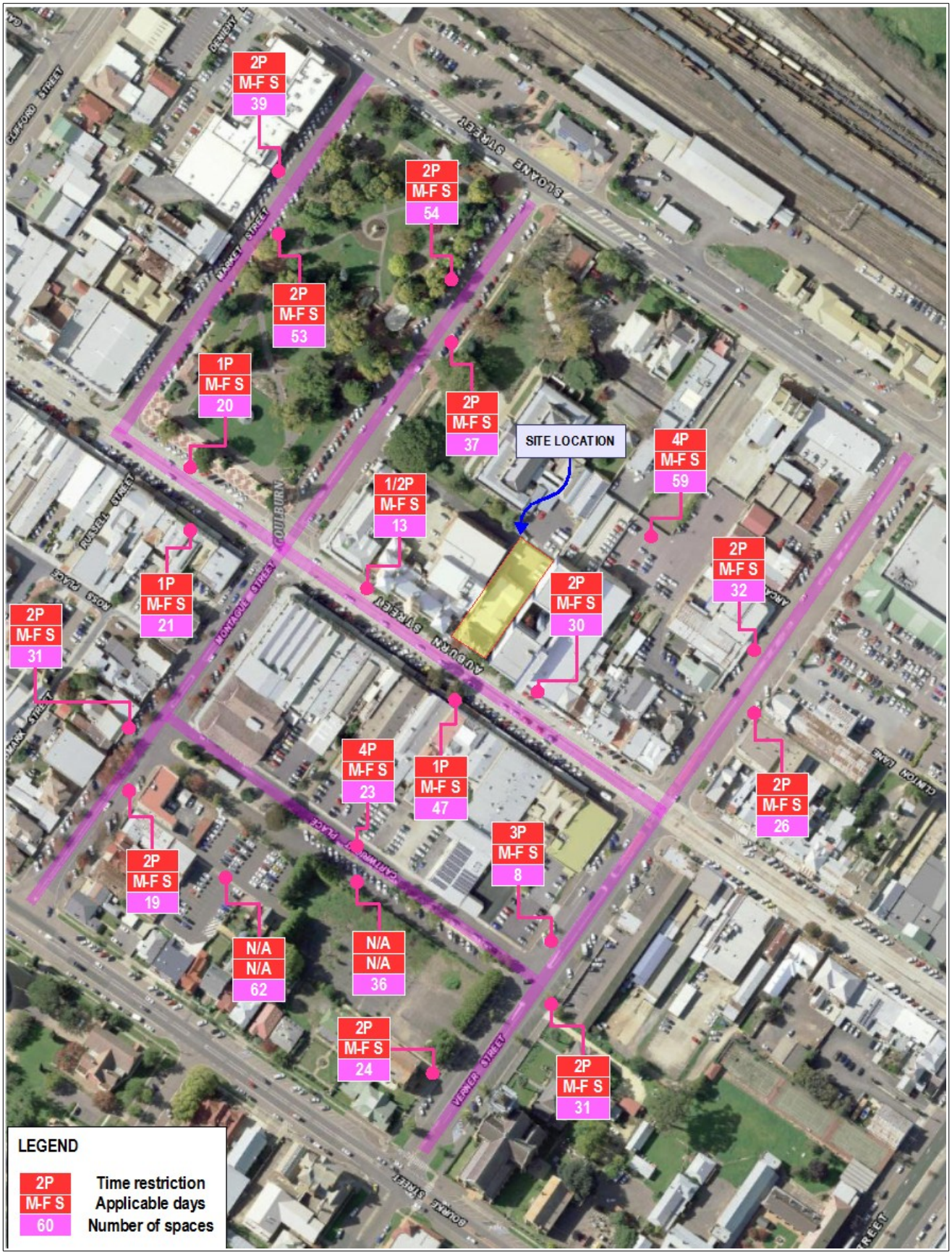
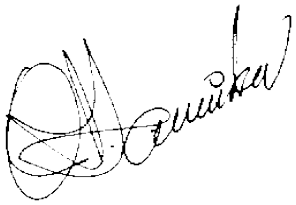


Figure 4. Public car parking within walking distance.

Item	Report
	Traffic impacts
Traffic generation	• Worst case scenario (assuming maximum capacity) – 420 visitors all arriving within one hour
	◦ Assumptions:
	▪ 80% of visitors arrive by car – 336 visitors by car
	▪ Car occupancy 2 persons per car – 168 cars
	• Distributed equally across 6 intersection approaches (2 block walking distance) – 28 vehicle movements per approach
	◦ Approaches: Auburn St (north and south approach), Montague St (east and west approach) and Clifford St (east and west approach)
	◦ The peak centre activity will most likely occur outside commuter peak hours
Conclusion	• The increase in traffic will have negligible impacts on existing road operation.
	• Traffic distribution
	◦ Trip generation and attraction is assumed to be equal in all directions, with trip distribution taking into account street network connections and turn restrictions.

Conclusions	• Proposed parking provision ◦ Council's Development Control Plan requires 42 car parking spaces. ◦ The proposal does not provide any off-street parking. ◦ This is considered to be satisfactory due to: ▪ Infrequent and short term parking demand ▪ Typical peak parking demand times being outside normal business and retail hours. ▪ Abundance of on-street public parking with sufficient vacancy rates. • Traffic impacts ◦ The additional traffic from the proposed development will have no negative impacts on street network operation. • The proposed development is supportable on traffic and parking grounds.



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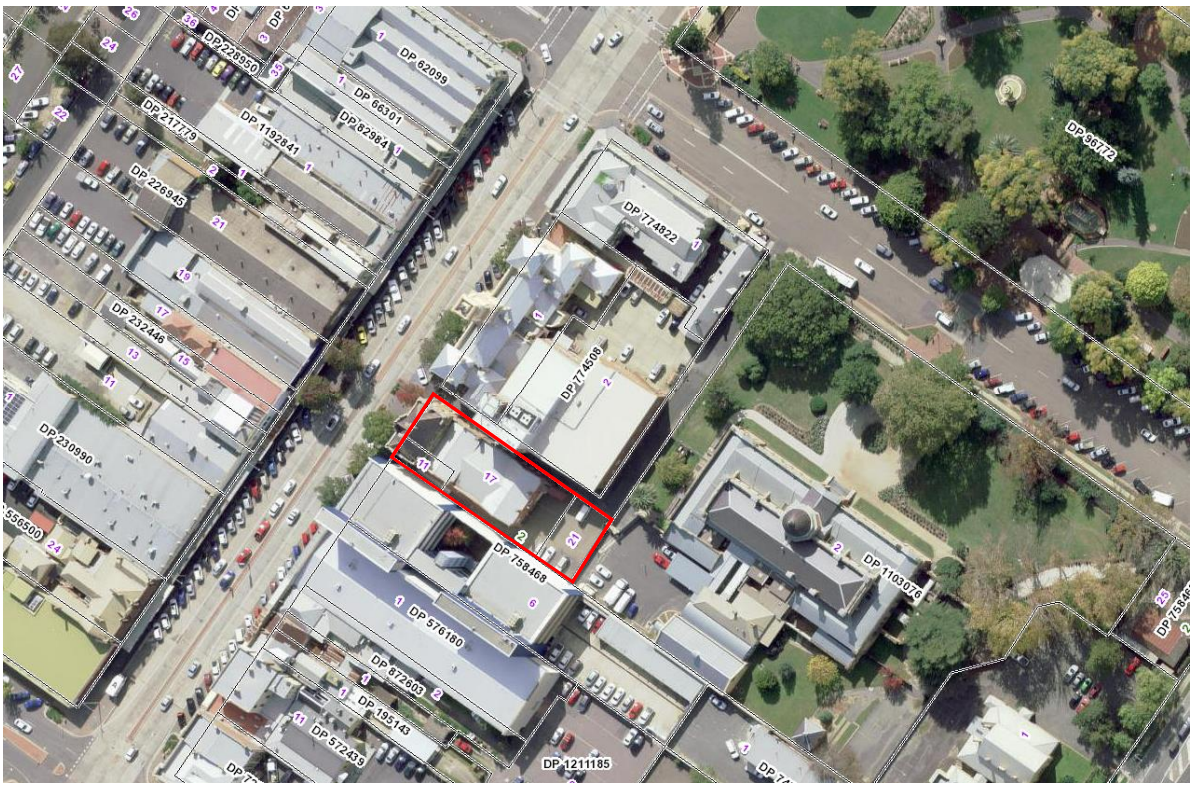
References:

Goulburn Mulwaree Development Control Plan 2009

Guide to Traffic Generating Developments RMS (2002)

TAB DD
Water Cycle Management Study



GOULBURN PERFORMING ARTS CENTRE

LOTS 11, 17 & 21 - SECTION 2 - DP758468
163 AUBUNRN STREET
GOULBURN. NSW. 2580

Water Cycle Management Study

SOWDES

Prepared by SOWDES
2nd February 2017

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Table of Contents.

Water Cycle Management Study

Electronic versions of all reports documents, plans and the 'MUSIC' model are included on a compact disc attached to the inside of the rear cover.

STORMWATER QUALITY & MODELLING

Introduction.

SOWDES has been commissioned by the Goulburn Mulwaree Council as the proponents of a 'Performing Arts Centre' development to be established on a portion of land identified as Lots 11, 17 & 21 DP758468 – 163 Auburn Street in Goulburn for the purpose of identifying and modelling stormwater quality outcomes associated with the proposed development and thereafter recommending means by which to overcome any of the identified water quality issues. Where appropriate the scope of the commissioning also includes undertaking a conceptual design of the stormwater drainage system to ensure that the proposed collection, conveyance and treatment measures can adequately fit within the confines of the development block and drain to the downstream receiving system.

This report and its recommendations have been compiled with reference to and consideration of the Goulburn Mulwaree Council Development Control Plan (2009), the publication from the Sydney Catchment Authority titled "Using MUSIC in Sydney's Drinking Water Catchment" (2012), the development site layout as proposed in the plans prepared by Brewster Hjorth Architects (Ref 21616 dated 22/11/2016), existing and proposed stormwater infrastructure, neighbouring developments and all existing site conditions. Where practical and appropriate, the recommendations, constraints and conditions from the above listed reports and documents have taken precedence in the modelling and design process such that any water quality issues, environmental concerns and matters pertaining to public amenity have been addressed. The proponents through their appointed representatives have been involved throughout the modelling, design and recommendation process by contributing to the information source and providing general commentary on the overall system outcomes.

The basis of this report and its recommendations are derived from information obtained by the requesting and/or developing party. Changes pertaining to location, orientation, size and/or design may render the contents of this report inappropriate and hence invalid. Any such occurrence is beyond the control of the author and hence responsibility for accuracy and validity is passed. Further, data for the modelling program and input parameter values are understood to be current and valid at the time of compiling the report, hence any changes to these protocols is beyond the reasonable control of the author and with such, the recommendations contained in this report are construed in good faith.

1. DEVELOPMENT PROPOSAL		
	DESCRIPTION	DETAIL
1.1	Staged development	There is no proposed staging of the development
1.2	Property details	Lots 11, 17 & 21 DP758468
1.3	Address	163 Auburn Street, Goulburn. NSW 2580
1.4	Land zoning	B3 'Commercial Core' (Goulburn Mulwaree Council Local Environmental Plan 2009 - Land Zone Map 001D)
1.5	Development details	The development proposal is for the establishment of a 'Performing Arts Centre' to be developed by the Goulburn Mulwaree Council for the benefit of the local community
1.6		The proposed development will be located on the site of the existing McDermott Centre which will include demolition of the rear part of the existing building and the construction of the new complex
1.7		The architectural design allows for the retention of the original main building at the front of the site with alterations and modifications internally.
1.8		The new built structure will occupy the entire rear section of the site and will stand the equivalent of 5 storeys high with a basement section below existing ground level
1.9		The scope of works will necessitate the removal of all existing carpark areas at the rear of the site, boundary fencing and alterations to subsurface services such as sewer and stormwater drainage, gas supply, communications, and electricity within and surrounding the site
1.10		Access to the Performing Arts Centre for the general public will be from the Auburn Street frontage whilst deliveries, performers entrance, access to services rooms and emergency egress doorways will be from the Post Office Lane roadway located on the northeastern aspect of the site.
1.11		The scope of construction for the new Performing Arts Centre will occupy the entire site leaving no feasible opportunity to undertake stormwater quality treatment measures on site however, the Council as the proponent will be make extensive use of the portion of Post Office Lane to the immediate northeast of the site as part of the development and it will also be responsible for the upgrade and maintenance of services within this area - including stormwater. It is in this area where some offset stormwater treatment measures are proposed to be undertaken.

Table 1. Summary of the different surface types identified in the pre-development and post-development conditions and the associated pollutant parameter within the MUSIC model.

	Different Surface Types and the Associated Area (m²)	
	Roofed Areas 100% Imp (Roofs)	Concrete Driveways 100% Imp (Sealed Road)
	PRE-DEVELOPMENT	
Roofed Areas	600	
Car Park & Pathways		550
Post Office Lane		220
Totals	600	770
	Total Pre-Development	1370

	POST-DEVELOPMENT	
Roofed Areas	1100	
Pathways		90
Post Office Lane		180
Totals	1100	270
	Total Post-Development	1370

Figure 1. View from the Auburn Street frontage looking down Post Office Lane which is located on the northern aspect of the development site.

2. EXISTING SITE CONDITIONS		
#	DESCRIPTION	DETAIL
2.1	Area	The total area of the development site is 1150m² which is calculated from scaled drawings.
2.2		The portion of Post Office Lane to the immediate northeast of the site which is included within the stormwater treatment calculations is 220m².
2.3	Access	Formal access to the development site for visitors will be from the Auburn Street frontage whilst deliveries, performers and service technicians will access various parts of the complex from doorways on the northeastern aspect of the building.
2.4	Existing structures	The development site is presently occupied by the historical McDermott Centre that was originally the Goulburn Town Hall designed by E.C Manfred and completed construction on 1889.
2.5		Additions were designed and undertaken at the rear of the original building between 1936 and 1939 such that combined roofed area of the built structures on the site covered an area of approximately 560m² or 50% of the total site
2.6		Small additions and covers to walkways, ramps and stairwells since the last major construction works has increased the roof covered area of the site to approximately 600m²
2.7		The development site is enveloped by the NSW Government Office Block to the immediate southwest, the Goulburn Court House and prisoner loading docks to the east-southeast, the Post Office and the Telstra Exchange on the opposite side of Post Office Lane to the immediate northeast and the Auburn Street road corridor to the northwest
2.8	Slope / topography	The parts of the site that are not roofed are set to either concrete or bitumen with a slight fall from the Auburn Street frontage on the northwestern aspect toward the east-southeast
2.9		Within the carpark area at the rear of the site there is a slight crossfall from the southwest to the northeast and toward the Post Office Lane roadway
2.10	Site drainage	Surface water runoff from the hardstand carpark area at the rear of the site and the concrete walkway between the southwestern aspect of the existing buildings and the NSW Government Office Block is crudely formed to drain toward two yard pits that are located in the southeastern quarter of the site.
2.11		Any surface water that bypasses these two pits essentially travels as overland flow to the adjoining yard of the Goulburn Court House to the southeast, or a small portion will drain toward the Post Office Lane roadway

2.12	Stormwater drainage	Rainwater from the roofed areas of the building is captured in a series of downpipes that appear to be uniformly spaced along the length and width of the building
2.13		Service plans available for the general area do not accurately depict the stormwater drainage for the site however it is assumed – but will need to be confirmed that the downpipes associated with the original front portion of the building discharge to Auburn Street whilst the majority of the remaining downpipes discharge to a stormwater line that is located within the Post Office Lane roadway.
2.14		It is also assumed that in addition to the downpipes off the rear portion of the existing building that some of the downpipes off the Post Office and Telstra Exchange buildings on the opposite side of the Post Office Lane also connect into the stormwater line that drains underneath the Post Office Lane roadway
2.15		Within the Post Office Lane roadway is a grated kerb inlet pit located outside the Telstra Exchange building that collects a portion of the surface water runoff that falls within the laneway.
2.16		A second grated kerb inlet pit located on the corner of the Post Office Lane outside the entrance to the existing carpark and the entrance to the prisoner loading dock at the rear of the Court House receives a majority of the balance of the surface water runoff that bypasses the pit located outside the Telstra Exchange building.
2.17		Stormwater from the corner inlet pit then drains to the north along Post Office Lane where it enters a junction pit near the end of the Telstra Exchange building that crosses under the roadway and drains into a stormwater main line that runs diagonally across the front of the Court House yards.
2.18	Constraints	The development site once construction is completed will be heavily constrained with regard to possible stormwater detention and possible treatment options with no scope to provide rainwater storage tanks or reuse measures
2.19		Any future stormwater drainage associated with the development site or the adjoining Post Office Lane to the northeast will need to connect to existing infrastructure which has fixed levels and therefore cannot be amended

Figure 2. View from the lower northeastern end of Post Office Lane looking toward Montague Street with the existing grated inlet pit located at the entrance to the site in the foreground. A new grated inlet pit is proposed to be installed around the corner on the upslope side of the existing corner pit- in the extreme left hand side of the image.

Figure 3. View of the hardstand areas between the existing building and the NSW Government Office Block to the left with the fall toward the rear of the site. Also shown in the image is part of the roofed area over walkways and ramps.

3. MUSIC MODELLING			
#	DESCRIPTION	DETAIL	
3.1	Model Version	6.2.1	
3.2	Rainfall data	Goulburn geographical region – pluviograph data at 6 minute time steps from 1st January 1995 to 31st December 1999	
3.3	Reduction targets	Total Suspended Solids	≥10%
		Total Phosphorus	≥10%
		Total Nitrogen	≥10%
3.4	Cumulative frequency of reductions	≥98%	
3.5	Modelling assumptions / settings	The model has captured both the area of the development site and the section of Post Office Lane to the immediate northeast as these are the two areas most greatly affected by the proposed development – refer to Table 1.	
3.6		There is no scope within the site for stormwater retention or treatment	
3.7		Any existing stormwater line and connections to the existing buildings within the Post Office Lane roadway will be exposed, integrity tested and replaced as necessary to ensure that all drainage is captured in an efficient manner and to prevent the potential for long term nuisance to the proposed basement area of the new building.	
3.8		It is recommended that the stormwater line within the Post Office Lane should be at least 225Ø uPVC to cater for large storm events	
3.9		All existing downpipes within the laneway area that are to be retained along with all new downpipes associated with the building will discharge independently and directly to the stormwater line within the Post Office Lane roadway – not through junction pits or common lines	
3.10		Surface water runoff from the hardstand area within the Post Office Lane roadway will drain to either the existing grated kerb inlet pit at the front of the Telstra Exchange building or to a proposed new grated inlet pit to be located on the upslope side of the existing corner pit (refer to the accompanying Stormwater Management Site Plan – Ref: 0020217SWMP-01)	
3.11		The front southwest corner of the site where there are two existing downpipes and a proposed entrance to the Performing Arts complex will have to drain to the Auburn Street aspect as this is the only logical place for connection to the stormwater system	

3.12		The conversion of the existing carpark and surrounding concrete areas within the development site to a roofed cover will slightly improve the quality of stormwater runoff – particularly for the pollutant parameters of suspended solids and phosphorus.
3.13		In the post-development conditions the 220m² of hardstand area in the Post Office Lane has been reduced to 180m² which addresses the proposed 40m² of awning roof that will be fixed to the side wall of the new complex to cover the doorways below and overhang the roadway.

Table 2. Base flow pollutant concentrations used in the pre and post development stormwater model.

Concentration (mg/L-log_{10})						
	Suspended solids		Phosphorus		Nitrogen	
Surface type	mean	std. dev	mean	std. dev	mean	std. dev
Roofs	1.20	0.17	-0.85	0.19	0.11	0.12
Sealed roads	1.20	0.17	-0.85	0.19	0.11	0.12

Table 3. Storm flow pollutant concentrations used in the pre and post development stormwater model.

Concentration (mg/L-log_{10})						
	Suspended solids		Phosphorus		Nitrogen	
Surface type	mean	std. dev	mean	std. dev	mean	std. dev
Roofs	1.30	0.32	-0.89	0.25	0.30	0.19
Sealed roads	2.43	0.32	-0.30	0.25	0.34	0.19

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4. STORMWATER TREATMENT MEASURES	
#	DETAIL
4.1	Decommission all the existing stormwater drainage lines within the rear of the site and all downpipe connections associated with the roof drainage from the part of the existing building to be demolished
4.2	After inspection and if deemed necessary, repair and/or replace any existing stormwater drainage lines within the Post Office Lane roadway to ensure that the system is integral and not contributing to groundwater seepages. Ideally the stormwater line should be no less than 225Ø uPVC
4.3	All existing downpipes within the laneway area that are to be retained along with all new downpipes associated with the building will discharge independently and directly to the stormwater line within the Post Office Lane roadway – not through junction pits or common lines
4.4	The finished surface level of the Post Office Lane roadway should be formed to fall away from the subject building and to be caught in the formed kerb and existing grated inlet pit located in the front of the Telstra Exchange building on the opposite side of the laneway
4.5	Install a new grated inlet pit on the upslope side of the existing corner pit within the Post Office Lane roadway to capture any surface water runoff that bypasses the existing grated inlet pit at the front of the Telstra Exchange building
4.6	Form the finished levels of the road at the rear of the Performing Arts Centre and in front of the entrance to the prisoner loading dock at the Court House such that is encouraged to flow to the new pit identified in Item 4.4 above
4.7	Install the equivalent of an EnviroPod filter basket to each of the pits referenced in Items 4.4 and 4.5 above such that all surface captured off the laneway is screened of all solid and sediment laden materials
4.8	Prepare a plan to be incorporated into the Council's Main Street Management Program (or similar arrangement) for the ongoing maintenance of the filter baskets to be inspected and cleaned on a regular basis and as necessary for the replacement of any damaged filter liners
4.9	As necessary, install a stormwater drainage line from the front southwest corner of the site to the stormwater drainage system in the Auburn Street corridor to collect and discharge rainwater from the existing downpipes and the proposed new surface water pits within the visitor access and entrance area.
4.10	Refer to the accompanying Stormwater Management Site Plan (reference: 0020217SWMP-01) for details of the proposed stormwater measures and locations.

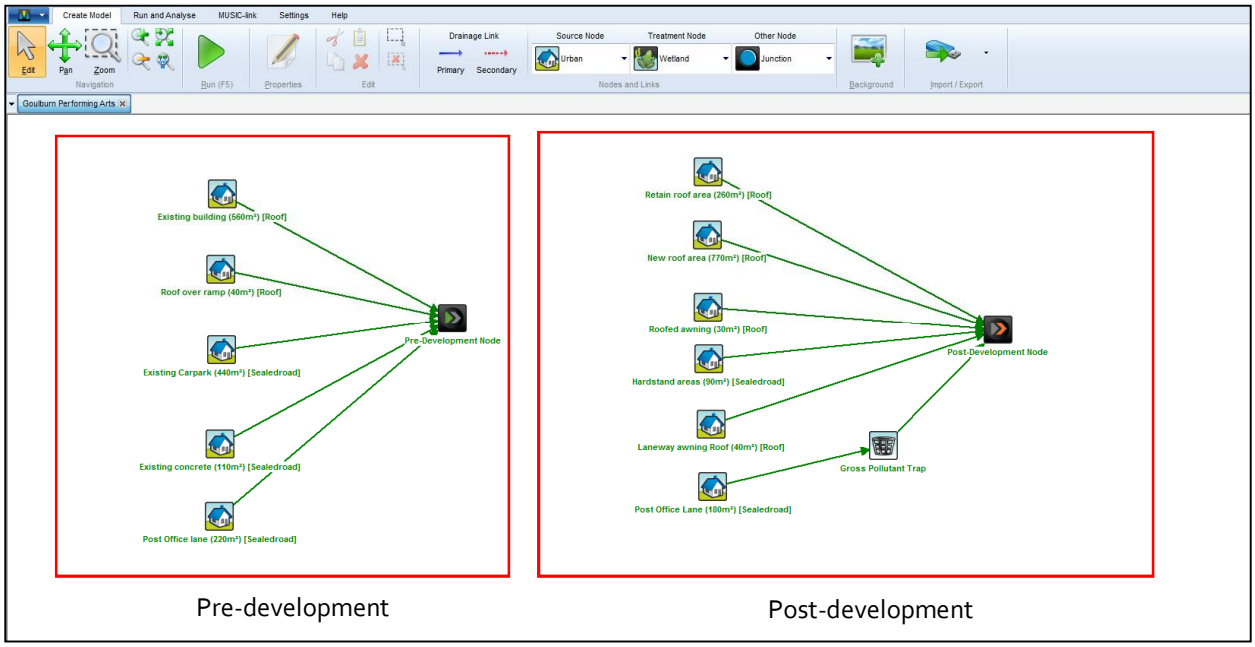

Figure 4. Layout of the source, treatment and receiving nodes in the stormwater model.

Figure 5. View of the existing grated inlet pit in the Post Office Lane at the front of the Telstra Exchange building and also showing the slope away from Auburn Street and from the edge of the subject site toward the pit.

5. The Results.

The modelling results are measured on two scales; the reduction of pollutant concentrations between the pre and post development stages by 10% for suspended solids, phosphorus and nitrogen, and the reduction of these pollutants by the design reductions in at least 98% of occurrences. The first of these measures are summarised in Table 4 which demonstrates that the residual pollutant concentrations between the pre and post development stages have achieved the objectives of the NorBE (Neutral or Beneficial Effect) criteria by achieving a minimum of 10% reduction for the pollutant parameters of suspended solids and phosphorus and with a completely neutral outcome (0% reduction) for the nitrogen parameter.

Table 4. Comparison of the residual pre and post development pollutant concentrations for the development model

	Annual pollutant loading (kg/year)		
	TSS	TP	TN
Pre development loading	165	0.319	1.96
Post development loading	53.5	0.198	1.96
Reduction %	67.5	37.9	0.00

The second of these measures is the frequency at which these pollutant reductions achieve the objectives, with a neutral or beneficial effect (NorBE) being satisfied if the pollutant reductions are attained in 98% of occurrences. The following images (Figures 6 to 8) of the pre and post development cumulative frequency charts for the flow weighted daily mean values for suspended solids, phosphorus and nitrogen demonstrate that pollutant reductions proposed by the treatment measures are achieved for the required frequency of occurrences for both suspended solids and phosphorus, and all-but for all occurrences for the nitrogen parameter. With respect to the nitrogen parameter the frequency of achieving a neutral outcome is achieved between 2.5% and 96% of all occurrences and gain for everything above 99.3% of occurrences.

In the respective images the pre-development outcomes are represented by the red lines whilst the post-development outcomes are in blue.

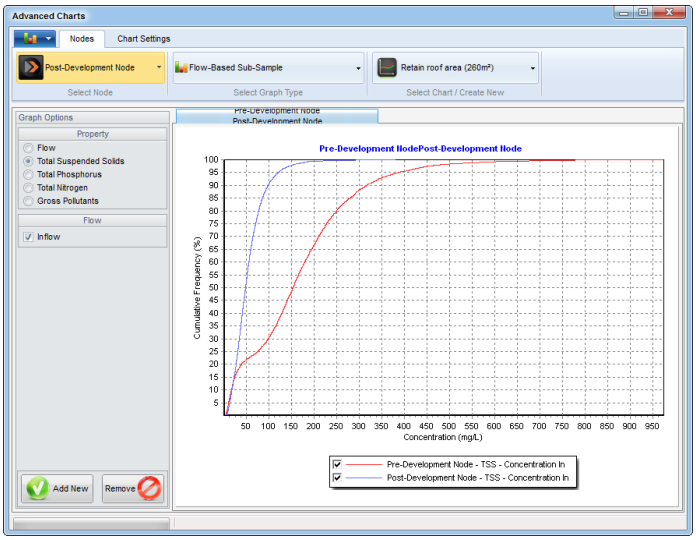

Figure 6. Comparison of the pre and post development outcomes for Total Suspended Solids (TSS).

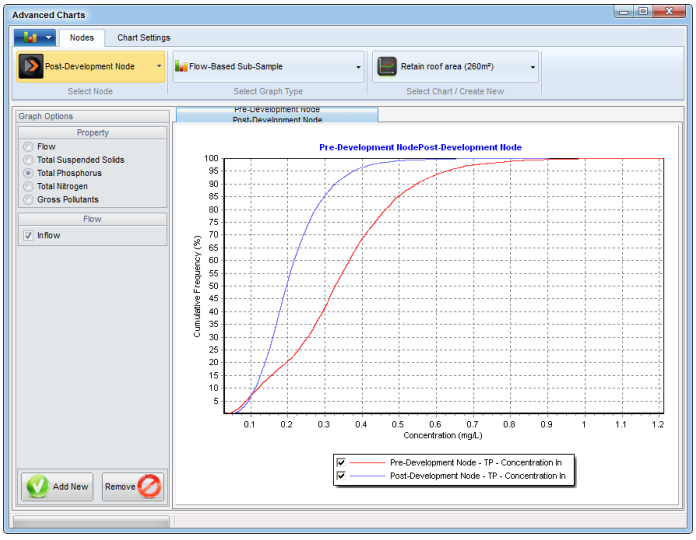

Figure 7. Comparison of the pre and post development outcomes for Total Phosphorus (TP).

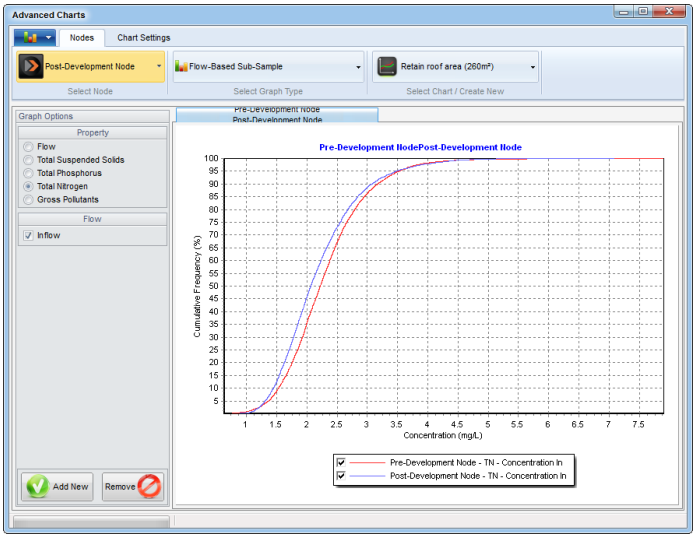

Figure 8. Comparison of the pre and post development outcomes for Total Nitrogen (TN).

6. Conclusion.

The development site is presently covered with surface finishes that are deemed to be 100% impervious with approximately 50% being roofed cover and the remainder set to concrete and bitumen – which includes a large car park area. Transformation of the site to effectively be 100% roofed area slightly improves the quality of stormwater runoff by reducing the incidence of suspended solids and pollutants such as phosphorus and nitrogen which may be bound to the solid particles becoming mobile as part of the stormwater drainage system.

Whilst there is very little scope for implementing stormwater detention and treatment measures within the site due to the nature of the build, an opportunity has been identified within the adjoining roadway corridor and with the renewal of the associated stormwater drainage system to at least improve the quality of stormwater runoff that might otherwise not be considered or undertaken.

The installation of filtration traps equal to the EnviroPod system within the inlet entry to the surface water pits in the Post Office Lane roadway will provide a measurable and visual means of quantifying stormwater quality improvements in the area. It is important to have any effect on stormwater quality within the development area that the filter traps within the inlet pits are cleaned regularly as part of a wider Main Street Management Plan and that they are inspected regularly to check for any signs of fatigue or damage with all damaged screens replaced promptly.

Whilst the reduction levels for the pollutant parameter of nitrogen does not achieve a 10% reduction the neutral outcome still fits within the definition of the 'Neutral or Beneficial Effect' criterion. Similarly, the frequency at which the reductions of the nitrogen concentrations are achieved would ideally be greater in the post development outcomes than the pre-development conditions for 100% of occurrences however the small fraction of occurrences where this does not occur is somewhat offset by the overall improvements to stormwater quality.

The design of the stormwater conveyance, quality and treatment measures recommended within this report are based on a thorough assessment of the site including all known and associated features and constraints. The proponents of the development proposal have been consulted throughout the design process and have provided feedback with respect to the proposed stormwater treatment measures and the viability of those measures within the scope of their development aspirations. The outcomes delivered by adopting these design recommendations are considered to fit within the objectives of the 'Neutral or Beneficial Effect' criteria as defined by Water NSW and the Goulburn Mulwaree Council.

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Graduate Certificate Engineering – Water (UTS)
2nd February 2017

7. Maintenance of Stormwater Quality Improvement Devices (SQID's)

'EnviroPod' Stormwater Treatment Devices

The following references have been adopted from the Stormwater 360 Maintenance Guidelines

Inspection and monitoring.

EnviroPod stormwater treatment devices are essentially fitted to all kerb inlet pits throughout the development area. Within the first stage of the subdivision release there are approximately 44 kerb inlet pits which are shown located within the area bound by two dashed green lines in the attached plan titled 'Appendix A – Site Plan'. The maintenance frequency is dependent on several variables, such as catchment area, surrounding land use, vegetation type, traffic loading and rainfall patterns. It is recommended that during the first year of operation the units should be monitored monthly with maintenance as required. To ensure that the unit performs optimally, the material collected by the filter bag should be emptied when the level of material is approximately **half to two thirds** of the total bag depth or when there is evidence of material overflow. Although the bag has greater storage area, it is recommended that it is not left to fill completely prior to emptying, for the following reasons; the bags are capable of retaining a heavy mass of material (in excess of 50kg); material near the top of the bag can be resuspended during high to extreme rainfall events; and blockage of the overflow sections can occur, when material is allowed to build up above the filter bag.

After the initial establishment period (typically 1 to 2 years) inspections may be extended to the frequencies nominated in the EnviroPod Stormwater Treatment Device Maintenance and Inspection Checklist.

Maintenance.

The maintenance frequency is dependent on several variables, such as catchment area, surrounding land use, vegetation type, traffic loading and rainfall patterns. It is recommended that during the first year of operation the units should be monitored monthly with maintenance as required. To ensure that the unit performs optimally, the material collected by the filter bag should be emptied when the level of material is approximately **half to two thirds** of the total bag depth or when there is evidence of material overflow. Although the bag has greater storage area, it is recommended that it is not left to fill completely prior to emptying, for the following reasons; the bags are capable of retaining a heavy mass of material (in excess of 50kg); material near the top of the bag can be resuspended during high to extreme rainfall events; and blockage of the overflow sections can occur, when material is allowed to build up above the filter bag.

Maintenance frequency should be adjusted to accommodate variable rainfall patterns. It is recommended that quarterly inspections should be conducted in February, April, July and November.

It is also recommended that additional monitoring should be conducted following moderate to extreme rainfall events, in particular, when preceding months have had little to no rainfall. This monitoring is considered necessary to accommodate for higher volumes of runoff generated during major rainfall events, an anticipated greater accumulation of surface contamination during low rainfall periods and to ensure that the units have not been damaged due to high pipe velocities.

Cleaning Methods.

One of the following methods of maintenance should be used for the servicing of these EnviroPod Filters:
• Cleaning using Inductor Truck.
• Hand Maintenance.

One of the advantages of the EnviroPod units is that it doesn't require specialised equipment for maintenance. In certain situations it may be more feasible to maintain the units using the inductor truck method, while for other projects hand maintenance may be the preferred option. The cleaning method for the EnviroPod units should be evaluated specifically for each project.

- **Cleaning using Inductor (vacuum) Truck**

The following steps indicate a safe and efficient method to clean the EnviroPod using an Inductor:
1. Open gully pit
2. Place the inductor hose over the material collected in the filter bag and switch on the inductor.
3. Using the inductor hose suck all of the sediment, organic leaf material and litter collected in the filter bag
4. Allow the filter bag to be sucked up into the inductor hose for a few seconds to allow for the filter mesh pores to be cleaned. Care is to be taken by the operator not to damage the filter, ie ensure that there are no sharp edges on the inductor hose.
5. If material has built up around the overflows use the inductor hose to clear the accumulated material.
6. Remove filter bag from the pit.
7. Sediment retained in the gully pit grate is to be removed.
8. Back opening channels are to be cleared of any debris to ensure flow is not hindered. Debris can be collected using the inductor truck.
9. All gully pit waste is to be removed from the pit.
10. Check the EnviroPod unit.
11. Check filter bag.
12. Reinstate filter bag and gully pit lids.

- **Hand Maintenance**

Two people are generally preferred to maintain the units by hand. However for shallow units and units which contain mainly leaf material (low overall accumulated weight), may be cleaned by one person. Note additional personnel may be required for traffic management purposes or for general safety.
The following steps indicate a safe and efficient method to clean the EnviroPod manually by hand:
1. Open gully pit.
2. Place the lifting hooks in the lifting loops of the filter bag.
3. For extremely heavy and overfilled bags either use a hydraulic lifting arm to lift the bag, or remove excess material using a shovel or similar piece of equipment.
4. Lift the bag vertically off the supporting frame, ensuring that no undue pressure is placed on the filter bag.
5. Lift the bag clear of the stormwater pit.
6. Position the bag over the truck or other collection vehicle, taking hold of the loops at the base of the bag.
7. Lift and empty the filter bag by holding the bottom lifting loops only.
8. Completely empty the filter bag.
9. Brush the filter bag with a stiff brush to remove bound sediment from the filter pores.
10. Check the filter bag.
11. Check the EnviroPod unit.
12. Reinstate filter bag, ensuring that the bag is installed the correct way.
13. Reinstate gully pit lids.

Filter Bag Inspection and Rejuvenation.

Following the emptying and cleaning of the filter bags, the filter bag should be inspected to evaluate the bag condition. Given the nature of stormwater the filter bag from some EnviroPod units can become considerably clogged with fine sediment. Filters can also be damaged by various objects in stormwater as well as fauna. Sharp objects such as sticks combined with high velocity water and a large mass in the filter bag can cause small tears in the filter material. Animals such as rats have also been known to chew through fine mesh filter bags located in gully pits near takeaway food outlets.

- **Clogged Filters**

Clogged filter bags can be clean using several different methods. If the bag cleaning techniques described in the general maintenance sections above are not able to clean the filter bags the following options should be considered:
• Using a stiff brush and a bucket of soapy water scrub the filter bag surface. Remove filter bags from the pit and wash the bags using a high pressure water spray. Care must be taken to not transfer the contamination elsewhere. Waste water from the process should be collected of and disposed of correctly.

• Remove the filter bags from the pits and the support rings and wash the bags in an industrial washing machine.

- **Damaged Filters**

Damaged filters can often be repaired, provided the damage is small. Small tears in the fabric may occur do to several reasons, however the overall strength & structure of the nylon fabric typically prevents small tears becoming much large. Although the bag is unlikely to tear further care must be used when clean torn bags as not to spill the collected material into the pit.
Small tears may repaired by either sewing the tear back together, with additional fabric to increase the strength of the stitching, or by sewing a patch of the filter material onto the filter bag. The filter bags may need to be replaced if large tears are present, as the filter bag is no longer able to function as intended.
IES is able to repair bags or replace bags which have been damaged during maintenance. Please contact IES Sydney office on 02 9907 1401 for details or a quote.

- **Disposal of Material**

All gully pit wastes from the site are to be taken off site and disposed of at a transfer station or similar approved Council disposal site. Stormwater sediments can contain lead, copper, zinc, mercury, hydrocarbons and PCBs, which are harmful to both humans and the receiving environment.

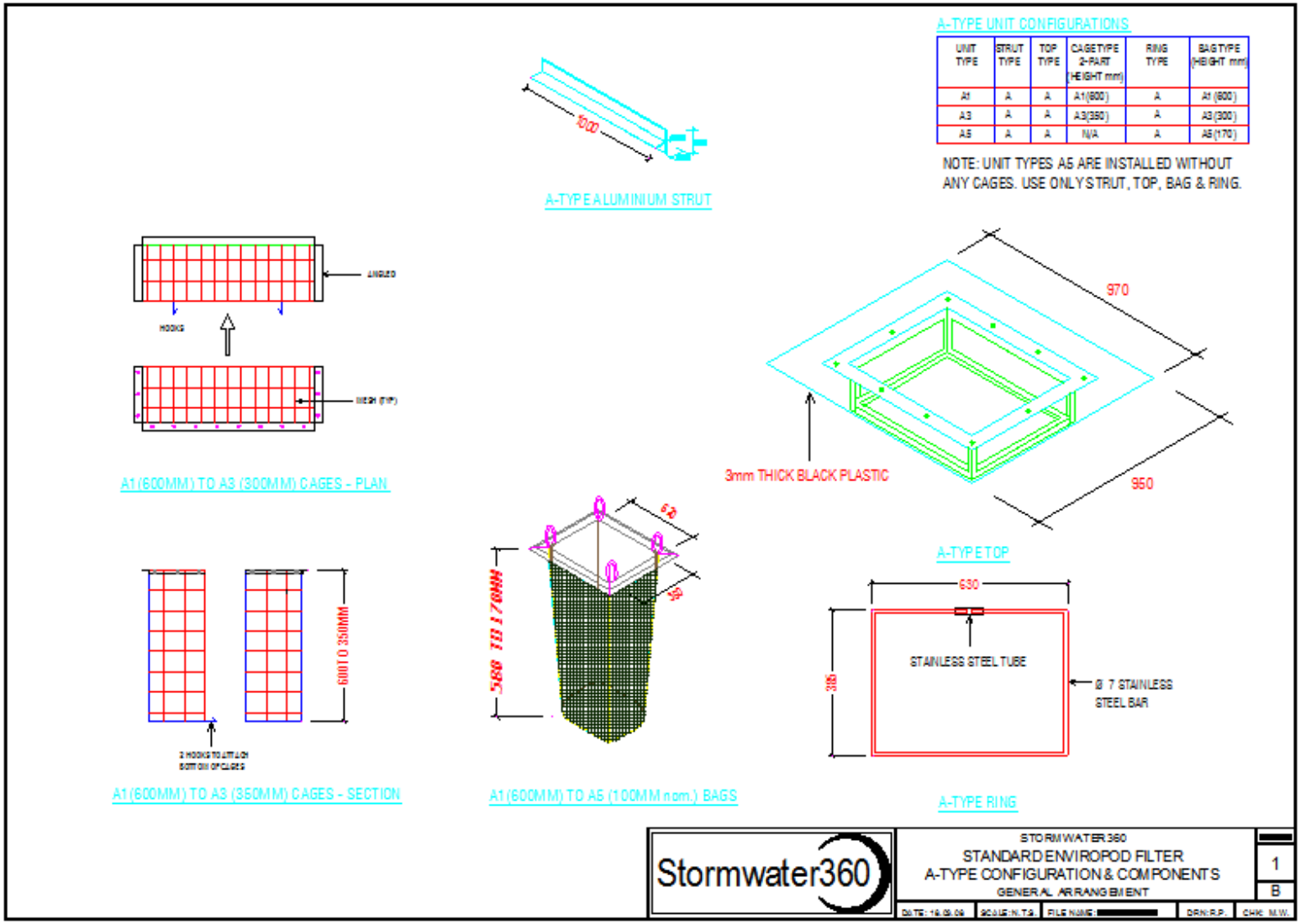
Stormwater Pits and EnviroPod Treatment Device Maintenance and Inspection Checklist

Items Inspected	Checked		Maintenance needed		Inspection frequency **After all rainfall events, or**
	Yes	No	Yes	No	
STORMWATER PIT					3 months
Grating free and clear of debris and sediment					
Inlet area clear of debris and sediment					
Outlet pipes clear of debris and sediment					
EnviroPod INLET SEALS AND SUPPORT FRAMING					3 months
In good order and not in disrepair					
Free of debris and blockages					
Fitted firmly into the pits and walls					
FILTER BAG					3 months
Empty contents					
Deep clean lodged sediment from filter cloth					
Check for fatigue, rips or tears in fabric liner					
EnviroPod TREATMENT DEVICES					Annual
Check framing for sound fixing to pit walls					
Evidence of corrosion or fatigue in cage and frame					
Integrity of inlet seals surrounding top section					
Lifting loops intact and able to support catchment loads					

Checklist Summary

Maintenance and Inspection Checklist	**Date Inspection Performed**	**Date Corrective Action Performed**
• **Stormwater Pits & EnviroPods**		
Comments		
Name (print)		
Signature		
Date		

Technical Drawings for the EnviroPod Stormwater Treatment Device



8/. Conceptual Erosion and Sediment Control Measures.

The following erosion and sediment control measures are recommended for the site during the site establishment and operational phases of the development and are to read in conjunction with the 'Blue Book' (Landcom 2004), the Stormwater Management Plan – Reference: 0020217SWMP-01 and the Conceptual Erosion and Sediment Control Plan - Reference 0020217ESC-01.

Site pre-works and establishment;

- Establish a stabilised site access in the front of the existing entrance to the site and the prisoner loading dock of the Court House in accordance with Standard Drawing SD6-14 and maintain until all demolition and subsurface earthworks are completed
- Determine the location for separate demolished and recyclable building materials, old concrete slabs and rubble and excavated spoil stockpile areas within the site and line the lower side of each stockpile with barrier fencing in accordance with Standard Drawing SD6-8.
- Determine a site for the placement of general rubbish and the delivery of associated materials to the site – in particular the supply of the soils and earth based filter media materials and line the lower side of each site with barrier fencing in accordance with Standard Drawing SD6-8.
- Prior to the commencement of any works erect perimeter barrier fencing around the entire site and fix sediment control fencing in accordance with Standard Drawing SD6-8 OR straw bales in accordance with Standard Drawing SD6-7 around the lower section of all fencing. Importantly, as the existing buildings to be demolished are removed extend the perimeter barrier fencing and sediment control measures accordingly.
- Protect all stormwater inlets within the Post Office Lane roadway in accordance with Standard Drawings SD6-12 and SD6-11 as necessary and maintain until all earthworks associated with the development and surface finishing is complete

Demolition / Construction phase;

- Maintain a stabilised site access in accordance with Standard Drawing SD6-14 until all demolition works and subsurface earthworks including construction of the basement section are completed
- With the constrained nature of the site - remove demolished and recyclable materials, old concrete, rubble and excavated spoil as soon as practical off the site to approved receival depots to reduce the potential for sediment laden stormwater to enter the neighbouring properties or the stormwater drainage system
- Following completion of the demolition works and whilst all subsurface and basement works are being undertaken perform all changes and/or upgrades to underground services and drainage systems within and around the Post Office Lane road corridor to eliminate the potential for future disruption to the site
- Install sediment barriers in accordance with Standard Drawing SD6-12 to the inlet of all stormwater pits within the Post Office Lane roadway and maintain until all surface finishes to the roadway and/or concrete paths are completed.

- Protect all upturned stormwater pipes and services from potential damage during the remainder of the construction process
- Once the construction phase has emerged above ground level remove all control fencing around the perimeter of the site
- As soon as practical after the various roof and gutter sections have been installed ensure that the downpipes are connected to the stormwater system to minimise the potential for excess stormwater entering and creating nuisance within the neighbouring properties or creating localised flooding during intense rain events

Post construction undertakings;

- Remove all temporary barrier fencing and sediment control measures, in particular the sediment barriers at the inlet to the stormwater pits in the Post Office Lane roadway

General comments;

- Check the condition of all sediment control fencing at least weekly and after rain events and rectify as necessary
- All sediment control fence and barriers to be in accordance with Landcom Standard Drawing SD6-8 and SD6-7
- All pipe upturns and drainage pits to be protected from sediment laden stormwater ingress in accordance with Landcom Standard Drawing SD6-12 and SD6-11
- All stockpiles to be in accordance with Landcom Standard Drawing SD4-1

Site pre-works and establishment;

- Establish a stabilised site access in the front of the existing entrance to the site and the prisoner loading dock of the Court House in accordance with Standard Drawing SD6-14 and maintain until all demolition and subsurface earthworks are completed
- Determine the location for separate demolished and recyclable building materials, old concrete slabs and rubble and excavated spoil stockpile areas within the site and line the lower side of each stockpile with barrier fencing in accordance with Standard Drawing SD6-8.
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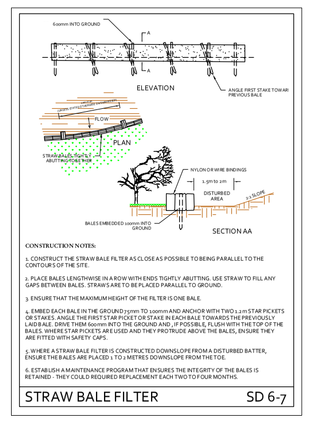

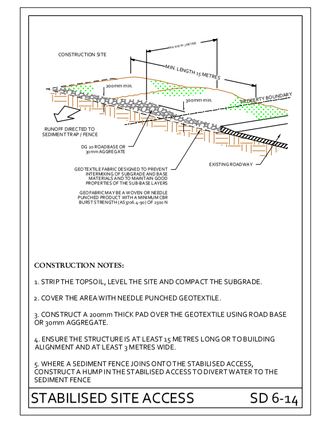

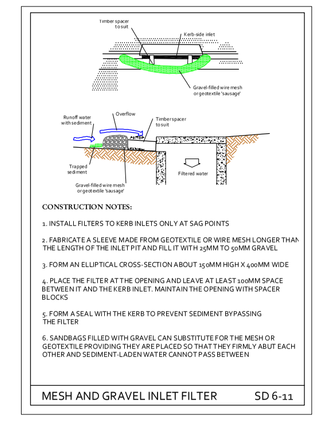

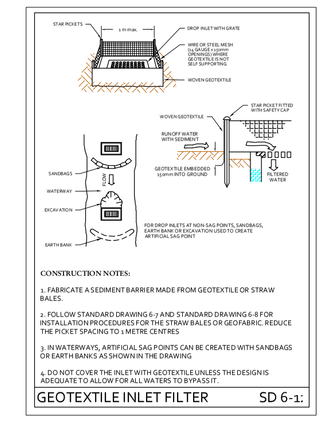

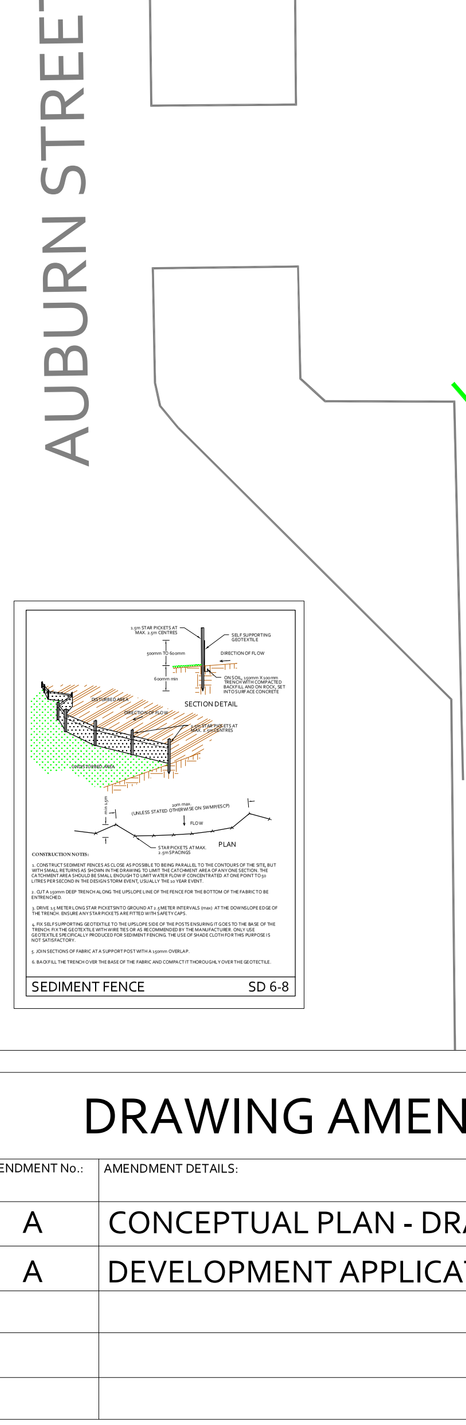

DRAWING AMENDMENTS

AMENDMENT No.:	AMENDMENT DETAILS:	DATE:
A	CONCEPTUAL PLAN - DRAFT ONLY	2-Feb-17
A	DEVELOPMENT APPLICATION	3-Feb-17

PROJECT TILE:
GOULBURN PERFORMING ARTS CENTRE

DRAWING TILE:
CONCEPTUAL EROSION CONTROL PLAN

SOWDES
P.O Box 619
Goulburn. NSW. 2580
E: sowdes@sowdes.com
M: 0428 863 401

CLIENT:
GOULBURN MULWAREE COUNCIL

LOT & DP No.:
LOTS 11, 17 & 21 - Section 2 - DP758468

STREET ADDRESS:
163 AUBURN STREET
GOULBURN. NSW. 2580

DRAWING ISSUE DATE:	SHEET NUMBER:
2-Feb-17	2 of 2
JOB NUMBER:	CHECKED BY:
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DRAWING SCALE:	AT SHEET SIZE:
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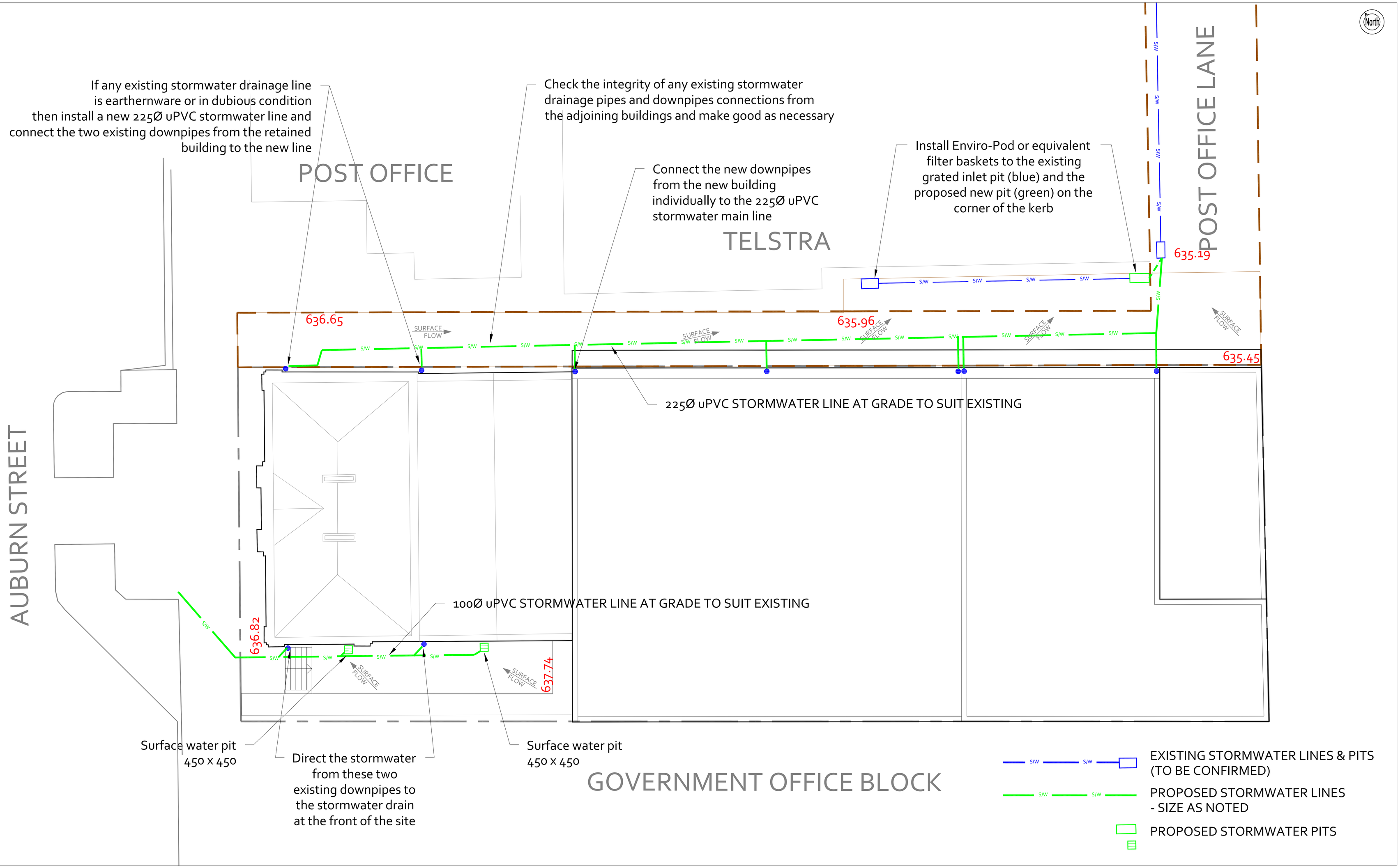
DRAWING IDENTIFICATION NUMBER:
0020217ESC-01



DRAWING AMENDMENTS

AMENDMENT No.:	AMENDMENT DETAILS:	DATE:
A	CONCEPTUAL PLAN - DRAFT ONLY	2-Feb-17
A	DEVELOPMENT APPLICATION	3-Feb-17

PROJECT TILE:
GOULBURN PERFORMING ARTS CENTRE

DRAWING TILE:
STORMWATER MANAGEMENT PLAN

SOWDES
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Goulburn. NSW. 2580
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CLIENT:
GOULBURN MULWAREE COUNCIL

LOT & DP No.:
LOTS 11, 17 & 21 - Section 2 - DP758468

STREET ADDRESS:
163 AUBURN STREET
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DRAWING ISSUE DATE:	SHEET NUMBER:
2-Feb-17	1 of 2
JOB NUMBER:	CHECKED BY:
0020217	PJ
DRAWING SCALE:	AT SHEET SIZE:
1:100	A1

DRAWING IDENTIFICATION NUMBER:
0020217SWMP-01

TAB E

Car Parking and Access Management Plan

Goulburn Mulwaree Council
Locked Bag 22
Goulburn NSW 2580

Goulburn Performing Arts Centre

Car Parking and Access Management Plan

08 November 2017

Contents

Figures

1.0 Introduction

1.1 Purpose

This report has been prepared as supporting documentation for a Development Application (DA) for the development of the Goulburn Performing Arts Centre (GPAC).

The design of GPAC does not allow for any on-site parking. Parking within the CBD is a complex and interdependent issue that is part of a broader community conversation, however this Parking and Access Management Plan presents opportunities for addressing community concerns related to parking availability and accessibility to GPAC.

The information presented in this Parking and Access Management Plan demonstrates that through the various scenarios explored that parking and accessibility is appropriately addressed, albeit not withstanding the numerical standards in the Development Control Plan.

1.2 Background

Goulburn Mulwaree Council submitted a Development Application (DA) in December 2017 to construct a Performing Arts Centre incorporating:

- 420 seat theatre;
- multi-level space to connect the proposed theatre to the existing McDermott Centre building;
- Demolition of the rear 1936 additions of the building;
- Excavation of site material for construction;
- Back of house access (loading/unloading) from Post Office Lane off Montague Street.

The DA was presented to a meeting of the Southern Joint Regional Planning Panel on 27 July 2017. The JRPP decided, among other matters, that a decision on the application be deferred pending:

> ***The preparing of a car parking and access management plan that specifically addresses the requirements of the performing arts centre including and not limited to disabled access, parking, loading and unloading, drop off and pick up.***

This Car Parking and Access Management Plan addresses the decision of the JRPP and draws on material and images from the following documents:

- Goulburn CBD Parking Strategy (SpaceLab Studio, March 2016);
- Goulburn CBD Master Plan (EDAW/AECOM, 7 December 2009);
- Goulburn CBD Traffic, Transport and Parking Report (GTA Consultants, 25 August 2008);
- DA Assessment Report (Goulburn Mulwaree Council, Council 13 July 2017);
- Parking and Traffic Impact Report (TEF Consulting, 5 December 2016), report submitted with the DA;
- Draft CBD Master Plan (SpaceLab Studios, 11 October 2017).

Figure 1: Locality

Source: NSW SixMaps

Figure 2: Development Site

Source: NSW SixMaps

2.0 Car Parking Provision

2.1 DCP Requirement

Goulburn Mulwaree Development Control Plan 2009 (DCP) provides details of the parking requirements for various forms of development. The proposed development is considered to fall within the "Places of Assembly" land use, which includes halls, meeting places, churches, convention centres, cinemas, and community facilities.

The parking requirements for such uses are specified as:

> **1 space per 10 seats; or 1 space per 10m^2 of space used by the public, whichever is the greater**

The DCP includes a specific note that "*Total parking provision may be reduced where it can be demonstrated that the time of peak demand for parking associated with locality does not coincide*".

Based on a calculation of the number of proposed seats, the DCP would require 42 spaces (i.e. 420 seats @ 1 per 10 seats).

However, the DCP provides a separate calculation of 1 space per 10m^2 of space used by the public. A review of existing and proposed floor areas shows that a total of approximately 760m^2 will be available for general public use. As such, a total of 76 car parking spaces are required in accordance with Council's DCP.

As the DCP specifies "*whichever is the greater*" it is concluded that 76 car parking spaces is the number required under the DCP.

2.2 On-site Parking

At present there are approximately 9 existing car parking spaces on site.

The parking requirements for the existing building under the current DCP (if the Town Hall building was constructed today) would therefore be 56 car parking spaces:

Dimensions/Use	DCP (Table 32)	Total number parks per m^2	Total spaces required
500m^2 hall	1per 10m^2	50 spaces	56
240m^2 office	1 per 40m^2	6 spaces	

As such, there has always been a deficit of approximately 47 parking spaces attributed to the existing development (56 spaces required under the DCP minus the 9 spaces existing on-site).

The proposed development includes no provision for on-site parking due to the constraints of the site. Opportunities for re-design to include on-site parking have been considered and are not physically possible due to the site constraints and shared rear access with the Courthouse.

Table 3.2 of the Goulburn Mulwaree DCP specifies the off street parking calculation rates which identifies the need for 76 car parking spaces. By applying a credit of 47 parking spaces to the site based on the existing building, the actual deficiency of parking spaces for the development is 29 spaces. Given the unique opportunity to establish a community facility in

the heart of the CBD, it is more relevant to consider the parking requirements based on the context of the surrounding area.

The requirement for parking consistent with the DCP is therefore 29 spaces, not 76 spaces.

Council is a provider of public parking and the availability of public parking spaces should be considered as a part of any Council initiated development proposal. Specifically, there are 1,028 car spaces provided in the CBD for public use.

2.3 Existing Parking

Council staff have undertaken an analysis of available parking spaces within the local area around the Goulburn Performing Arts Centre site. This analysis consisted of vacant car park spaces over an 8-week period to ascertain the amount of vacant/available car spaces.

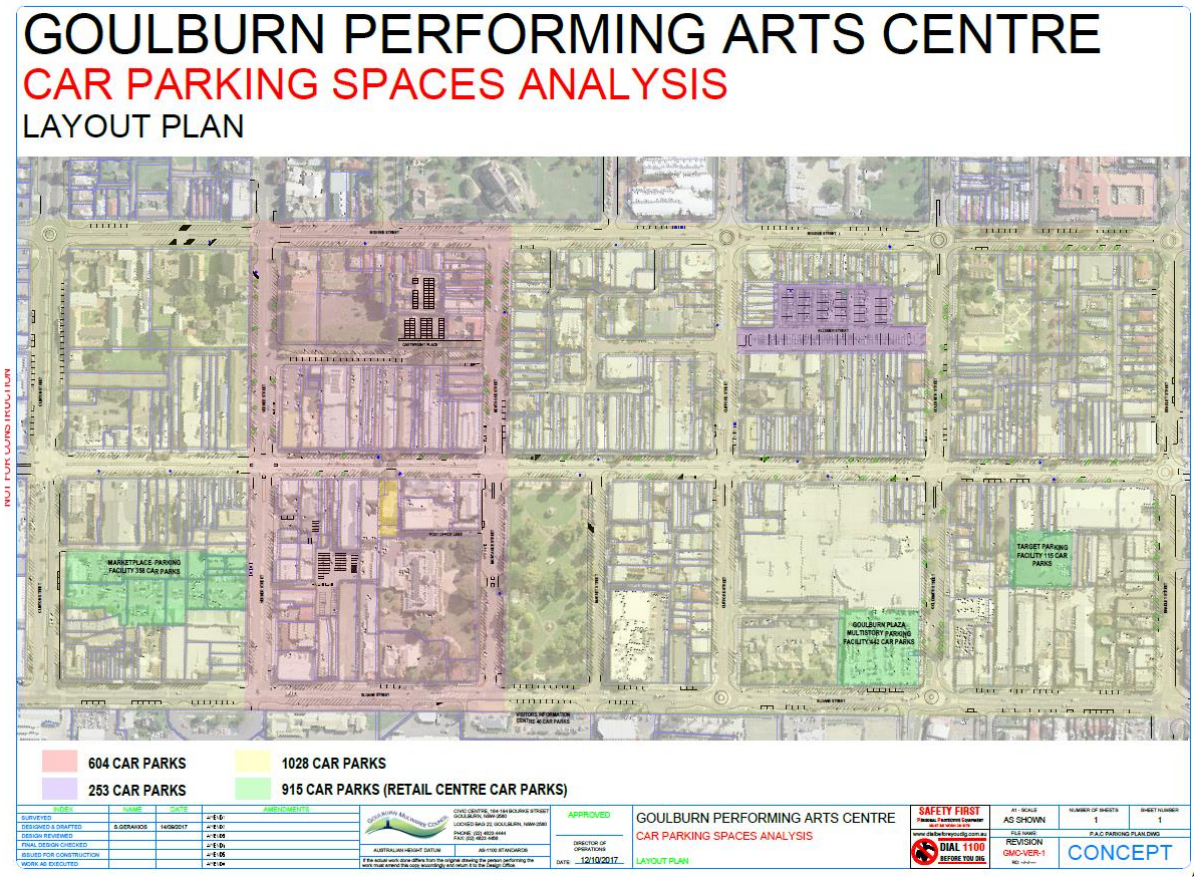
The analysis confirmed that parking supply within the blocks bounded Montague St, Bourke St, Verner St and Sloane St representing an approximate 5 minute walk from the GPAC site, incorporates 604 car parking spaces.

Expansion of the survey area to include blocks within a 10 minute walk (incorporating Goldsmith St and Clinton St) results in over 1,000 additional parking spaces provided.

The area covered by the parking analysis is shown in Figure 3.

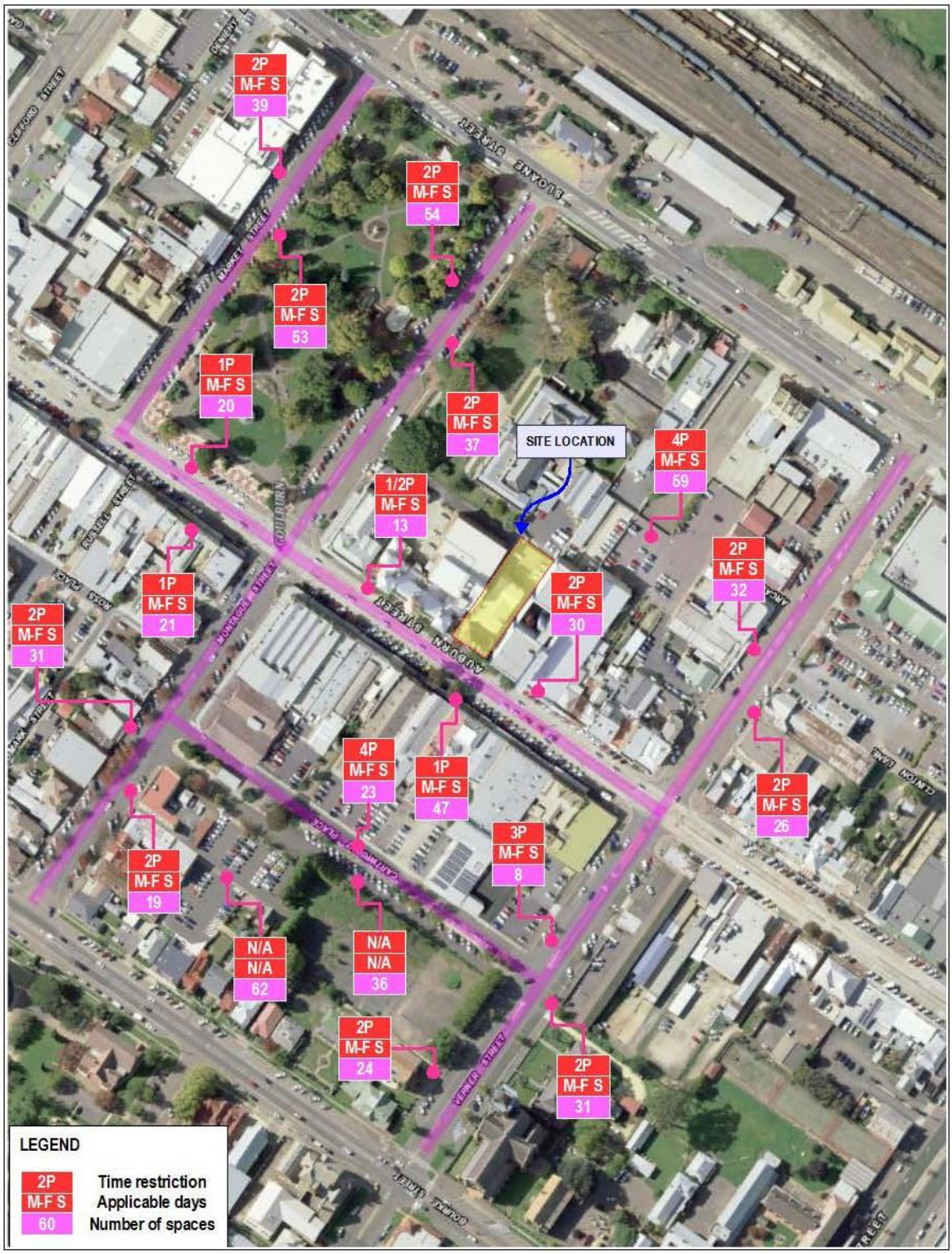
Much of the available parking is time-limited during business hours. The area in Auburn St adjacent to the site is mostly 1 hour limit, with some areas having a 2 hour limit. The continuation of these time limits and ongoing enforcement by Council Rangers will ensure that parking in Auburn St continues to turn over on regular occasions throughout the day. The details on time limits are shown in Figure 4.

Figure 3: Car Parking Supply



Source: Goulburn Mulwaree Council

Figure 4: Parking Time Limits



Source: TEF Consulting

2.4 Parking Analysis

With a total seating capacity of 420 at GPAC and utilising the most extreme case as an example, Council staff have assumed that travel to GPAC events will work on an 80/20 basis, i.e. 80% will travel by car, and 20% will travel using other forms of transport e.g. taxi, bus or walk. It is also assumed that based on 80% travel by car (320 people), that of those people, many will travel together. There will of course be people that travel alone, and others that travel with more than two people. Based on two people travelling per vehicle, this then reduces the total car parking requirement to **160 spaces**.

To determine the vacancy rate for public parking areas through the CBD, car parking analysis was undertaken throughout various times over an eight week and a six week period.

The 8 week car parking analysis counts were undertaken on Monday, Thursday, Friday, Saturday and Sunday over the eight week period throughout different times of the day i.e. 10am – 12pm and 2pm – 4pm in the following streets within the two city blocks adjacent to the GPAC site (bounded by Montague St, Sloane St, Verner St and Bourke Street), comprising:

- Bourke St (71)
- Montague St (114)
- Cartwright Pl (135)
- Verner St (92)
- Auburn St (71)
- Sloane St (49)
- Arcade Lane (72)

The table below shows the average percentage of vacant car parks for the selected days of the week, as well as the average number of available car parks. The total number of car parking spaces analysed in the 8-week parking analysis was 604.

8 week average result of car parking analysis (10am – 12pm and 2pm – 4pm)			
Day of the week	***% vacant car parks***	***# of vacant car parks***	***< or > 160***
Monday	22.4%	135	<160
Thursday	31.4%	189	>160
Friday	27.6%	166	>160
Saturday	55.3%	334	>160
Sunday	72.3%	436	>160

Based on 604 parking spaces, this results in an average of 163 parking spaces available within a five minute walk of the GPAC at peak times during the day (under 30% vacancy rates).

The 6 week car parking analysis counts were undertaken on Monday, Thursday and Saturday over a six week period from 6pm to 8pm. The table below show the average percentage of vacant car parks for those nights, as well as the average number of available car parks. The total number of car parking spaces analysed in the 6-week parking analysis was 388, comprising:

- Cartwright Pl (135)
- Ellesmere St (253)

6 week average result of car parking analysis (6pm – 8pm)			
Day of the week	***% of vacant car parks***	***# of vacant car parks***	***< or > 160***
Monday	79.4%	308	>160
Thursday	91.2%	353	>160
Saturday	93.0%	360	>160

Based on 388 parking spaces, this results in an average of 340 parking spaces available within a five minute walk of the GPAC at peak times at night (over 70% vacancy rates).

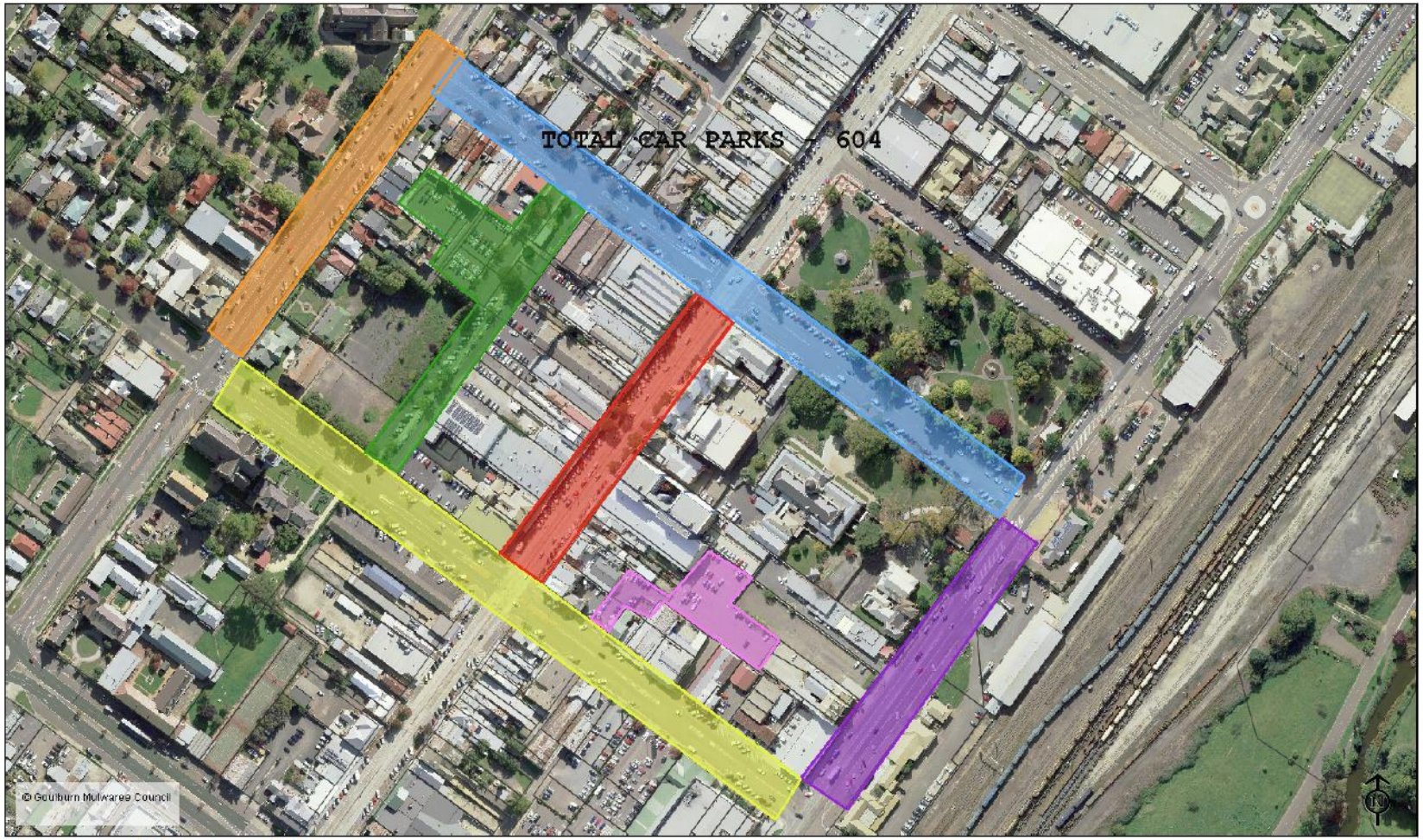
Expansion of the survey area to include blocks within a 10 minute walk (incorporating Goldsmith St and Clinton St) results in over 1,000 additional parking spaces provided. Based on the 22-31% vacancy rate this would provide at least another 220-310 car parking spaces.

The surveys also confirmed that on weekends the parking vacancy rate in this area was between 55.3%-72.3%. This results in 334-436 available parking spaces on weekends available within 5 minute walk.

The six week and eight week car parking surveys demonstrate that within a five minute walk of GPAC, at both peak and off-peak times across all days of the week, that there is ample precinct parking available to meet the needs of GPAC through the provision of on-street and off-street parking.

2.5 Parking Diagram

29 August 2017



2.6 Parking Management

It is considered that the key issue associated with this development is not the availability of public parking but the management of parking and opportunities for more efficient use by patrons of the GPAC without significant adverse effect on existing businesses.

While the parking surveys show a significant number of available parking spaces, it would be expected that the majority of these spaces are located furthest from core activity areas, such as Auburn St.

In this regard the primary management measure is to enforce the current short stay parking restrictions which limit parking to 1 hour in Auburn St. It is expected that most performances at the GPAC will be longer than 1 hour which would require patrons to park along Sloane St, Clinton St, Bourke St and Cartwright Place. Enforcement of the 1 hour parking limit by Council Rangers would result in spaces in Auburn St remaining available for existing business that rely on regular turn-over of parking.

Additional measures to manage car parking are summarised below:

- Adjustments to existing disabled parking spaces in Auburn St to provide 4 spaces close to the entry to the GPAC with accessible path of travel into the GPAC.
- Relocation of the existing bus stop to provide pick-up / drop-off area to allow patrons a short period to drop-off or pick-up passengers while they then move off to other long stay parking areas. The bus stop will be relocated directly adjacent to the front door of GPAC.
- Ongoing liaison with existing businesses to provide courtesy bus services to complement business activity through a meal/theatre ticket option. This would involve patrons catching a courtesy bus from a designated venue, dining at a local restaurant/Club, attending a function at the GPAC, possibly with after function drinks at a local business and then taking the courtesy bus or taxi home.
- Park and Ride (or Shuttle bus service) provided for major event allowing patrons to park some distance from the GPAC and catch a shuttle bus to the GPAC. The Ellesmere Street car park (253 spaces) could be used as a pick up point for this purpose.
- Staff parking provided in a designated area at the Visitor Information Centre.
- Long vehicle parking during performances at the Visitor Information Centre.
- Use of parking spaces (accommodating approximately 40 vehicles) at Star Track Goulburn, adjacent to the Visitor Information Centre.
- Encouraging active transport modes (walking, cycling) through local promotional campaigns under the GPAC Marketing Strategy and Community Engagement Plan.
- Ongoing liaison with Goulburn Taxis to implement a strategy focussed on shows with high demand, to reduce private vehicle use.
- Promotion of designated venue car parking at Cartwright Place (135) and Ellesmere Street (250).
- Promotion of local bus services for day-time performances and assessment of opportunities to expand current service provision. Currently offering four daily services Monday to Friday and three services daily on Saturdays.

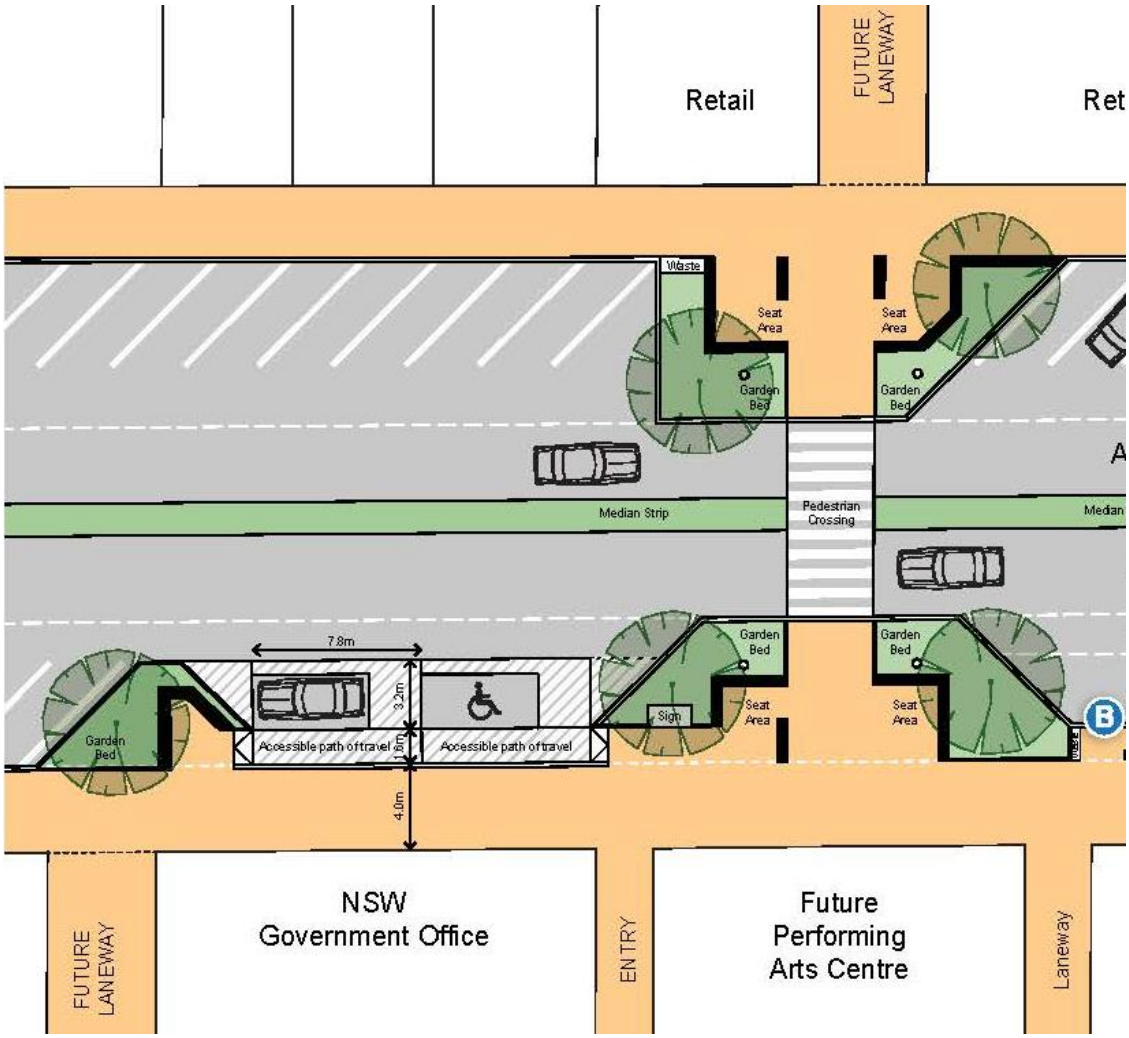
3.0 Access

3.1 Accessible Parking Spaces

Four new accessible parking spaces are to be located in close proximity to the entry of the centre. These parking spaces are designed in accordance with AS 2890.5:1993 (4.5.2) which requires an accessible path of travel between each parking space and the adjacent footpath, in accordance with AS 1428.1. The path of travel is behind the vehicle and on the footpath side, which allows safe passage to the footpath without crossing any vehicle traffic.

The depth of the accessible parallel space and the accessible path of travel is 4.8m.

Figure 5: Accessible Parking concept layout from CBD Master Plan



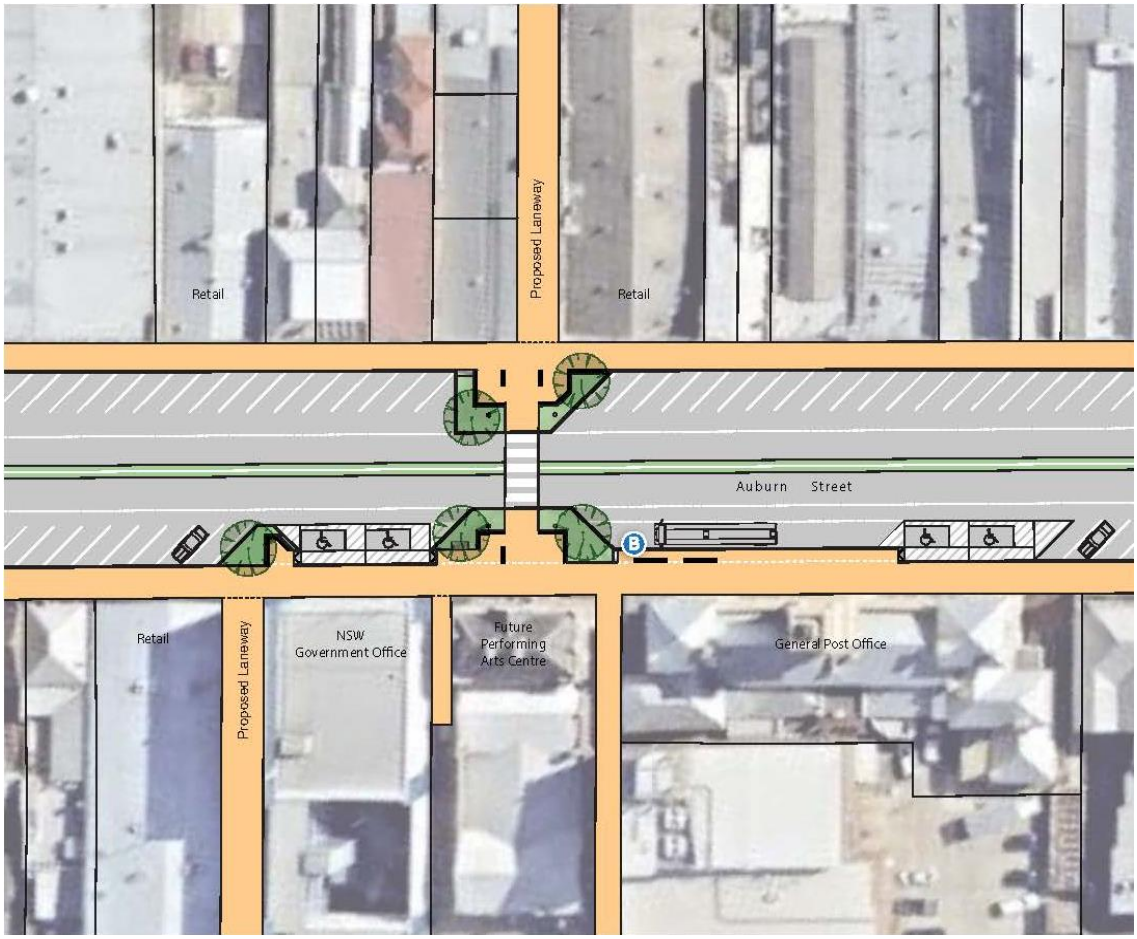
Source: SpaceLab Landscape Architects

3.2 Drop-off / Pick-up

The existing bus stop on the corner of Auburn Street and Montague Street will be relocated closer to the Performing Arts Centre. This will allow the zone to be used as a 'drop-off ' zone for performances. The bus zone length is 35.0m, which allows for one 14.5m long-rigid bus and the turning circles in/out of the traffic lane. This is in accordance with the NSW State Transit Bus Infrastructure Guide (July 2011).

The bus zone has been aligned with the new accessible parking spaces, which has allowed the existing footpath to be widened by 1.6m. This results in a dedicated space for passengers to wait with appropriate seating and waste receptacles.

Figure 6: Bus Zone Relocation concept layout from CBD Master Plan



Source: SpaceLab Landscape Architects

3.3 Scenarios relating to use of GPAC

The Operational Management Plan provides various scenarios of use that have been developed in consultation with users including performing arts groups, agencies and potential user groups. These scenarios represent a broad range of uses of GPAC and the typical length of bookings and use of GPAC for each. Information relating to access to the venue, loading dock, equipment types and access to/from the venue has been included in the Operational Management Plan and should be read in conjunction with this Parking and Access Management Plan.

4.0 Conclusion

The most appropriate resolution of the parking issue is considered to be a combination of parking supply, parking demand and parking management.

The parking requirement under the DCP is 76 spaces. However, when a credit is applied for the existing development on the site (minus the loss of existing on-site parking) the shortfall in parking is 29 spaces.

No parking is to be provided on-site and as Council is a provider of public parking it is appropriate that available public parking be considered in lieu of on-site parking.

Council have undertaken a series of parking surveys to assess the level of provision of parking within the general area and the occupancy rates of parking spaces at peak times. The analysis concluded that:

- There are 604 parking spaces within a 5 minute walk and at peak times there was an average of 163 parking spaces available
- There are a further 1,028 parking spaces within a 10 minute walk with a peak period vacancy of between 220 -310 spaces
- The surveys also confirmed that on weekends the parking vacancy rate within the immediate area was between 63%-73%. This results in over 380 available parking spaces on weekends.

In addition to available supply, the management of parking has been subject to further consideration, with the objective to implement opportunities for more efficient use by patrons of the GPAC without significant adverse effect on existing businesses.

In this regard the primary management measure is to enforce the current short stay parking restrictions which limit parking to 1 hour in Auburn St. It is expected that most performances at the GPAC will be longer than 1 hour which would require patrons to park in areas where longer term parking is possible. Enforcement of the 1 hour parking limit would result in spaces in Auburn St remaining available for existing business that rely on regular turn-over of parking. Additional measures to manage car parking:

- Adjustments to existing disabled parking spaces
- Adjustments to the existing bus stop to provide pick-up / drop-off area
- Potential for courtesy bus services and Park and Ride (or Shuttle bus service)
- Staff parking and long vehicle parking at the Visitor Information Centre, including use of overflow parking area adjacent (accommodating approx. 40 vehicles) at Star Track Goulburn for high demand after hours performances.
- Encouraging active transport modes
- Taxis strategy for high demand shows
- Long vehicle parking during performances at the Visitor Information Centre.

It is concluded that parking arrangements and concepts outlined in this Parking and Access Management Plan addresses the requirements for parking and access to the GPAC.

TAB F

Car Parking Space Analysis

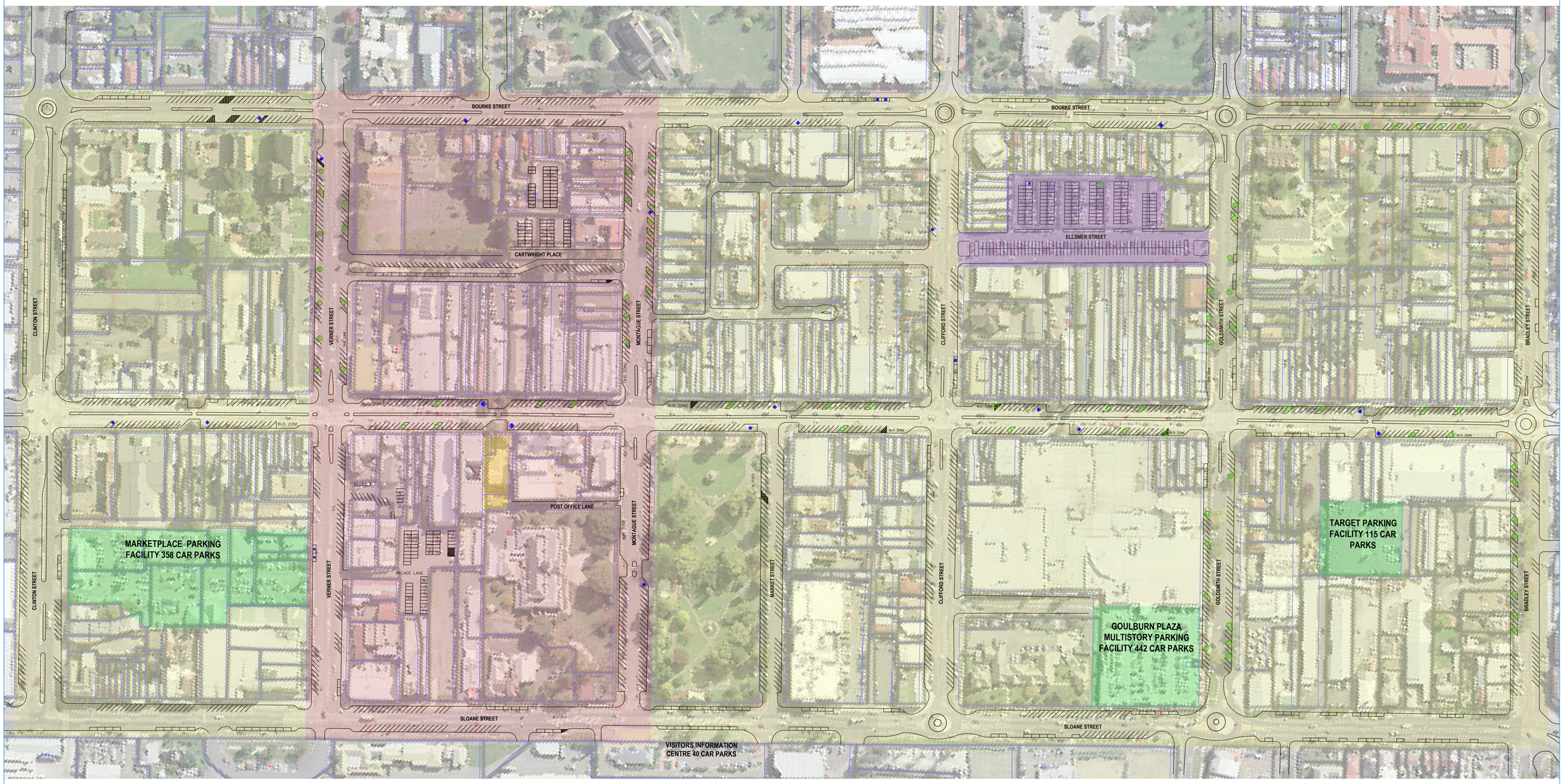
GOULBURN PERFORMING ARTS CENTRE

CAR PARKING SPACES ANALYSIS

LAYOUT PLAN

NOT FOR CONSTRUCTION

DRAWING NUMBER CONCEPT



604 CAR PARKS

1028 CAR PARKS

253 CAR PARKS

915 CAR PARKS (RETAIL CENTRE CAR PARKS)

INDEX	NAME	DATE	AMENDMENTS
SURVEYED			AMEND1
DESIGNED & DRAFTED	S.GERAKIOS	14/09/2017	AMEND2
DESIGN REVIEWED			AMEND3
FINAL DESIGN CHECKED			AMEND4
ISSUED FOR CONSTRUCTION			AMEND5
WORK AS EXECUTED			AMEND6

GOULBURN MULWAREE COUNCIL

CIVIC CENTRE, 184-194 BOURKE STREET
GOULBURN, NSW-2580
LOCKED BAG 22, GOULBURN, NSW-2580
PHONE: (02) 4823 4444
FAX: (02) 4823 4456

AUSTRALIAN HEIGHT DATUM | AS-1100 STANDARDS

If the actual work done differs from the original drawing the person performing the work must amend this copy accordingly and return it to the Design Office.

APPROVED

DIRECTOR OF OPERATIONS

DATE: 12/10/2017

GOULBURN PERFORMING ARTS CENTRE

CAR PARKING SPACES ANALYSIS

LAYOUT PLAN

SAFETY FIRST
PERSONAL PROTECTIVE EQUIPMENT
MUST BE WORN ON SITE

www.dialbeforeyoudig.com.au

DIAL 1100 BEFORE YOU DIG

A1 - SCALE	NUMBER OF SHEETS	SHEET NUMBER
AS SHOWN	1	1

FILE NAME: P.A.C PARKING PLAN.DWG

REVISION GMC-VER-1

RD: --/--/-----

CONCEPT

A1

TAB G

Parking Diagram from Parking and Access Management Plan

29 August 2017

0 m 100 m 200 m

Scale 1 : 3109

TAB H

Operational Management Plan

Goulburn Performing Arts Centre

V3 – DRAFT

Operational Management Plan

Background

The need for a performing arts centre for the Goulburn region has been discussed for many years, since the 2002 sale of the Lilac Time Hall. In 2015, Goulburn Mulwaree Council (GMC) identified the opportunity for Goulburn to have its own performing arts centre. Following a market demand assessment and high level cost benefit analysis undertaken by SGS Economics & Planning, GMC was successful in applying for $1M in Federal Government funding for the proposed performing arts centre to be housed in the ceramics room at the Goulburn Regional Conservatorium of Music. Further investigation indicated that this sight was going to be prohibitive and potentially problematic so an alternate venue was sought.

Council investigated other options to identify a preferred site. These included converting existing space at the Civic Centre into a performance theatre, constructing a performance theatre in an existing courtyard, constructing a performance theatre on the common at St Saviours Cathedral and at the McDermott Centre

The current location of 163 Auburn Street, the building currently known as the McDermott Centre, and previously the Old Town Hall was selected as the preferred site through adaptive re-use of the existing heritage building into a state of the art Performing Arts Centre.

The Goulburn Performing Arts Centre (GPAC) offers considerable benefit to the regional community, growing liveability for the region, which forms part of Council's vision and strategy. In particular, a key focus of Council's economic development and marketing strategy is to attract key segments of the population that will sustain a healthy and vibrant community. This investment facilitates the growth of events and delivers social and economic benefits for the region, providing new opportunities for the community and acts as an attractor of diversity to the region.

The development of the GPAC is an extraordinary opportunity to adaptively re-use this iconic and important heritage building in the Goulburn CBD to create a state of the art performance and cultural venue for the region.

All of these elements contribute to the liveability of the region, assist in meeting Council's economic and community goals and will contribute to a strong sustained community.

Description of Goulburn Performing Arts Centre (GPAC)

The proposed GPAC is an 1140m^2 professionally designed arts venue, housed in the McDermott Centre, formerly the Old Town Hall constructed in 1887. Located in the heart of the Goulburn CBD at 163 Auburn Street, GPAC will feature:

- A 420 seat tiered theatre, including a 100 seat mezzanine, fly tower, orchestra pit, proscenium arch, back of house facilities and dedicated technical areas with lighting and acoustic specifications of a high standard. The split seating configuration of 320 on the ground floor, plus 100 on the balcony/ mezzanine provided seating flexibility for different audience sizes, as the balcony can be closed.
- Theatre support services including box office, green room, dressing rooms and storage
- Foyer housing the box office and a communal meeting place for GPAC audiences and other users, including conference delegates and other event attendees
- Café with bar and catering facilities
- Office and managerial spaces

GPAC will be used for a wide range of purposes and artistic mediums, by both professional touring shows and local community based groups.

Designed by Brewster Hjorth Architects – leading architects in the performing arts space and utilising expertise of industry professionals including Australia's best theatre design consultant, Richard Stuart; and Australia's leading acoustic engineer, Marshall Day, GPAC will provide a long awaited state of the art performing arts venue for the Goulburn region.

Community Strategic Plan

The development of the Goulburn Performing Arts Centre fits within the following strategic pillars identified in the Tablelands Regional Community Strategic Plan (2016-2036):

Pillar	Strategy
EN4 – Our Environment	Maintain a balance between growth, development and environmental protection through sensible planning.
EC2 – Our Economy	Jointly develop appropriate tourism opportunities and promote the region as a destination.
CO1 – Our Community	Facilitate and encourage equitable access to community infrastructure and services, such as health care, education and transport.
CO2 – Our Community	Encourage and facilitate active and creative participation in community life.
CO4 – Our Community	Recognise and celebrate our diverse cultural identifies, and protect and maintain our community's natural and built cultural heritage.
IN4 – Our Infrastructure	Maintain and update existing community facilities, and support the development of new community infrastructure as needed.

Delivery Program (2017-2020) and Operational Plan (2017/18)

The development of the Goulburn Performing Arts Centre has been identified within the 4-year Goulburn Mulwaree Council Delivery Program and the 2017/18 Operational Plan as a priority area, and aligns with the following actions:

CSP Strategy	Delivery Program Action (2017-2020)
EN4.1	Protect, conserve and enhance local built heritage
EC2.2	Identify opportunities to bid for regional, state and national events that deliver significant economic outcomes for the community
CO1.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth
CO2.1	Provide, maintain and improve the range of social and cultural services
CO2.2	Development and delivery of new and existing cultural and creative assets, including built heritage assets
CO4.1	Create a cultural environment that contributes socially and economically to the community
IN4.1	Operate community facilities to maximise use
IN4.2	Upgrade community facilities to improve service provision

Community Consultation

Council has actively engaged with the Community in relation to the development of GPAC through surveys, open forums, outreach meetings, public meetings, and online collaboration tools including Facebook and Engagement HQ.

From the outset, Council established a community Working Party with a mix of community representatives, representatives of various performing arts groups, Councillors and staff. The focus of the Working Party was to introduce stakeholders to the performing arts centre concept and provide an opportunity to explore aspirations for a performing arts centre, informing the design process, and in turn inform Council of what was essential in the design and development of the GPAC.

The Working Party met eight times between 9 June 2016 and 31 October 2016 and included representatives from the following community groups and organisations:

Name	Organisation representing
Cr Alfie Walker	Chair, representing Goulburn Mulwaree Council (member of various local performing arts groups)
Anne Keene	Trinity Catholic College
Cr Carol James	Goulburn Mulwaree Council
Chris Gordon	Rocky Hill Musical Theatre Company
Chrisjohn Hancock	Lieder Theatre
Claire Medway	Angus Taylor, Federal Member for Hume
Cr Peter Walker	Goulburn Mulwaree Council
Cr Denzil Sturgiss	Goulburn Mulwaree Council
Jane Leten	Goulburn South Public School & Dance teacher
Leonard Buckley	Community representative
Louise Wakefield	Goulburn Mulwaree Council
Luke Wheeldon	Goulburn Regional Conservatorium of Music
Lyn Lace	Goulburn Eisteddfod
Matt O'Rourke	Goulburn Mulwaree Council
Michelle Dawson	Mulwaree High School
Norman Meader	Community representative
Pat Spillsbury	Community Representative
Pru Goward	State Member for Goulburn
Shanae Lynam-Carmody	Goulburn High School
Warwick Bennett	Goulburn Mulwaree Council

All elements of the design and final details were considered by the Working Party and were supported by the Working Party and advocated to Council.

In addition to this Working Party, there was an internal staff Working Party which operated alongside the external Working Party. This consisted of staff with expertise in Finance, Technology, Marketing, Events, Libraries, Engineering and Strategic Planning.

Market and Situational Analysis

There is a perceived gap in service provision for performing arts spaces in the Goulburn region, in particular a venue that will attract high quality artists, has sprung floors, quality staging, lighting and sound capabilities and raked seating. GPAC will offer a rigorous multi art form program, relieving the current limitation where current arts or multi-purpose venues in Goulburn are constrained to a singular art form or alternate primary activity.

The SGS business case indicates that Goulburn Mulwaree has a very low number of seats in purpose-built performing arts centres per capita than other regional cities of a similar population. For example, Goulburn has only 10.59 seats per 1000 residents, compared to 21.34 in Griffith and 54.76 in Armidale Dumaresq.

Consultation with Council and State Government representatives has indicated that there are two potential catchment areas for the PAC – one for commercial programming i.e. touring performance, festivals and events; and one for community programming. The opportunities around attracting conferences and corporate events provided a third market for GPAC.

The PAC catchment for community programming encompasses the ABS statistical area classifications as a Local Government Area (LGA). In 2016, Goulburn Mulwaree LGA had a population of 29,918. For commercial programming, the GPAC catchment encompasses the ABS statistical area of Statistical Area 3 (SA3). The SA3 of Goulburn-Yass had a population of 72,420 in 2015, and includes Boorowa, Goulburn Mulwaree, Harden, Palerang, Upper Lachlan, Yass Valley and Young. The population in both the commercial and community programming catchments are set to grow slowly over the next 16 years.

GPAC is located within the Southern Tablelands Arts region, a region that cover 22,365 km^2 and in 2011 had a regional population of 192,090. In this region there are a number of other performing arts venues of varying sizes and standards e.g. Mittagong Playhouse, The Q and the Lieder Theatre to name a few. Additionally, there are other venues that regularly host live music shows and have the capacity to host several hundred people. Whilst these other venues play an important role, they do not have the means or mandate to develop community content or hold high quality artistic performances such as ballet, orchestras or contemporary dance.

The PACs in close proximity (e.g. The Q) are not considered to pose a threat or risk to GPAC, and instead are viewed as complimentary to our activities. Performing arts organisations consulted indicated that GPAC would be considered an additional opportunity for them, rather than being detrimental to their likelihood of visiting other locations nearby. It was a consistent view that there was a significant enough distance between Goulburn and other major centres for the markets for each venue not to overlap.

PAC	# of seats	Distance from Goulburn	Opened in
Canberra Theatre Centre	1184/1239	92km	1965
Campbelltown Arts Centre	174	140km	2005
Lieder Theatre	150	0km	1929
Mittagong Playhouse	200	83km	1911
Queanbeyan – The Q	346	94km	2008

The Ticket Attendance and Revenue Survey 2016 conducted by Live Performance Australia indicates that NSW experienced 10.9% growth in revenue with attendance up 8.6%. Of interest is that Victoria remained steady, recording only slight growth in revenue (0.8%) and a slight decrease (2.1%) in attendance. Queensland, ACT and the Northern Territory all experienced declines in revenue and attendance. The healthy market position for NSW presents a further strong indication of the opportunity for GPAC to engage

in this success and provide a further performance space for touring acts and performers already working throughout NSW.

Social Impact

Arts and culture contribute directly to the 'sense of place' which attracts both residents and investors. A city's liveability or quality of life can be attributed to social, cultural, economic and environmental factors. The economic value of the arts and cultural sector is only one part of its net worth to the community.

It is estimated that the GPAC will have the following social impacts:

- Strengthen local communities through the provision of accessible and inclusive arts and cultural experiences
- Build on the strong arts and cultural program to address unmet community needs and demands for arts and cultural experiences
- Address regional disadvantage
- Provide social benefits to the users of the GPAC

Economic Impact

The impacts that arts and culture have on tourism is well recognised. A strong arts and culture offering including an events calendar, can act as a significant drawcard for domestic and international visitors.

There are local and regional economic benefits associated with the development of a facility such as the GPAC. Not only will the construction and operation of the GPAC generate direct and indirect employment opportunities, but the cultural activities and events will attract visitors from outside the local government area who spend money on tickets, eating out, accommodation and other activities will support local businesses and provide jobs in retail and consumer service businesses. It is widely documented that arts and cultural visitors are more likely to stay longer and spend more money than non-cultural visitors, including on items not directly related to arts and culture, such as transport, accommodation and meals.

GPAC will strengthen the arts and cultural offering already available in Goulburn, potentially increasing the market share of tourism to the local and regional economy.

The SGS report demonstrates the economic impact that a facility such as GPAC can provide for regional communities, including the economic and tourism benefits that facilities like this can generate. The results of the cost benefit analysis indicate that at all discount rates GPAC shows a net benefit, with the economic benefit generated exceeding the capital costs and ongoing operational and maintenance costs.

Core Business Focus Areas

The first one to three years of GPAC's operations will be critical to the ongoing success, community ownership and community participation in GPAC activities and programming. The core business focus areas below reflect the priority areas:

Objective	How will we get there / Implementation Plan
Staffing	• Recruit staff with the right skills, expertise, creativity and talents • Recruit in time to develop team capability • Structure for responsiveness and team capability • Utilise the broad skillset of Council staff to enhance core GPAC team e.g. marketing and events staff, Finance, Governance, Gallery, Human Resources • Create and sustain a strong service culture
Community engagement	• Actively engage with the community to ensure we are providing what the community wants • Continue to use the Working Party members as ambassadors for the GPAC • Develop 'Friends of GPAC' volunteer program • Tours of GPAC available for the community outside of events and activities, so they can understand and appreciate the complexities of the venue • Identify opportunities to expand inclusive activities • Contribute to professional development and work experience opportunities for students and professionals seeking industry experience in an arts venue such as GPAC. This includes opportunities identified as part of Council's forthcoming Reconciliation Action Plan and opportunities to engage with the Aboriginal and Torres Strait Islander community.
Programming	• Undertake ongoing research to better understand the genres and productions of most interest to local audiences and that will also attract regional audiences • Build relationships with other regional venues to build regional touring opportunities • Work in partnership with presenters to offer a diverse range of events and performances
Financial Management	• Find the right balance between financial sustainability and benefit to the community • Develop risk management approach to programmed and commissioned events • Develop and maintain grant, sponsor and philanthropic relationships
Maximise use of GPAC	• Benchmark GPAC using information provided by PACA to establish a high standard for GPAC from the outset • Monitor and review pricing strategy to maximise participation and attendance Identify and target non-traditional means of GPAC use e.g. functions and conferences to expand and diversify use and accessibility

Keys to Success

To successfully achieve the immediate goals and objectives, consideration needs to be given to:

- Understanding the type of events the community want and that appeal to a broad audience
- Providing a diverse offer of activities (style, content, price and delivery) in order to generate wide community appeal and diverse use
- Ensuring programming takes into account other significant events held in the region to minimise audience conflict and split
- Actively engage with Performing Arts Connections Australia (formerly APACA) members to encourage sharing of information and touring details
- Identifying and benchmarking fee structures to ensure reasonable prices whilst still remaining competitive
- Developing a business plan alongside an artistic plan to build a long term, financially viable organisation and centre
- Developing a marketing and communications plan
- Creating a diverse program of culturally enriching experiences and popular entertainment, that exposes local audiences to professional performances at a national standard
- Ensuring that the ticket buying process is as simple and accessible as possible
- Delivering a high quality visitor experience

Financial Management

Effective financial management is critical to the success of GPAC. Council aims to provide a facility that can host a mixture of commercial and community activities that supports the viability and attraction of the venue.

From 2018/19, Council has estimated that GPAC will operate at a nett cost of $400,000 annually, with provision for 3% CPI, plus a further 3.5% for salaries. $300,000 has also been allowed for depreciation of the facility. It is acknowledged that a facility of this nature will require an ongoing subsidy, with the average subsidy of facilities based on analysis undertaken by Performing Arts Connections Australia (PACA) to be 37% of operating expenses.

Average ongoing costs for GPAC are expected to be $1.5 million per annum, based on operating expenses of theatres of similar size, capacity and turnover. It should be noted that these operating expenses are a gross figure, and would be offset by operating income such as theatre hire fees, ticket sales, revenue from the bar/café, sponsorship etc.

SGS estimates that an average ticket price of $50 for a professional performance and $15 for an amateur performance or other event, with annual ticket sales amount to approximately $760,000 per annum. Additionally, bar/café sales are expected to amount to $370,000 per year when the café becomes operational, subsidising some of the theatre's expenses.

It is expected that the PAC will achieve 32,000 visits per year by 2020. This figure is similar to the attendance rate per seat target for The Q and amounts to around 12.58 events per month at maximum capacity by 2020. Operating budgets for the PAC will be estimated based on these figures through to 2020. Detailed financial estimates, hire fees and operational fees will be developed by the GPAC management team.

Staffing

In the 2017/18 financial year, Council has made budget provision of $50,000 to employ the GPAC Manager. Recruitment will commence following development approval. The Manager will have the responsibility of developing this operational plan at a micro level, including responsibility for developing operations and opportunities related to:

- Staffing
- Programming
- Technical operations
- Community engagement
- Relationship between Café and GPAC

Council has allowed for five full time equivalent (FTE) positions at the GPAC, including GPAC Manager, administrative support and maintenance worker, plus two FTE café/bar staff. The configuration of these roles is subject to change following review by the GPAC management team. GPAC will provide front of house staff, ushers, box office and bar staff (subject to lease arrangements) when required, recognising that staffing and volunteer numbers will change subject to the type of performance and number of staff required for each performance/activity.

In addition to the dedicated GPAC staff, GPAC will also have access to other specialist skills within Goulburn Mulwaree Council including staff with expertise in insurance; contracts; marketing; events; galleries; human resources; finance; technology; and facility management and maintenance staff.

Opportunities for further education and practical experience including internships, traineeships and work experience will also be considered as part of the overall GPAC staffing operations.

A detailed workforce plan and organisation chart reflecting project teams will be developed following the appointment of the GPAC Manager that will detail the roles and responsibilities of all staff and volunteers related to front of house and back of house operations. This will include aspects of operations that will require outsourcing and contractor management which may include cleaning, security etc.

Asset management and maintenance considerations

Ensuring that the GPAC building and equipment are capable of providing services to a high standard and in a sustainable manner that meet the expectations of hirers and audiences is a priority for Council.

GPAC will have a dedicated program of prioritised upgrades to its building and equipment as part of Council's capital works budget. This program will focus on the safety, presentation and repair of the building, and on maintaining industry standards, appropriate and efficient production equipment. Council's asset management system will detail the equipment on hand, acquisition details and plans for replacement based on the life of the asset, this will include maintenance and service provisions developed for internal use and record keeping.

GPAC staff will work closely with Council's Community Facilities team to ensure appropriate asset management and maintenance.

Council's Grants team will also play an important role in assisting to attract grant funding to facilitate further capital projects and upgrades over the life of GPAC.

Community Engagement

As indicated previously, Community Engagement is critical during both the construction phase and post-opening of GPAC.

During the construction of GPAC, the GPAC management team will actively engage with the local community and consult with users groups in relation to their potential use, needs and the types of performances they will be seeking to participate in. This will be done through use of the following tools:

- Engagement HQ
- Council Newsletter (electronic and print)
- Council website and facebook page
- Focus groups with Working Party members
- Actively seeking community feedback

Engagement with neighbouring businesses is dealt with separately and is outlined further on in this Operational Management Plan.

Engagement with neighbouring businesses

Prior to construction and in preparing for the opening of GPAC, Council staff involved in the construction and GPAC management will work with the surrounding businesses to minimise impacts to their businesses during construction, and to establish clear lines of communication in relation to the ongoing use of GPAC and anticipated impacts on their operations.

The most immediate neighbours impacted include the Post office, Courthouse, State government office block, telecommunications exchange and Roses Café.

Surrounding businesses owners within the immediate vicinity will also be engaged with as part of the Community Engagement Plan still to be developed. Critical communication points include:

- Regular notification and consultation with adjoining property owners and affected businesses in the vicinity of the site via an Access & Communication Protocol.
- Communication regarding bump in and bump out, and the implementation of the Traffic Control Plan
- Opportunities to partner with GPAC and value-add to GPAC experiences e.g. dinner and show packages

Council staff will use the following tools to actively engage with the local community:

- Engagement HQ
- Council Newsletter (electronic and print)
- Council website and facebook page
- Letterbox drop
- Face to face meeting with neighbouring businesses

Marketing

A detailed marketing and communications strategy will be prepared with a two-tiered approach:

- Marketing and communications during the construction phase focussing on community engagement and liaison with touring groups, agents, community groups, schools etc
- Marketing and communications post-opening to continue to drive visitation and users to the GPAC, identifying opportunities for growth and increasing the profile of GPAC widely to audiences and potential users e.g. touring groups and performing art groups, local outreach programs etc.

A comprehensive and integrated marketing campaign will be required, using:

- Dedicated website with ticket booking capability
- Social media channels
- Local and regional advertising including radio, print, cinema and online
- Direct marketing to target groups including schools, community groups and other key sectors of the community

It was evident through the consultation with professional organisations that the importance of having effective marketing for the venue and shows was critical to the success of regional PACs. Sustained and committed marketing and promotion of the venue and the acts that tour there are just as important as having a state of the art venue. The SGS report indicates that regional PACs with a dedicated marketing team have consistent audiences attending shows, where regional PACs with only one dedicated staff member generally have smaller audiences.

Council has a dedicated Marketing and Events team with extensive experience in all facets of marketing, who will be further supported by Council's Communications Manager.

Sponsorship

GPAC management will explore opportunities for sponsorship, partnerships and funding opportunities to diversify income streams as part of the overall programming and operational development.

There are opportunities to generate income through project sponsorship of specific shows or initiatives. Sponsor benefits may include naming rights of the project, logo placement and hospitality opportunities. Naming rights for GPAC is not intended to be pursued at this stage in order to avoid brand confusion and dilution of recognition of Council as the owner and operator of GPAC.

SGS Economics indicate that average annual sponsorship for similar sized PACs, including cash sponsorship, in-kind and fundraising is approximately $4,500 per year. An allowance for $4,500 from 2020-21 has been included in Council's forward budget. This estimate is considered low.

Sponsorship considerations need to be factored into Council's Sponsorship Policy, ensuring that good governance and process is followed.

There are opportunities to attract philanthropic support for GPAC through active and strategic use of Deductible Gift Recipient status. This will be considered by GPAC management in conjunction with Council's Finance team.

Operating Hours

GPAC is anticipated to operate between the following hours:

	Mon-Fri	Sat	Sun
Non- Performance days (box office and admin only Café)	9am to 5pm	9am to 12pm	closed
Performance days*#	8am to 11pm	8am to 11pm	8am to 11pm

** includes provision for bump in and bump out*

 # performance days includes other programmed events/uses such as conferences, functions, private hire etc.

The Loading Dock (accessed via Post Office Lane) and stage door entry may be used between 10pm and 2am on final performance nights to enable touring shows to pack down and move to their next venue.

Like other comparable venues, the frequency of events held at GPAC will fluctuate and vary from week to week. As GPAC can be hired different times, this can change the frequency of events, and mean that there are some weeks with performances most days, and others where there may be none. The setting of the annual program will also be subject to performer availability, which can also contribute to an uneven distribution of events over the course of a year.

It is acknowledged that the scheduling of performances and events between weekdays and weekends will largely depend on the type of event that it is.

The various scenarios in this Operational Management Plan provide an indication of the range of events, uses and audience types related to the indicated performance times and associated demand.

Programming

The program model is the most important aspect of operating GPAC, and requires dedicated expertise from the GPAC management team to develop the program model. The program model will consider the demographics, diversity of program, activation of the facility during the day and evening, long-term bookings and commercial imperatives.

The GPAC management team will be recruited prior to construction being completed, so that the program model can be developed in advance of the opening. This is factored into Council's long term financial plan. Council acknowledges that it will take some years before the program model is fully developed, and could take up to five years.

Goulburn is well placed to build on existing strengths of being a cultural and artistic hub for the region. The GPAC will significantly increase the City's capacity to provide larger, high profile arts and cultural activities in addition to a more diverse and inclusive program. Goulburn is also ideally located to capture touring shows travelling along the Hume Highway, acting as a first stop for touring shows heading south from Sydney.

Like other comparable venues, the frequency of events held at GPAC will fluctuate and vary from week to week. As GPAC can be hired different times, this can change the frequency of events, and mean that there are some weeks with performances most days, and others where there may be none. The setting of the annual program will also be subject to performer availability, which can also contribute to an uneven distribution of events over the course of a year.

The SGS report notes that there are some months of the year which see high demand for venues and are busier than others. One of these times is in November and December, when schools and many groups have their end of year performances, in addition to other scheduled events, whilst January and February are typically quieter. Touring groups generally become more active around March.

The scheduling of events between weekdays and weekends will also largely depend on the type of event that it is. School performances are generally held during the day, with more expensive shows on Friday nights and weekends to maximise attendances.

The number of regional performances differs depending on the medium of the performance, and the size and particular characteristics of the market in each town. For example, more well-known and popular comedians have performed up to eight shows in some regional locations, while others may only perform one show. Professional groups indicated that they would do between one and three performances in each regional location, depending on show popularity. A number of groups indicated that they modify their regular performances for school audiences, and that these types of shows are often shorter versions of what they would provide for a public audience.

Research undertaken by SGS Economics and consultation with other PAC representatives indicated:

- Professional shows tend to sell out, while amateur shows tended to be half to 65% full, although there was a great deal of variation.
- Frequency of events varies widely throughout the year

Further consultation with professional touring and performing arts groups indicated:

- A 420 seat theatre is the minimum size necessary to attract many professional touring performances.
- Local groups have indicated that a 300 seat theatre is a good size, which means that amateur groups may operate with the top tier of seating closed off. Local groups perform 2-6 shows per year each.
- Some touring groups would travel to regional centres approx. once every two years. For other groups, the frequency of their shows depends on the availability of performers.

Based on the above findings and benchmarking data analysed from PACA, the SGS report and analysis assumes the following by 2020:

Professional Shows	Amateur Shows	Other use
25	90	36

The above categories include:

- Professional shows – theatrical and musical performances, film festivals, comedy festivals, orchestral performances, ballet and contemporary dance.
- Amateur events – similar to above, but held by local school and community groups.
- Other use – conferences, lectures, graduation ceremonies and awards nights.

It is expected that the PAC will achieve 32,000 visits per year by 2020. This figure is similar to the attendance rate per seat target for The Q and amounts to around 12.58 events per month at maximum capacity by 2020.

Industry data indicates the proportion of day and night time use of PACs is typically 68% night and 32% day. This ratio will be used to inform initial programming for the GPAC, taking into consideration the anticipated opening hours.

Based on the assumed operating figures by 2020, this accounts for a total of 151 performances, which using the above percentage ratios, is approximately 102 night time performances, and 48 day time performances across a 365 day period, resulting in performances for 41% of the year.

The Ticket Attendance and Revenue Survey 2016 conducted by Live Performance Australia indicates that across Australia, Contemporary Music, Musical Theatre and Comedy accounted for 61.1% of all industry revenue in 2016. This will be factored into initial programming considerations for GPAC.

Council also recognises the importance of actively involving and communicating with the community in relation to programming, and as such will seek to develop specific programs and opportunities targeted at schools in the region including opportunities to undertake Outreach activities with visiting performers e.g. Bell Shakespeare workshops at schools complementary to paid productions.

Booking and hire of GPAC

Category	Sub-category	Primary focus	Consideration factors
Presenter Market	Subsidised performing arts companies	Creating performing arts events	This includes government funded and not-for-profit organisations. Important factors include quality, innovation on a limited budget. Price driven and market oriented.
	Commercial Producers	Take performing arts and entertainment product, market and sell it	Dominated by a few key players who operate in a high risk and sometimes high return business. Price driven and market oriented.
Community hirers		Locally based organisations, interested in presenting community building events.	Price sensitive
Conference & Meeting organisers		Focus on whole customer experience	Range from small to large community groups and organisations. Price is important but value, servicing and environment are key factors.

In the GPAC growth phase, Council is looking to maximise the volume of performances and events.

The booking and hire of GPAC will be developed in detail upon appointment of the GPAC Manager and GPAC management team in consultation with hirers. This includes the varying role that GPAC will play in promoting the venue, attracting performers and how performances will be procured and negotiated.

Pricing Strategy – hirers

Three segments of the market are extremely price sensitive – producers, performing arts companies and community hirers. Pricing strategies will give consideration to a community sponsored rate for not-for-profit organisations, box office percentage share pricing for events that pass the risk assessment, alongside straight set rate pricing, as well as partnering and commissioning rates.

Some sectors of the market are less price sensitive and influenced by the perceived value and level of servicing. Services will need to be packaged for this segment. This also applies to potential conference and event hirers of GPAC.

Consultation with other regional venues indicates that they do not pay subsidies to encourage touring acts to their venues, as many regional tours will receive some sort of funding or subsidy from government or arts agencies.

A detailed pricing strategy for the hiring of GPAC will be developed by the GPAC management team.

Pricing Strategy – audience

SGS estimates that an average ticket price of $50 for a professional performance and $15 for an amateur performance or other event, with annual ticket sales amount to approximately $760,000 per annum.

A detailed indicative pricing strategy for the ticketing of GPAC will be developed by the GPAC management team in consultation with the promoter and/or hirer of the venue.

Risk Management

Prior to operations and in conjunction with the Risk Register and Risk Management Plan, the following aspects will be addressed related to incidents, emergencies and crisis management including:

- Risk identification and ongoing management to reduce exposure to risk across operations
- Fire wardens, first aid officers and WHS representation
- Incidents, emergencies and crisis management
- Evacuation point
- Area to be used as a first aid office
- Lines of responsibility
- Commitment to managing risk
- Development of centre operations manual

Quality Assurance

Quality measurement and quality assurance in the performing arts is critical to the success of GPAC. Areas to be addressed include:

- Performance review and monitoring
- Understanding what we need to measure
- Benchmarking of operations and programming using PACA and other industry data
- External audits
- Understanding our audience and key stakeholders, and providing means in which to capture and address feedback

Technological considerations

GPAC has been designed with the use of state of the art technology at the forefront. This will flow through the entire operations of GPAC including consumer facing aspects including website, social media presence and box office operations including ticketing systems both online and in person. These of course will have implications for ticketing provisions, seating allocations and operations related to staffing, ushering etc.

Many of the details surrounding use of technology are in development by consultants engaged by the architect and will involve GPAC management and technical staff during the construction phase.

All technology and systems used will be overseen by Council's Innovation and Technology staff, and will involve the integration and use of existing systems utilised across Council.

Accessibility

Council recognises the importance of an accessible venue that addresses barriers faced by disabled people in the community.

The State of Museum Access 2016 report (UK) presents the premise that a lack of access information contributed significantly to lower attendance among disabled people. Council staff recognise that disabled people rely on pre-visit information far more than other visitors, and the absence of useful information can result in people feeling excluded from the target audience and can discourage disabled audiences from attending.

The GPAC website and community engagement tools will be used to promote access information to GPAC, including the step-free access to the building, wheelchair spaces in the Theatre, disabled toilets and parking.

GPAC staff will continue to understand and establish the means by which the venue will help address such barriers, through information, access to services, resources and alternative formats.

As detailed in the plans the building has been designed in accordance with the provisions of the Disability (Access to Premises – Buildings) Standards 2010, which requires the building to comply with the access code (BCA Part D3 and AS 1428.1-2009).

Accessibility to and within GPAC has been considered in the overall design, including the provision of disabled services and facilities within the centre. These includes:

- Accessible access to and within the building, including
    - Box Office and Foyer space
    - Theatre
    - Dressing rooms
    - Public access lifts (front of house and back of house)
    - Ramps and stair designs
    - Wash room facilities (front of house and back of house)

In addition to the accessible areas for patrons, the design has included accessible spaces and access ways back of house to ensure use of the building is inclusive for performers and staff with disabilities.

Accessibility within the public spaces of the CBD has also been a consideration in Council's Disability Inclusion Action Plan and CBD Master Plan 2017.

Four accessible parking spaces are provided within 50m of the main point of pedestrian entry.

Nine accessible seating locations have been included in the GPAC design and are located as follows:

- 6 in the rear row of the main auditorium (stalls)
- 3 in the mezzanine (circle)

Hearing augmentation systems will be also provided within GPAC.

GPAC website

The GPAC website will be the information repository for all things GPAC for public access and use. This includes, but is not limited to:

- Performance calendar
- Ticket information and purchasing
- Hire information – commercial and community
- Terms and conditions related to hire and attendance
- Accessibility
- Parking
- Café/bar information

Taking into consideration the various users of GPAC and the varying community needs, as indicated in Council's Disability Inclusion Action Plan, the GPAC website will be accessible, easy to read and easy to understand, using plain English.

Interpretation Strategy

Council has engaged Brandculture to develop an interpretation strategy for the site, which includes the following concepts:

- Retaining aspects of the original heritage interior as identified by the architects and heritage consultants to tell the story about the history behind this important and iconic community building and its previous use. This includes an outline of the former building on the walls and floor, representing the presence of the demolished section of the existing building.
- Introduction of a series of images representing the 'players' throughout the history of the site. These will be constructed from laser cut aluminium and placed in relevant locations throughout GPAC (internally and externally) with supporting interpretive information to tell the story. For example, the 'clerk' will be located near the former Mayors Office of the Old Town Hall.
- Provision of dedicated public art space in the public lane between the GPAC and the Post Office, which may include 2D and 3D art, overhead lighting, pavement art and appropriate street furniture.
- Use of the large blank NSW Government Office block wall to digitally tell the story/stories relevant to the site and provide important linkages to nearby buildings and places.
- Further use of innovative technologies to future proof the site and the method of interpretation including projection, light based and LED works that can change over time. The interpretation strategy will include a lineage of the history of the region and in particular this important heritage site, working alongside the artistic plan which will be developed by the GPAC management team.

Storage of Heritage Materials

Council acknowledges the importance of the history of the building, and in particular the appropriate storage of heritage materials on site that may not be used during construction. These materials will be stored safely in the third floor of the building, where they will be stored appropriately to their previous use and in a way that removes the opportunity for any deterioration to these objects. The third floor of the GPAC will be closed off to the public and will only be accessed by appropriate Council and construction staff should it be required.

Café Operations

The GPAC café will be directly accessed from Auburn Street and forms an important part of the GPAC and its operations. At this stage the Café is intended to be operated independent of Council, leased to a café operator. The Café will comply with all required food standards, fit-out and design requirements prior to operations. Further consideration needs to be given to the most effective operations of the café ensuring complete integration with GPAC operations and programming.

Considerations related to consumption of food and drink, including becoming a licensed venue and obtaining the appropriate licences by application to Liquor and Gaming NSW will also be considered as part of the overall café operations.

Further details in relation to the operating model of the Café will be finalised by the GPAC management team.

Waste Management

Provision for storage of waste receptors will be made in the loading dock of GPAC. The removal of waste from the loading dock will be undertaken as part of the daily CBD commercial collections, forming part of the waste management strategy and Operation Environmental Management Plan for the GPAC.

The CBD waste collection is undertaken between 5am and 7.30am daily, which will have little to no impact on surrounding neighbours as this will be undertaken prior to their opening.

Waste generation rates will depend on the type of performance/activity at GPAC on any given day, and have been estimated as follows for GPAC:

	Residual waste generation	Recycling generation
Café	300L/100m^2 floor area/day	200L/100m^2 floor area/day
Theatre	25L/seat/performance	5L/seat/performance

Council is committed to reducing waste across its sites and in turn reducing our environmental impact. This is evidenced by Council's Sustainability Policy and Sustainability Action Plan. GPAC provides opportunities to further develop this through consideration being given to waste, recycling and organic waste collections throughout the PAC and Cafe operations, as well as opportunities to introduce sustainable and recyclable packaging to minimise the amount of waste going to landfill.

Bump In/Out and use of the Loading Dock

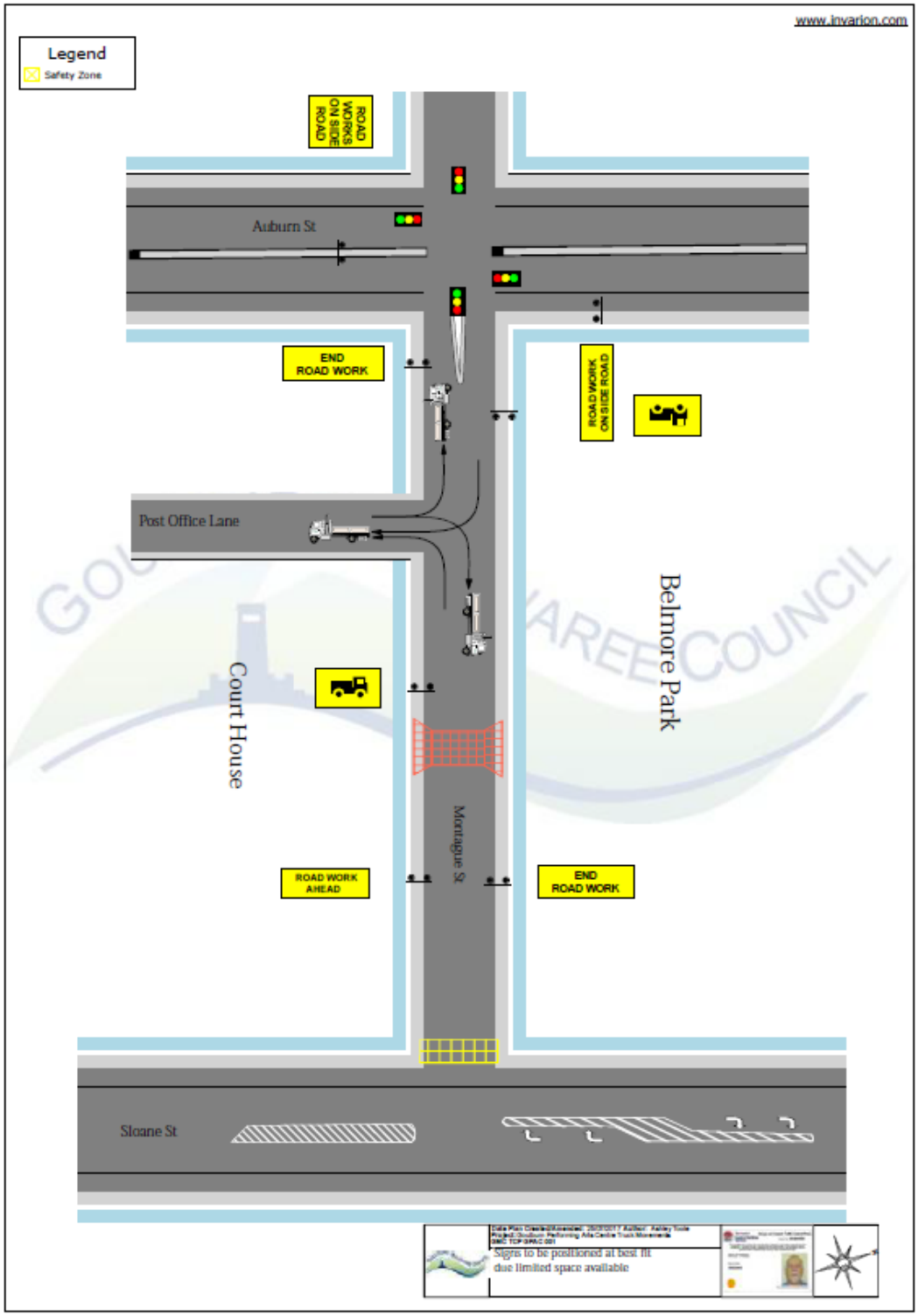
The GPAC loading dock is at the rear of the facility and access is via Post Office Lane off Montague Street. This will be the entry/exit point for bump in/bump out and refers to the back of house operations only. All deliveries for events and centre operations will be made to the loading dock. There will be no deliveries made through the Auburn Street entrance.

Patron entry will be through the Auburn Street entrance only. A pedestrian lane is located on the northern side of the centre and links Auburn Street and Post Office Lane. This lane will provide pedestrian access from the Auburn Street to the parking areas to the south of the facility, particularly along Sloane Street

A temporary Traffic Control Plan (TCP) has been developed to ensure safety of community, visitors and performers bumping in and out of the GPAC Loading Dock via Post Office Lane. A copy of the latest version of the temporary TCP is included in this Operational Management Plan for information. The temporary TCP defines the entry point for delivery vehicles accessing the GPAC loading dock and outlines advance warning signage for nearby motorists and pedestrians. It is anticipated that delivery trucks will reverse along Post Office Lane to unload directly into the loading dock. A swept path analysis has confirmed the dimensions of Post Office Lane are adequate for such deliveries.

Council has a traffic control team that is deployed to establish temporary traffic control arrangements for community events. Setting up GPAC TCP would occur in a similar manner to setting up temporary traffic control arrangements for GPAC event deliveries. The TCP will be implemented using resources from Council's operations and maintenance staff in advance of major deliveries and dismantled at the conclusion of the delivery. This will be a dedicated task and assigned to Council's operations and maintenance staff on an as required basis. It is envisaged the GPAC TCP would be activated twice weekly.

The temporary TCP would be provided to the event organisers so they can pass on delivery details to the delivery drivers. Council will establish an Access and Communication Protocol with the Department of Justice, Corrective Services NSW and other adjacent stakeholders to ensure deliveries to the GPAC do not interfere with access to the rear of the Goulburn Courthouse. Setting up the TCP will be communicated to adjacent property owners and has been included in the draft access protocol as a mechanism to communicate in advance deliveries to the GPAC for significant events.


www.invarion.com
Legend
Safety Zone
ROAD WORKS ON SIDE ROAD
Auburn St
END ROAD WORK
ROAD WORK ON SIDE ROAD
Post Office Lane
Belmore Park
Court House
Montague St
ROAD WORK AHEAD
END ROAD WORK
Sloane St
Signs to be positioned at best fit due limited space available

Access & Communication Protocol between Department of Justice, Corrective Services NSW and Council

Rear access is provided to the GPAC loading dock through Post Office Lane off Montague Street. This will be the entry/exit point for bump in/bump out and refers to the back of house operations only. Post Office Lane also provides access to the rear of the Goulburn Court House for Corrective Service vehicles delivering correctional centre inmates to hearings at the Goulburn Court House. This access must be maintained at all times during construction and operation of the Goulburn Performing Arts Centre.

Following is a draft Access and Communication Protocol to be established throughout the construction and operations phases of this project. The draft protocol will be finalised when a construction contract is awarded and further project details are available. Goulburn Mulwaree Council will facilitate finalisation of the protocol.

This Operational Management Plan does not deal with the construction phase of GPAC, and focusses only on the operational aspects following finalisation of the protocol with the Department of Justice and Corrective Services NSW. Both the Department of Justice and Corrective Services NSW have provided in principle support of the draft protocol subject to further discussion and finalisation. The draft protocol is as follows:

- Access to the GPAC loading dock is not to interrupt access to the rear of the Goulburn Courthouse.
- Where possible, all deliveries to the GPAC loading dock are to be made to site before XX:00am and after YY:00pm. The Department of Justice is to be informed at least 24 hours in advance if deliveries cannot be made between XX:00am and YY:00pm. [Times to be confirmed in conjunction with Department of Justice and Corrective Services NSW]
- Department of Justice and Corrective Services NSW vehicles are to have right of way/right of access along Post Office Lane at all times.
- No GPAC vehicles are to be parked along Post Office Lane at any time.
- No queuing of vehicles into the GPAC loading dock is to occur and access to the Courthouse rear gate is to remain clear at all times.
- Any emergency evacuation points for the GPAC are to remain clear of the Courthouse rear gate.
- Department of Justice and Corrective Services NSW are to receive a weekly program of events from GPAC and include details of significant events for the following week.
- The GPAC emergency evacuation plan is to show the location of the Courthouse rear gate and indicate clear access at all times.
- Goulburn Mulwaree Council, Department of Justice and Corrective Services are to provide up to date contact details at all times.

Accessibility and Parking

Strategically located in the heart of the CBD on the main street of Goulburn, between Auburn and Verner Streets, GPAC is located close to shops and the main business centre of Goulburn, providing greater accessibility to local facilities such as restaurants, cafes and hotels. GPAC is well placed for patrons and staff to arrive on foot, by car, bike, bus, taxi or rail.

The level of parking demand will vary based on the type of performances scheduled at the GPAC. For example a daytime performance targeted at school children is likely to see most of the students arriving by bus or on foot, and the bus returning at the end of the performance to collect and return students to school. The various scenarios in this Operational Management Plan provide an indication of the range of events, uses and audience types related to the indicated performance times and associated demand.

There are numerous parking and access to transport options within close proximity outlined below, with supporting information in the CBD Master Plan and Car Parking and Access Management.

Parking and travel options	Proposed details
Immediate precinct parking	There are 604 on-street car parks with a five minute walk of GPAC on Auburn Street, Montague Street, Verner Street, Sloane Street, Bourke Street and Cartwright Place.
Park and ride	Adjustments are planned for the existing bus stop to be relocated immediately out the front of GPAC providing a drop off/pick up area. Council will also meet with local bus services as part of the Community Engagement Plan to consider the introduction of a park and ride service focussed on shows with high demand to reduce private vehicles into and out of the CBD.
Taxi	GPAC is located within 250m of five taxi ranks. As part of the Community Engagement Plan discussions will be held with Goulburn Radio cabs to formulate a taxi strategy focussed on shows with high demand to reduce private vehicles in/ out of the CBD.
Set down/pick up zones	Temporary set down/pick up zones will be implemented for large performances. This will assist with movement of taxis and other vehicles around the site, and keep traffic moving safely around the GPAC.
Disabled parking	Adjustments have been planned for in Auburn Street to provide four dedicated disabled parking spaces close to the entry to GPAC.
Courtesy bus services	As part of the Community Engagement Plan, discussions will be held with the two Clubs that provide courtesy bus services to consider the establishment of packages including transport to encourage GPAC audiences to eat/drink at their venues before and after performances at GPAC. This will assist to reduce private vehicles in the CBD.
Staff parking	Designated staff parking will be available at the Visitor Information Centre, located approx. 200m from GPAC, which during performances will have spaces dedicated for staff using an event based permit parking system.
Performer parking	Performers visiting from outside the area will be encouraged to stay in nearby accommodation to be close to the venue, minimising the need to drive to GPAC and encourage use of surrounding businesses and eateries. Long vehicle parking is available 200m away at the Visitor Information Centre, which during performances will have spaces dedicated for this purpose using an event based permit parking system.
Train	The Goulburn Railway Station is located approximately 400m walk from the GPAC. Train may be accessed by out of town visitors to Goulburn attending performances at GPAC and is an easy walk from the station.
Walking	As part of the GPAC Marketing Strategy, Community Engagement Plan and in conjunction with Council's Road Safety Officer, local patrons and visitors will be encouraged through local promotional campaigns to leave their car at home and walk to GPAC or consider an alternate mode of transport.

Parking considerations related to each performance

As part of the community engagement effort for GPAC, parking options related to each performance and/or event will be promoted to potential audiences to minimise parking conflicts, encourage parking in specific locations and to work harmoniously with venue neighbours. This will include:

- Generic parking information on the GPAC website related to overall venue access, including provision of dynamic maps indicating key parking zones and any parking restrictions
- Parking options specific to the event and the anticipated audience as part of the terms and condictions related to the booking of each performance and/or event. For example:
    - School based performances will provide information on drop off zone and long vehicle parking areas
    - As well as promotion of specific parking areas, night time performances will provide information on dinner and show packages, any courtesy bus packages offered by the Clubs, and promotion of taxi services focussed on shows with high demand to reduce private vehicles into and out of the CBD

The various scenarios in this Operational Management Plan provide an indication of the range of events, uses and audience types related to the indicated performance times and associated demand on parking.

The parking areas of Cartwright Place (135 parks) and Arcade Lane (72 parks) will be promoted as the priority carpaking areas for GPAC audiences, with both parking areas providing varying capacity at different times of day. Ellesmere Street car park has a further 250 car parks and is located two blocks to the north of GPAC.

The Parking and Access Management Plan attached provides an indication of the total parking availability during various times i.e 10am to 12pm; 2pm to 4pm and 6pm to 8pm. A summary of the 8-week and 6-week parking analysis is reproduced below, as indicated in the Parking and Access Management Plan.

The 8 week car parking analysis counts were undertaken on Monday, Thursday, Friday, Saturday and Sunday over the eight week period throughout different times of the in the following streets within the two city blocks adjacent to the GPAC site bounded by Montague, Sloane, Verner and Bourke Streets comprising:

- Bourke St (71)
- Montague St (114)
- Cartwright Pl (135)
- Verner St (92)
- Auburn St (71)
- Sloane St (49)
- Arcade Lane (72)

The table below shows the average percentage of vacant car parks for selected days of the week, as well as the average number of available car parks. The total number of car parking spaces analysed in the 8-week parking analysis was 604.

8 week average result of car parking analysis (10am – 12pm and 2pm – 4pm)		
Day of the week	*% vacant car parks*	*# of vacant car parks*
Monday	22.4%	135
Thursday	31.4%	189
Friday	27.6%	166
Saturday	55.3%	334
Sunday	72.3%	436

Based on 604 parking spaces, this results in an average of 163 parking spaces available within a five minute walk of the GPAC at peak times during the day (under 30% vacancy rates).

The 6 week car parking analysis counts were undertaken on Monday, Thursday and Saturday over a six week period from 6pm to 8pm. The table below show the average percentage of vacant car parks for those nights, as well as the average number of available car parks. The total number of car parking spaces analysed in the 6-week parking analysis was 388, comprising:

- Cartwright Pl (135)
- Ellesmere St (253)

6 week average result of car parking analysis (6pm – 8pm)			
Day of the week	***% of vacant car parks***	***# of vacant car parks***	***< or > 160***
Monday	79.4%	308	>160
Thursday	91.2%	353	>160
Saturday	93.0%	360	>160

Based on 388 parking spaces, this results in an average of 340 parking spaces available within a five minute walk of the GPAC at peak times at night (over 70% vacancy rates).

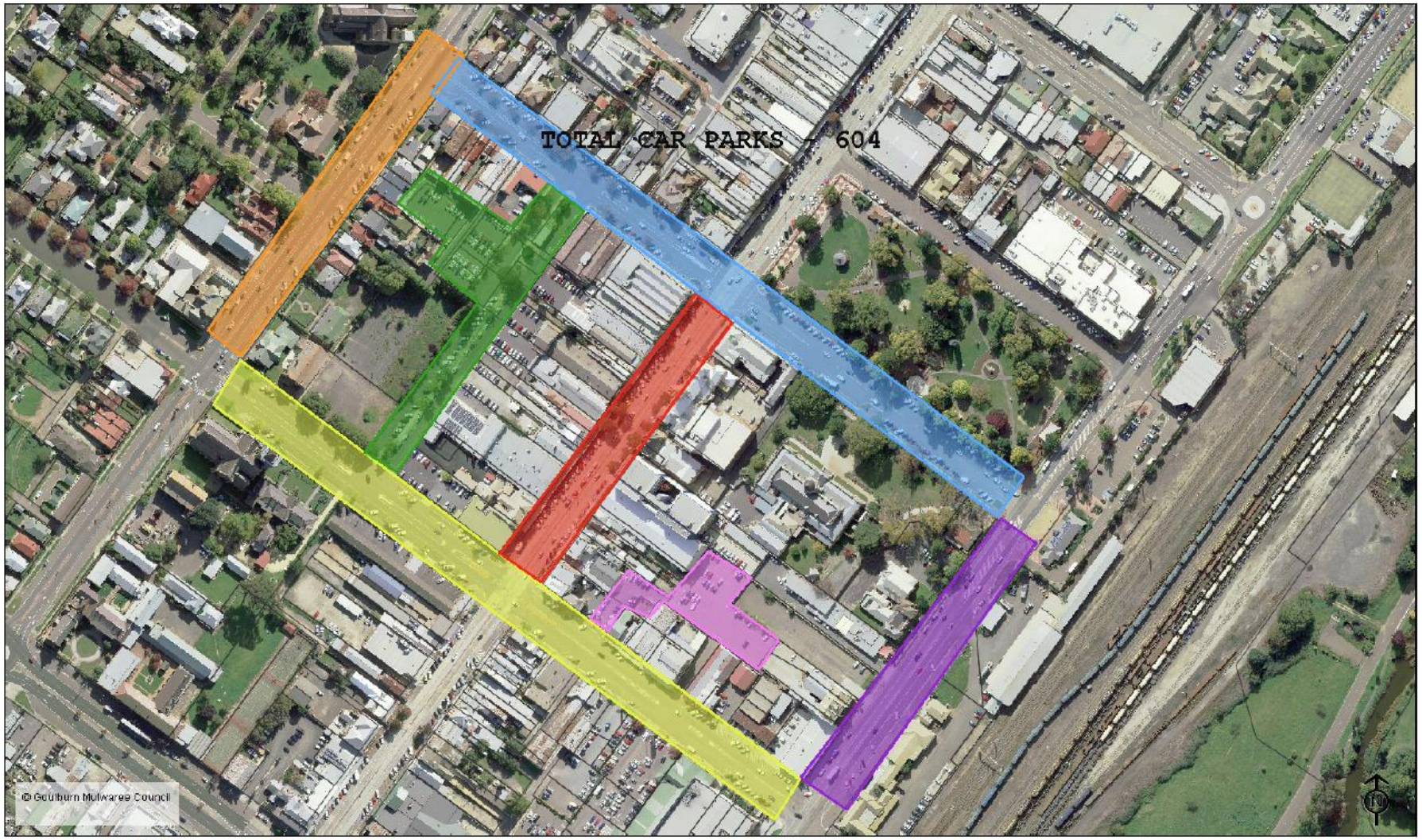
Expansion of the survey area to include blocks within a 10 minute walk (incorporating Goldsmith St and Clinton St) results in over 1,000 additional parking spaces provided. Based on the 22-31% vacancy rate this would provide at least another 220-310 car parking spaces.

The surveys also confirmed that on weekends the parking vacancy rate in this area was between 55.3%-72.3%. This results in 334-436 available parking spaces on weekends available within 5 minute walk.

The six week and eight week car parking surveys demonstrate that within a five minute walk of GPAC, at both peak and off-peak times across all days of the week, that there is ample precinct parking available to meet the needs of GPAC through the provision of on-street and off-street parking.

Parking diagram related to parking analysis

29 August 2017



Scale 1 : 3109

This map is provided for the purpose of showing basic locality information over the Goulburn Mulwaree Council LGA. It has been created for illustration purposes only. Locations of services and boundaries are approximate, and may not be accurate to surveying or engineering standards. Map information is subject to constant changes, may not be complete, accurate or current. The council assumes no liability for damages incurred as a result of incomplete, incorrect or omitted information.

Bus Zone and accessible parking relocation concept layout from CBD Master Plan

1.2.2 PROJECT 2 - ACCESSIBLE PARKING AND BUS ZONE RELOCATION

With the introduction of the proposed Performing Arts Centre, on-street parking requirements will need to be upgraded to allow for Australian Standards compliant accessible parking spaces.

The existing bus stop will be relocated to be closely related to the performing arts centre, and the pedestrian crossing.

This provides the opportunity to increase landscaping around the pedestrian crossing and in-front of the Performing Arts Centre.

ACCESSIBLE PARKING SPACES

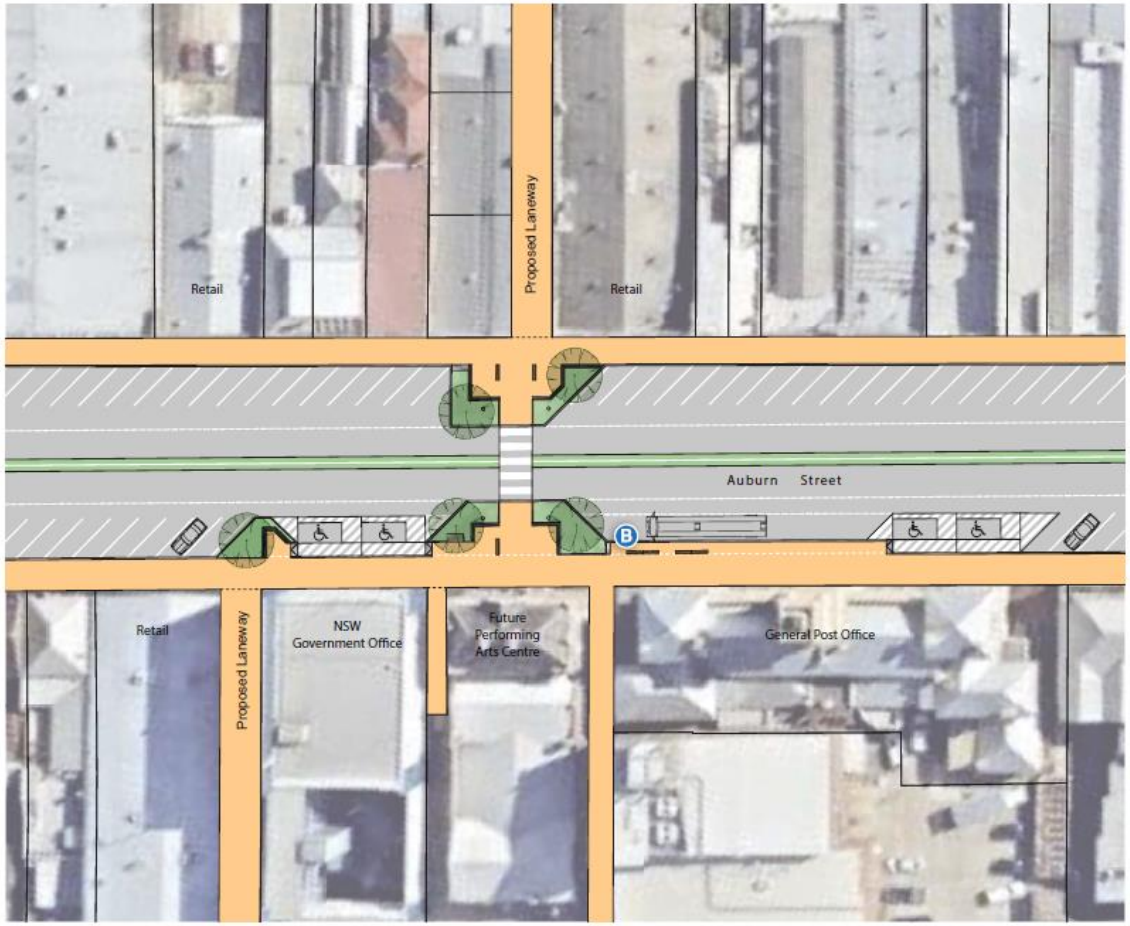
Four new accessible parking spaces are located in close proximity to the entry of the centre. These parking spaces are designed in accordance with AS 2890.5:1993 (4.5.2) which requires an accessible path of travel between each parking space and the adjacent footpath, in accordance with AS 1428.1. The path of travel is behind the vehicle and on the footpath side, which allows safe passage to the footpath without crossing any vehicle traffic.

The depth of the accessible parallel space and the accessible path of travel is 4.8m, which is the same as the adjacent 45° parking spaces.

BUS STOP

The existing bus stop on the corner of Auburn Street and Montague Street will be relocated closer to the Performing Arts Centre. This will allow the zone to be used as a 'drop-off' zone for performances. The bus zone length is 35.0m, which allows for one 14.5m long-rigid bus and the turning cirlces in/out of the traffic lane. This is in accordance with the NSW State Transit Bus Infrastructure Guide (July 2011).

The bus zone has been aligned with the new assessible parking spaces, which has allowed the existing footpath to be widened by 1.6m. This results in a dedicated space for passengers to wait with appropriate seating and waste receptacles.



ACCESSIBLE PARKING + BUS ZONE RELOCATION

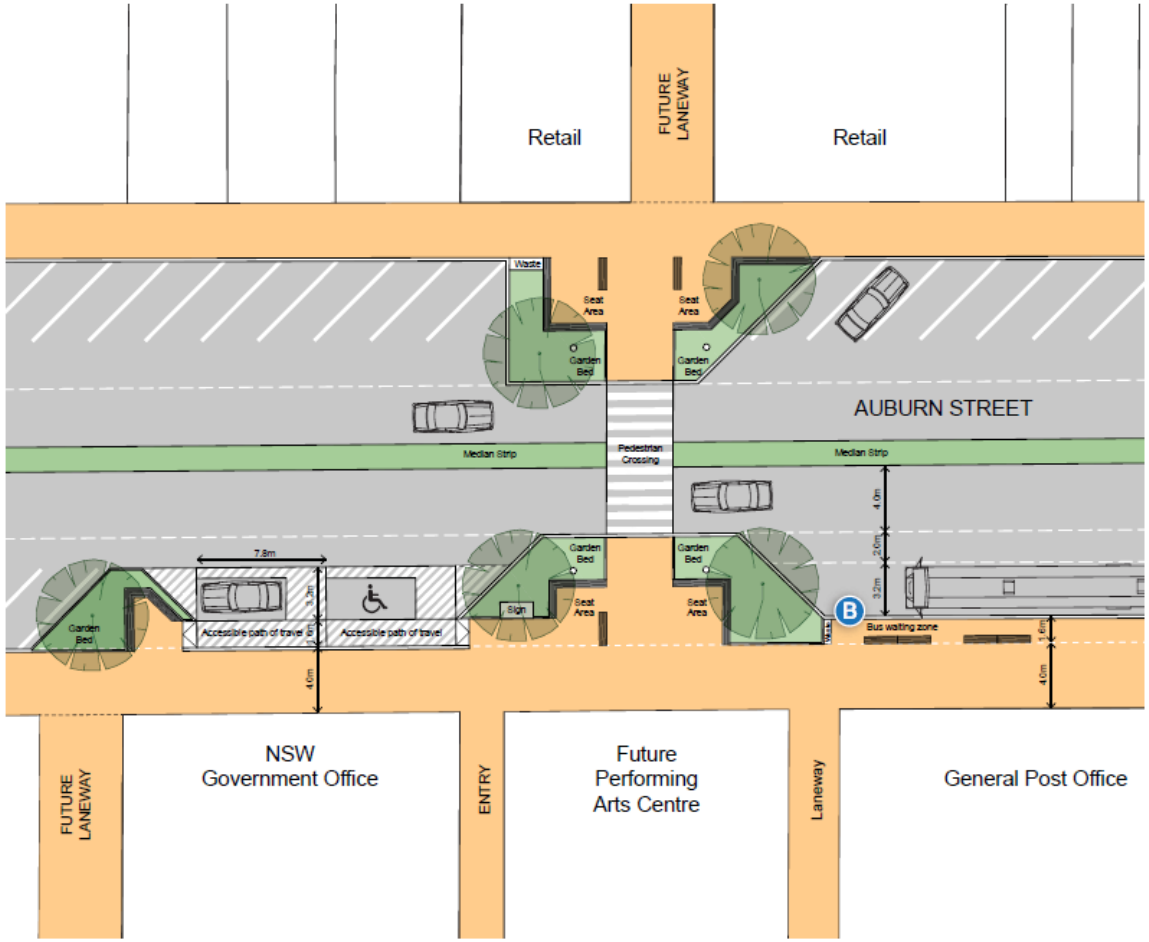
LANDSCAPE + PARKING UPGRADES

New accessible parking spaces are located adjacent to the pedestrian crossing landscaping, and include a 1.6m accessible path of travel, that will include kerb ramps up to the footpath level.

A new small garden bed with seating will be provided between the accessible spaces and the existing 45° parking spaces. This will be at the end of a proposed future laneway. This laneway will link into the Huntley parking lot located behind the NSW Government Office building. (Lot 2, DP 1211185)

The landscaping around the pedestrian crossing will be enlarged to allow for the buses turning circle into the traffic lane. The increased landscaping will allow for more seating and areas to wait prior to performances.

A new hydrant booster is required, and will be located within a space allocated to a sign for the Performing Arts Centre. This will be on the edge of the garden bed that is located in front of the new entry to the centre.



ACCESSIBLE PARKING + BUS ZONE RELOCATION PROVIDES SAFE AND EASY ACCESS TO THE PROPOSED FUTURE PERFORMING ARTS CENTRE

Construction

It should be noted that this Operational Management Plan does not deal with any aspect of the construction phase, as this is dealt with in the Construction Management Plan, and is considered separate to the operations of the GPAC.

Scenarios of use

The below scenarios of use for GPAC have been developed in consultation with users including performing arts groups, agencies and potential user groups. These scenarios represent a broad range of uses of GPAC and the typical length of bookings and use of GPAC for each. Information relating to access to the venue, loading dock, equipment types and access to/from the venue has been included.

Scenario: Local amateur musical theatre company

Group/performance name	Rocky Hill Musical Theatre Company, Goulburn
Consultation occurred with	Chris Gordon, Committee Member
Current location	Various – Trinity Catholic College Hall, Marian College Chapel and St Saviour's Cathedral
Average no. cast & crew	20-30 – mix of adults and children depending on production
Number of shows	Three per year
Average no. performances	6-9 per show. Performances usually at night – Thursday, Friday, Saturday. Matinee performance held on the Saturday. The number of performances may reduce as a result of GPAC having more seating capacity than existing venues i.e. 5-6 shows only.
Access to venue prior to performance	3-4 days prior to opening performance to allow two rehearsals and a full dress rehearsal the day before opening night.
Bump In requirements	Once only to bring in backdrops and props. The inclusion of the fly tower will reduce their need to load/unload, as their current venues require solid sets which are more demanding and labour intensive. The GPAC fly tower will reduce this need, in turn reducing their staging and equipment and in turn only needing to access the loading dock once during bump in.
Access to venue following final performance	1 day immediately after the final performance
Bump Out requirements	Once only as per bump in
No. times loading dock access required	Twice – bump in and bump out
Types of vehicles using loading dock	One small truck or a van
Transport to/from venue by cast and crew	Cars – generally more than one person per car
Potential parking demand and transport considerations	Ample on-street parking is available at night to meet the demand, as is parking in nearby areas including Cartwright Place and Arcade Lane. Opportunities for food and drink packages and transport negotiations with the local Taxi service and Club courtesy bus services would alleviate parking demand. Matinee performances largely attract a family audience, which may see reduced vehicle numbers due to increased people per vehicle. Parking arrangements will be promoted as per the night time arrangements, with additional reference to areas including parking availability in streets not in the immediate block. Within 600m of GPAC there is a total parking allocation of 604 car parks, with a total of 1,028 car parks in the CBD.
Amenity considerations	Parking conflict for Saturday matinee; Increased noise prior to and after performances; Increased use of restaurants, cafes and Clubs before and after performances.

Scenario: Australian country music singer

Group/performance name	Sara Storer with band + support act
Consultation occurred with	Geoff Bell, Laing Entertainment
Current location	Sara tours nationally throughout venues across Australia
Average no. cast & crew	Sara and band (5), support act (1), manager/sound engineer (1). Total = 7
Number of shows	One
Average no. performances	One show at night – mid week or weekend
Access to venue prior to performance	Day off performance
Bump In requirements	Once only to bring in backline (drums, amps, instruments) and any monitors that may be required. May include a back drop. Done in less than one hour.
Access to venue following final performance	Once only to remove items indicated above. This would happen immediately after the performance. Done in less than one hour.
Bump Out requirements	Once only as per bump in
No. times loading dock access required	Twice – bump in and bump out
Types of vehicles using loading dock	Kia Carnival or sedan
Transport to/from venue by cast and crew	Cars – travel in two vehicles to their shows
Potential parking demand and transport considerations	Ample on-street parking is available at night to meet the demand, as is parking in nearby areas including Cartwright Place and Arcade Lane. Opportunities for food and drink packages and transport negotiations with the local Taxi service and Club courtesy bus services would alleviate parking demand.
Amenity considerations	Increased noise prior to and after performances; Increased use of restaurants, cafes and Clubs before and after performances.

Scenario: Morning Melodies – easy listening and versatile, catering to older audience

Group/performance name	Morning Melodies
Consultation occurred with	Geoff Bell, Laing Entertainment
Current location	Morning Melodies is a live music program held at performing arts venues and Clubs throughout Australia.
Average no. cast & crew	1-2 performers
Number of shows	One
Average no. performances	Can be held fortnightly or monthly depending on demand. Usually held at 10am, including morning tea and performance. Conclusion at 12pm.
Access to venue prior to performance	Day off performance
Bump In requirements	Once only to bring in any instruments required. Likely to be hand carried into the venue in one trip, or access to loading dock available if required.
Access to venue following final performance	Once only to remove items indicated above. This would happen immediately after the performance. Done in less than one hour.
Bump Out requirements	Once only as per bump in
No. times loading dock access required	Twice, if at all.
Types of vehicles using loading dock	May not be required. If required, likely to be a car.
Transport to/from venue by cast and crew	Car
Potential parking demand and transport considerations	Performance would be held mid-morning catering to an older audience due to the nature of the performance content. Audiences include nursing home residents who would arrive by bus and be collected by bus. Other attendees would include groups such as participants in various aged care services and groups throughout Goulburn and surrounding towns and villages. These performances would also be promoted to groups such as Probus Clubs and Friendship Clubs outside Goulburn to attract additional audiences. The drop off zone is likely to see increased use for this scenario due to the age of those expected to attend this type of performance. The long vehicle parking at the Visitor Information Centre (200m away) would be promoted and accessed for bus parking during this type of performance. Audience members will also arrive by private vehicle, with discussions held with the Tamworth Regional Entertainment and Conference Centre indicating that many participants are dropped off by family/friends and/or travel together by car in small groups. Anticipated private vehicle use is expected to be low based on previous indications from other PACs. Council Rangers will undertake increased parking patrols during day time performances, which will promoted as part of the ticket buying process, on the GPAC website and other areas where appropriate to ensure appropriate movement and parking of vehicles in the CBD during GPAC event times.
Amenity considerations	Increased use of drop off zone prior to and immediately following performances; Parking conflict for performances.

Scenario: Nationally recognised comedian

Group/performance name	Comedian
Consultation occurred with	Geoff Bell, Laing Entertainment
Current location	Tours nationally throughout venues across Australia
Average no. cast & crew	Comedian (1), Support MC (1-2) and Sound Technician (1). Maximum 4
Number of shows	One
Average no. performances	One. Based on demand they may do two performances in one night.
Access to venue prior to performance	Day off performance
Bump In requirements	Once only to bring in any backdrops. Anything else is likely to be hand carried into the venue in one trip.
Access to venue following final performance	Once only to remove items indicated above. This would happen immediately after the performance. Done in less than half an hour.
Bump Out requirements	Once only as per bump in
No. times loading dock access required	Twice, if at all.
Types of vehicles using loading dock	May not be required. If required, likely to be a car.
Transport to/from venue by cast and crew	Car
Potential parking demand and transport considerations	Ample on-street parking is available at night to meet the demand, as is parking in nearby areas including Cartwright Place and Arcade Lane. Opportunities for food and drink packages and transport negotiations with the local Taxi service and Club courtesy bus services would alleviate parking demand.
Amenity considerations	Increased noise prior to and after performances; Increased use of restaurants, cafes and Clubs before and after performances.

Scenario: Medium to large conference

Group/performance name	NSW Local Government Tourism Conference
Consultation occurred with	Groups Liaison Officer, Goulburn Mulwaree Council
Current location	Various conference and function venues throughout NSW
Average no. cast & crew	Staff (4), Speakers (12). Total = 16
Number of shows	One two day conference
Average no. performances	n/a
Access to venue prior to performance	One to two days prior
Bump In requirements	Two to three times to bring in any backdrops and delegate materials e.g. conference bags and registration information. Anything else is likely to be hand carried into the venue in one to two trips.
Access to venue following final performance	Pack down the following day.
Bump Out requirements	Up to two times to remove any backdrops and remaining conference materials. Some items are likely to be hand carried also.
No. times loading dock access required	Maximum of four times – two times in, two times out.
Types of vehicles using loading dock	Small truck or two vehicles e.g. wagon or van.
Transport to/from venue by cast and crew	Car and on foot from nearby accommodation
Potential parking demand and transport considerations	The NSW Local Government Tourism Conference attracts most of its delegates from outside the local government area hosting the conference. Accommodation options closest to the conference venue are promoted to encourage increased participation in the conference, as well as the opportunity for additional tourism expenditure by delegates through encouraging pre and post conference experiences in the host City e.g. tours, shopping etc. The Conference is held between business hours (9am to 5pm). The Conference dinner would need to be held elsewhere as GPAC is not suitable for this purpose. Delegates within walking distance of GPAC will typically walk to the venue. In previous experience, delegates staying slightly further away are bussed to and from the venue as part of the conference registration. On this basis, the estimated number of vehicles travelling to and from the venue each day is estimated to be less than 30. Council Rangers will undertake increased parking patrols during day time performances, which will promoted as part of the ticket buying process, on the GPAC website and other areas where appropriate to ensure appropriate movement and parking of vehicles in the CBD during GPAC event times.
Amenity considerations	Increased use of drop off zone prior to and immediately following conference; Increased noise prior to and after performances; Increased use of restaurants, cafes and Clubs before and after performances.

Consultation with various groups that may use GPAC

Group Name	Goulburn West Public School	Goulburn High School	Trinity Catholic College	Warrigal Care (aged care home)
Contact Person	Annette Broadbent, Principal	Vero Joseph, Deputy Principal	Anne Keene, Drama & English Teacher	Rachael Edwards, Leisure and Entertainment Officer Team Leader
Km from GPAC	2.4km	1.6km	2.2km	4.6km
Indicated mode of transport	Bus	Walk – 30-130 students (weather permitting) Bus – 130+ students (inclement weather)	College buses can transport up to 24. Coaches may be used for larger groups of students. There have been times when students may walk pending weather.	Warrigal buses and occasional car use
Estimated number of students/ residents per performance	Years 3-6 (250), OR Years K-2 (180)	Up to 130. It would be rare that a performance would be suited for 3-4 year groups (approx. 400 students)	Maximum per performance approximately 200 students. Touring groups like Bell Shakespeare would attract a larger number of students.	25-30 residents per performance
Estimated number of teachers/ support staff	Ratios vary from 1:10 to 1:30. Special needs children (5) need their own support officer	4-5 staff per 100 students	Ratios vary from 1:25, with special needs students requiring additional support staff.	4 staff and 2 volunteers
Key considerations		The Goulburn High School hall can cater for 700 seated on ground, or 550 on seats.		

Existing scenarios of large events held in CBD

Goulburn is well versed in hosting large events in the Central Business District, with Belmore Park (located in the adjacent street to GPAC) hosting a range of major events year-round.

The events below provide an indication of the largest events held in Belmore Park and the numbers of people attracted to these events, with a maximum capacity of approximately 10,000 experiences at the Community Carols in 2015.

Event name	Community Carols	Anzac Day March	Multicultural Festival	Pictures & Popcorn
Event location	Belmore Park	Auburn St & Belmore Park	Belmore Park	Belmore Park
Time of year/date	22 December annually	25 April annually	February annually	Nov. and Feb. annually
Weekday/Weekend	Depends when 22nd Dec falls	Depends when 25 April falls	Saturday	Saturday
Time of event	4pm to late	10am to 12pm	10am to 4pm	5pm to late
Estimated attendance	8,000 to 10,000	5,000	3,000 at peak	2,000 at peak
Parking demand and indicators	No road closures are required for this event. Due to the high attendance at this event, people are seen walking for blocks to attend, parking where they can in surrounding streets.	Auburn Street is closed from Clinton Street to Goldsmith Street for the duration of the March. Market Street is also closed prior to the Dawn Service reducing parking numbers in the CBD. There have been no adverse reactions to the need to temporarily close Auburn Street for the March and Market Street for the duration. Due to the high attendance at this event, people are seen walking for blocks to attend, parking where they can in surrounding streets.	No road closures are required for this event. Due to the high attendance at this event, people are seen walking for blocks to attend, parking where they can in surrounding streets.	No road closures are required for this event. Due to the high attendance at this event, people are seen walking for blocks to attend, parking where they can in surrounding streets.

TAB I

Parking Agreement with StarTrack

Rail Freight Centre
Sloane St
Goulburn NSW 2580
(02) 4821 690

25 October 2017

Goulburn Mulwaree Council
Sarah Ruberto
Business Manager – Marketing Events & Culture
Locked Bag 22
GOULBURN NSW 2580

Dear Sarah,

Star Track Goulburn is pleased to advise that we will continue our on-going support of local events and performances by offering our carpark facility for use outside our normal business hours, and weekends.

Our carpark can provide parking for approximately 40 vehicles. There is also includes our staff parking and vacant space used for deliveries.

Should you need any further information please do not hesitate to contact me.

Kind regards,

Cameron Buchanan
Owner
Star Track Goulburn